

PCC ACCOUNTABILITY MEETING

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

Date: Monday 19 January 2026

Time: 3:00pm

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

A G E N D A

Item	Time	Agenda Item	Page Number
1.	3:00pm	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 Wednesday 22 October 2025	Page 3
4.	3:15pm	Public Questions	Verbal Update
5.	3:25pm	Police & Crime Plan 2025-29: Priority 2 - 'Cohesive Communities'- Neighbourhood Policing Guarantee	Page 39
6.	3:40pm	Police & Crime Plan 2025-29: Priority 1 - 'Preventing Crime' - Winter of Action Plan	Pages 27 & 44
	3:55pm	Refreshment break (if required)	
7.	4:10pm	Police & Crime Plan 2025-29: Priority 3 - 'Reducing Harm' - Emergency Call Performance	Page 51
8.	4:25pm	Emerging Operational/Organisational Risks	Verbal Update
9.	4:40pm	A.O.B.	Verbal Update
10.	<u>Date of Next Scrutiny Meetings</u> Strategic Deep-Dive Meeting on Equality, Diversity and Inclusion – Wednesday 25 February 2026 from 10:00am – 12:00pm PCC Accountability Meeting: Tuesday 21 April 2026 from 2:00pm - 4:00pm Police and Crime Panel – Monday 27 April 2026 from 10:00am – 1:00pm		

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: Wednesday 22 October 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
- Chief Executive – Mark Stokes, OPCCN
- Temporary Assistant Chief Constable – Chris Balmer, Norfolk Constabulary
- Temporary Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate Communications Manager – Laura Limbert, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN
- Media and Communications Officer – Joshua Brown, OPCCN

1.1 Apologies for absence:

- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of Performance and Scrutiny – Sharon Lister, 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 Tuesday 8 July 2025

- The minutes from the PCC Accountability Meeting held on Tuesday 8 July 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 19.

4. Public Questions

Public Question	Constabulary Answer
<p>I have received a question in from a Norfolk resident who is unhappy with the service they have received from Norfolk Constabulary as a victim of Violence Against Women and Girls (VAWG) who also has another protected characteristic, what are the force doing to support vulnerable victims to ensure they receive a good standard of service?</p>	<p>The Chief Constable (CC) stated that VAWG is a very broad term which covers a range of offending types and acknowledged how difficult it must be to be a victim therefore it is important for victims to be supported, particularly those who are the most vulnerable. The CC confirmed that 'Domestic Abuse Matters' training is being rolled out across Norfolk Constabulary with 800 officers already having completed the training. A focus of this training is providing the best possible service to victims, including those who are vulnerable. This training had to be paused during the summer due to demand, however the CC confirmed that the Constabulary is back up and running with it again.</p> <p>The CC acknowledged the funding that was received to support Independent Sexual Violence Advocacy workers who interact with and support victims of sexual violence and VAWG. They ensure that the support is tailored to the needs of those victims, including their protected characteristics. Part of that role involves working across partnerships, advocating for victims' rights and needs. Furthermore, they have undertaken specialist training to enhance service delivery.</p> <p>The CC stated that the key to a good response is getting the basics right, from promptly answering calls, getting to the location of the incident quickly and investigating the crime well. The CC added that this is a real emphasis in terms of the Constabulary's frontline police response. The scale of this is significant and there are improvements to be made. As is the case with many forces, relatively inexperienced frontline officers are having to deal with some very complex, long-standing issues. The Constabulary is working hard to ensure that the frontline have the skills to provide the best possible service. The CC finished</p>

Public Question	Constabulary Answer
	by saying that he was sorry to hear that someone is unhappy with the service they have received, for which he apologised.
I would like to know what priority Norfolk Police are giving to non-criminal hate incidents, given recent controversial cases elsewhere in the country.	<p>The CC commented on how this is a topic that has had a lot of debate recently. At a national level, there is policy and guidance in place when dealing with non-criminal hate incidents. At a local level, Norfolk Constabulary follows guidance from the College of Policing (COP) and the National Police Chiefs' Council (NPCC). The COP and the NPCC have written to the Home Office recommending that as an interim step, non-crime hate incidents are removed pending the outcome of a review which is currently being undertaken by the Home Office. The CC stated that he hopes that the outcomes of this review will be published promptly as further national guidance in this respect would be helpful.</p> <p>The CC stated that the position the COP is advocating is that, at the moment, police forces should record these incidents but only take further steps when a clear risk of harm is present. The CC finalised his remarks by stating that there are many priorities facing policing, however in this arena only when a matter reaches the threshold of being a crime should it be considered a priority. He hopes the guidance that will be published later in the year will make this clear. Whatever the guidance says, this will be the position that the Constabulary will follow.</p>
Please explain and justify your decision to produce guidance which allows biological male suspects to request strip searches be performed by female officers.	The CC started by stating that the likelihood of this happening is incredibly small, and he appreciates the public interest, however the interest is greater than the occurrence. The CC explained that Norfolk Constabulary's policy is in line with national guidance which was issued by the NPCC in May 2025 following the UK Supreme Court Judgement which related to the scope of the Equality Act and sex and gender. This guidance was issued to all forces nationally. The guidance makes it clear that searches, including searches which expose intimate body parts, should be carried out by police officers and staff of the same

Public Question	Constabulary Answer
	<p>biological sex as the detained person. There may be very limited exceptions considered where someone requests to be searched by someone of their lived gender, however such circumstances must have written consent of the detainee, the officer conducting the search, and an authorising officer. The PCC noted the point on written and documented consent being of great importance.</p>
<p>Why have you disregarded the safety of wheelchair users, blind people, and parents with pushchairs by decriminalising parking on pavements, drop kerbs, yellow lines etc. Allowing vehicle users to park anywhere with no consequences.</p>	<p>The CC commented on how frustrating this must be for wheelchair users and individuals with sight loss or who are partially sighted when they cannot access part of their street or even their home when they need to. The CC stated that it is not fair on those people to have to go through that.</p> <p>The CC stated that following a change in the law, responsibility of on-street parking, as per the Traffic Management Act 2004, provides that local authorities enforce street parking as a civil matter, and this came into effect in 2011. The CC did acknowledge that there are some options available to policing, for example if a vehicle is parked in such a way that is hazardous or unnecessarily obstructs the highway. The CC added that resources are finite, and Norfolk Constabulary receive around 450,000 calls a year with offences such as domestic abuse and sexual abuse against children increasing. The CC stated that where there are problems that are persistent or dangerous, it will be assessed on a case-by-case basis. For people who find themselves consistently inconvenienced, enforcement should be an option. The CC has been made aware of a particular place in Wymondham where parking is an issue, and he will be getting the local Beat Manager to review it.</p> <p>The PCC added that there is an inability to enforce on private roads and unadopted roads, which are a particular issue as they are not always functionally a highway. The PCC was grateful for the work that had been done to identify the level of orders and enforcement which was present.</p>

Public Question	Constabulary Answer
<p>Norfolk Constabulary has a Facebook page with 90,000 followers and a page on X with 122,000 followers. Could the police use these channels, and other media both printed and online, to educate people about the Highway Code changes that came in in January 2022 with specific reference to rules: H1, H2 and H3? These changes are very sensible, but few people seem to be aware of them.</p>	<p>The CC acknowledged that a similar question was asked back in April and confirmed that Norfolk Constabulary do use those media channels, with the 'Fatal 4' offences being the priority. The CC confirmed that an action was taken from the April PCC Accountability Meeting for him to look at the Constabulary's comms in this space with regards to the Highway Code changes. The CC confirmed that the Constabulary published a piece on the news section of the Norfolk Constabulary website and linked that to their social media outputs on 10 June 2025. The Constabulary did this to coincide with the national 'Two-Wheels' campaign which incorporated information about the 2022 Highway Code changes. Furthermore, Norfolk Constabulary's Communications Team have been in discussion with Norfolk County Council (NCC) who have promoted the changes on their channels too. Since such discussions, NCC have posted about the importance of the 1.5m space gap for vulnerable road users. The CC stated that the Constabulary will continue to promote road safety, however, there is a lot the Constabulary could communicate to the public on, and they want to ensure they do not overdo it with too much content. The CC added that between 27 October 2025 and 9 November 2025, as part of a national Operation Dark Nights road safety campaign, Norfolk Constabulary will be running some communications on safety for road users and they will be looking to use that as an opportunity to comment on the 2022 Highway Code changes in relation to pedestrians as well.</p>
<p>I have been a resident of Norwich for nearly two years, during which time I have not experienced or witnessed significant issues relating to crime. However, in the past three months there has been a worrying increase in instances of organised harassment and intimidation campaigns throughout the city.</p>	<p>The CC commented that over the past few months flags have resulted in a number of calls in the control room. He stated that the removal of flags is a continued debate and is mindful that that there will never be agreement on it, therefore, Norfolk Constabulary follows the law. The CC commented that the flying of a nation's flag is not, in its own right, illegal unless there is any other criminality attached to that display. Police officers therefore have no reason to interfere with personal displays of flags on private property as long as there is</p>

Public Question	Constabulary Answer
<p>The behaviour of the large groups of people gathering and hanging flags on public property has made many residents, including myself, feel unsafe and unwelcome in our own neighbourhoods. I have personally avoided inviting friends to my home due to worries that they may be targeted, and I know others who have been followed and harassed for removing flags or stickers near their properties. One news-reported incident involved a mother who tried to stop this group from going up a ladder so close to her young daughter's window, only to be met with sexually abusive remarks.</p> <p>Similarly, there have been nightly livestreams of such groups harassing not only Brook Hotel residents, but also others passing by, based on their ethnicity, colour of their skin, and/or religious expression. These livestreams include disparaging remarks, jokes about burning down the hotel, and encouragements to their large online audience to identify and target these individuals. This kind of persistent public harassment endangers locals, risks normalising hate, and could easily escalate into more serious criminal behaviour.</p> <p>What steps are being taken by the Norfolk Constabulary to address these ongoing acts of harassment and intimidation, to safeguard residents' privacy and peace of mind, and to ensure that people can once again feel safe walking in their own communities?</p>	<p>no criminality associated with the display. The decision about the removal of flags from public street furniture is a matter for the local authority or relevant highways agency. Police officers will not direct that flags should be removed from public street furniture unless some other factor makes it necessary for a policing purpose, for example the flag has been defaced to include illegal content, or the position of the flag creates a public safety hazard.</p> <p>Where allegations have been made about criminal activity, the CC stated that the Constabulary will review any evidence submitted to them in relation to these issues, and commented how the summer protests have resulted in arrests as some of the activity moved into the criminal realm. The CC noted that the role of the Constabulary is to support peaceful and respectful communities, and they want to work with partners to ensure this objective is being met.</p> <p>The PCC acknowledged the work the teams have been doing to meet with businesses around this matter and there has been positive feedback from residents. The PCC asked around the peace of mind element of the question?</p> <p>The CC added that the Constabulary seek to provide reassurance to the majority who do not take part in any of this, and they will continue to undertake such engagement. He commented on how protests bring disruption to community life and can be a significant inconvenience to communities.</p> <p>Temporary Assistant Chief Constable(T/ACC) Dave Buckley added that the Constabulary have taken a really active role in engaging with residents and there has been great local coordination.</p>

5. Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
Introductory comments.	<p>T/ACC Christopher Balmer introduced the Preventing Crime paper. He started by commenting on the reduction of serious violence, which is a long-term trend which Norfolk Constabulary is seeing. He added that Grievous Bodily Harm offences have increased slightly whereas Actual Bodily Harm offences have decreased. T/ACC Balmer noted that it is important for the Constabulary to prioritise where the greatest harm is.</p> <p>He added that the Constabulary have been working closely with the OPCCN within the Domestic Abuse and Sexual Violence Group alongside making sure that children and young people's voices are being heard.</p> <p>T/ACC Balmer highlighted Operation Oilman, which continues alongside Operation Bokken, and incorporates some very traditional policing elements, with high visibility patrols on the ground which are in place to combat the spikes in crime, and effective use of Stop and Search powers in the designated target areas. An example given of one of the successful Stop and Searches was the arrest of a 19-year-old who was found to be in possession of a large blade, who was previously unknown to the force. The male was charged and subsequently given a 12-month Community Order at court, requiring him to complete unpaid work and engage in rehabilitative activities. T/ACC Balmer added that where perpetrators are children, the Constabulary take a child-centred approach which involves working alongside partners to understand the needs of the children and identify whether there are any exploitative or abusive elements at play.</p> <p>T/ACC Balmer stated that the Constabulary has used the additional year of Operation Focus money to expand the range of areas where the Constabulary is doing high visibility patrols beyond Norwich and Great Yarmouth.</p>

PCC Question	Constabulary Answer
	<p>In relation to bringing offenders to justice, T/ACC Balmer commented on Project Vigilant and its success in the night-time economy as Norfolk Constabulary have had a number of successful interventions. He added that the Constabulary are expanding the approach by training more officers in the methodology to increase operational capacity.</p> <p>Another positive in which T/ACC Balmer highlighted is the rejuvenated work of the Domestic Abuse Perpetrator Partnership Approach which is back up to strength and is focused on the highest-harm offenders.</p> <p>With regards to the response to Neighbourhood Crime, T/ACC Balmer noted that despite strong performance by the Constabulary in reducing crime more broadly, neighbourhood crimes levels are plateauing. Furthermore, the Constabulary did not solve as many of these crime types as against the last 12 months compared with the previous 12-month period, albeit overall performance is still above the long-term average. T/ACC Balmer commented on how for Burglary Dwelling offences this may be due to the Constabulary not seeing the same patterns of burglaries occurring as part of a series. He added that they are seeing the same for Vehicle Offences and Robbery. In relation to dwelling burglaries, the Constabulary has continued to attend every residential burglary. T/ACC also confirmed that Norfolk Constabulary are supporting the College of Policing to implement a pilot programme aimed at improving the supervision of crime investigations.</p> <p>T/ACC Balmer discussed improving policing through technology. He stated that the Constabulary continue to look at the methodology of Rapid Video Response to see if they can broaden its use into other crime types. He highlighted how Operation Foxtail has been successful in terms of targeting serious and organised crimes, particularly those taking place on the road. He added that Norfolk Constabulary continue to support the Norfolk Integrated Domestic</p>

PCC Question	Constabulary Answer
	<p>Abuse Service programme to make sure that members of the public who are victims of domestic abuse are aware of all the support available to them.</p> <p>T/ACC Balmer commented on how the Constabulary had supported the NPCCs 'Two-Wheels' campaign, aimed at improving road safety for cyclists and motorcyclists. This included activity that was targeted at illegally modified pedal cycles and the unsafe use of e-scooters.</p> <p>He finalised his introductory remarks by stating that the Constabulary continues to invest in the welfare of officers and have introduced a new Force Psychotherapist role. He added that the Constabulary take an early intervention approach when it comes to wellbeing, examples of which are detailed in the paper and includes support for Mental Health Awareness Week and the continued expansion of the Wellbeing Champions network. T/ACC Balmer commented on how it is absolutely necessary for officers to take some time to improve their welfare, and this is not considered an abstraction as it is crucial for frontline officers. The force has introduced a new tool to track exposure to traumatic incidents to support with early intervention and organisational insight.</p> <p>The PCC commented on T/ACC Balmer's final point on the new trauma tracker and stated that she would like to see the impact this is having once embedded to review the efficacy of that.</p>
<p>It is my understanding that the Constabulary are now White Ribbon Accredited, how will this help support victims of VAWG and Domestic Abuse more broadly?</p>	<p>T/ACC Balmer commented on how best practice within the Constabulary has been expanded within the last six months for vulnerable victims. The Constabulary already had Domestic Abuse Champions in place, but there are lots of similarities in terms of professional consideration between domestic abuse and other strands of vulnerability. Therefore, the Constabulary has provided these Champions with enhanced training on other strands of vulnerability, creating a network of Public Protection and Vulnerability</p>

PCC Question	Constabulary Answer
	<p>Champions to provide support to other officers. T/ACC Balmer confirmed that as part of the 'DA Matters' training programme, a session was held for senior officers who were provided with feedback gained through the training that will help to shape future service delivery and future training.</p> <p>The PCC added that the continuous learning endeavour is vital in this space and would be interested to see what that feedback looks like.</p>
<p>How has Operation Oilman helped with the anti-social behaviour and serious youth violence in Norwich since its incorporation in March 2025?</p>	<p>T/ACC Balmer touched on some of the approaches taken such as out of court disposals and how the Constabulary work with the Youth Justice Board in the pre-criminal space. This area of work requires close involvement from partner organisations. T/ACC Balmer noted that the greatest impact of Operation Oilman was in relation to the spree of offending that was seen in early 2025 and led to it being fully established in March, which involved several incidents of serious violence taking place in public spaces which was therefore impacting the public at large. Since such time the Constabulary has seen an absence of such offending. T/ACC Balmer noted that this will not be apparent in any of the figures presented, however Norfolk Constabulary can see this in the reporting, and they have been successful in interrupting that escalating scale of violence.</p>
<p>Solved and charged rates for Neighbourhood crime offences have decreased – what has contributed towards this?</p>	<p>The CC commented on how in the last three years Norfolk Constabulary has been successful at reducing overall crime in the county by 10,000, which is a significant achievement in terms of crime reduction, and they are now seeing a levelling out. With crime in general, the CC is concerned about what the coming years will bring, especially with regards to the outcomes of the recent sentencing review which will see the removal of many short-term sentences and the early release of offenders from prison after they have served only 30% of their sentence. The CC therefore feels that it is inevitable that there will be an increase in offending, not least because of the intention for more offenders to be managed by Probation on Community Orders. The Probation Service are</p>

PCC Question	Constabulary Answer
	<p>struggling to cope with their current demand and are not resourced for the additional demand this will bring. Additionally, the CC stated that around 25% of offenders who are released from Norwich Prison leave with no fixed abode which significantly increases their risk of reoffending. There are a number of factors that are not within Norfolk Constabulary's ability to influence which play into this, so crime reduction is very much a multi-agency issue. Norfolk Constabulary maintains its position as a county with one of the lowest crime levels nationally.</p> <p>The PCC noted the CC's comments and identified a challenge insofar as over the summer there have been extraordinary incidents which have impacted the Constabulary's time and resources. The PCC asked whether this has caused a trade off with charged and solved rates?</p> <p>The CC stated that if the 12-month rolling average was taken the levels of performance would be broadly consistent. However, the Constabulary are conducting a review of the frontline delivery model, hoping that this will free up more officers to investigate crime and investigate crime well, but there may need to be a compromise in other areas of the organisation given competing priorities, but the investigation of crime will always be a core priority. The CC commented on how it has been a frustrating summer. The levels of abstractions required for policing protests does not come without consequence and will have inevitably had an impact, as each one of those protests will have stopped officers investigating crimes, but if the protests go on, Norfolk Constabulary will be there to police them. He added that officers are feeling the impact of a busy summer and acknowledged that if he had spare capacity in the system to deal with protests, he would not have been doing his job properly as any spare resources should be allocated to these efforts.</p>

6. Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
Introductory remarks.	<p>T/ACC Buckley introduced the Cohesive Communities paper. He commented on the government's Neighbourhood Policing Guarantee and their £200 million commitment. This equates to a £2.2 million investment for Norfolk with a plan this financial year to create 31 additional Neighbourhood Policing roles within Norfolk, with 24 of those roles already being filled.</p> <p>T/ACC Buckley stated that the new Public Voice survey has been launched on the Norfolk Constabulary website. He confirmed that the launch received 2,500 views, with 100 responses to the survey so far. The survey is made up of ten multiple choice questions, so it is not a very time-consuming survey for members of the public to complete.</p> <p>In relation to 'safer roads for all,' in the last 12 months there has been a decrease in the number of collisions resulting in fatalities. However, there is still an increase from the long-term average. T/ACC Buckley commented on how there are no particular locations that are an issue, it is a case for Norfolk Constabulary to target this county-wide. He commented on how there is some really good work from the Roads and Armed Policing Team Commercial Vehicle Unit with 384 vehicles being stopped within this period.</p> <p>T/ACC Buckley mentioned Operation Tramline which is the utilisation of an unmarked Heavy Goods Vehicle which targets the 'Fatal 4' offences on the roads. He confirmed 153 interventions had been reported within the quarter.</p> <p>Operation Foxtail has done some great work and has been recognised as national best practice. Furthermore, Operation Silent resulted in 22 immigration checks with good involvement in partnership activity.</p>

PCC Question	Constabulary Answer
	<p>T/ACC Buckley commented on how shoplifting continues to rise, however it is now stabilising based on this quarter, and Norfolk Constabulary have one of the highest solved rates nationally (42.8%). There is a lot of activity going on with the Constabulary's Neighbourhood Policing officers within town and city centres targeting the most prolific shoplifters. Unfortunately, it is a bit of a revolving door, and the Constabulary often see the same offenders. T/ACC Buckley confirmed that the Constabulary are using Out of Court Resolutions more now when dealing with shoplifting offences such Community Protection Orders. Furthermore, a Retail Crime Strategy has launched, and it was circulated through the Norwich Business Improvement District (BID).</p> <p>T/ACC Buckley stated that around 70% of hate crimes reported are race related with forces nationally reporting increases in anti-Islamic and anti-Jewish related hate incidents over the summer. There are also notable increases in community tensions in relation to Asylum Seekers, particularly around the Brook Hotel in Norwich, with anti-immigration demonstrations taking place.</p> <p>T/ACC Buckley commented on protecting rural and local communities. There has been a lot of engagement from the Constabulary with rural communities particularly around the impact of crime and anti-social behaviour and also fly-tipping. T/ACC Buckley noted that there has been some really good training going into the Control Room to make sure Norfolk Constabulary are delivering the right response. There have been some action days with enforcement partners such as Natural England and lots of support for the heritage community rural advisory group. The Constabulary have spent time understanding the farming communities and concerns around fly-tipping and the costs involved in the removal of waste from private land.</p>

PCC Question	Constabulary Answer
	The PCC noted T/ACC Buckley's final point and stated that it was especially useful and helpful to have that directly covered off as the PCC had many conversations over the summer period concerning that.
How much utility and usage will the Public Voices Survey have at Spring 2026?	T/ACC Buckley confirmed that survey data analysis will be available early next year, so this will be revisited at a PCC Accountability meeting in 2026.
In relation to the Killed and Seriously Injured (KSI) data, with reference to the long-term average and that uptick. There is a focus on 'Fatal 4' offences, which results in a reflection from members of public that vulnerable road users are not addressed as much. Are there conversations to be had going forward on this element?	The CC took an action to break out the last row of the KSI data table so that types of vulnerable road users can be identified and explored more in future meetings.
In relation to shoplifting, Norfolk Constabulary have set a very high bar. With the new Retail Crime Strategy what more can be done?	The CC commented that this year Norfolk Constabulary have introduced the first phase of the Neighbourhood Policing Guarantee work. He confirmed that the first wave of new Neighbourhood Officers will be deployed in the Great Yarmouth area which will result in more visible policing and an increase in the Constabulary's use of civil orders to address offending. The CC stated that the Home Secretary has written to Chief Constables and PCCs regarding the government's 'Winter of Action' plan, however the CC is not yet sure what form this will take, and he awaits further detail. He commented on how Christmas Crime campaigns are being planned in Norfolk as there is a heightened level of vulnerability to shoplifting in the Christmas period. Norfolk Constabulary will continue to carry out targeted work, hitting the most prolific offenders and they will continue to be relentless towards these offenders.
I note that HMICFRS have recently published their State of Policing Annual Assessment 2024-25 report, what are your early thoughts on this?	The CC commented on how the report is difficult to summarise, but as a headline it is a fair and accurate summary of policing in England. The report sets out some policy challenges which need rapid attention, which includes the need for a completely new approach to what the police workforce looks like. The CC

PCC Question	Constabulary Answer
	<p>stated that the Constabulary need the right resource and that is not always in the form of a police officer. The CC was pleased to see the report calling for the police funding formula to be reviewed and the way that funding is allocated to police forces needs to be looked at promptly. It also recognises that there is a lack of capital budget for forces nationally.</p>

7. Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
Introductory comments.	<p>T/ACC Balmer introduced the Reducing Harm paper. He started by commenting on the fact that there have been more disruptions against organised crime groups and tactical vulnerabilities, however June was a lean month which is common as numbers do fluctuate. Operation Foxtail is a good example of how vulnerabilities associated with organised crime groups using the roads can be targeted.</p> <p>In relation to emergency 999 call response times, T/ACC Balmer noted that this is a particularly important element of the Constabulary's service for members of the public. T/ACC Balmer commented that with 999 emergency call response times, performance data looks at marginal changes. The average 'mean time' to answer has reduced. Some forces have put a lot of resource into this. Norfolk Constabulary are looking to invest in some technological improvements and are recruiting more people to work in the Control Room going forward.</p> <p>T/ACC Balmer stated that Domestic Abuse offences have maintained stable solved rates which has improved against the long-term average. He added that the Constabulary want higher solved rates. T/ACC Balmer said that they are pleased with the increased percentage of charges in rape offences, and he believes that Operation Soteria being embedded has helped to achieve these results.</p>

PCC Question	Constabulary Answer
	<p>The PCC asked whether that victim-centred response has helped with the percentage of charges.</p> <p>T/ACC Balmer stated that he believes so, however the Constabulary is dealing with small numbers, but the investments made under Operation Soteria can be attributed to some of what Norfolk Constabulary are seeing here. He also praised the work of the Independent Sexual Violence Advisor Service.</p> <p>The CC added that these are still sobering figures, and the scale and extent of Domestic Abuse is enormous compared to crimes such as Shoplifting and Robberies. Operation Soteria requires significant resource to do well, and the CC commented on how the Constabulary have not got enough detectives to ensure that it is only detectives who are investigating these sorts of crimes, as it should be.</p> <p>The PCC highlighted how there is a broader conversation to be had around the adequacy of risk assessment processes that are in place nationally. The PCC added that it would be helpful to understand the continuous learning and how that is developing within the Constabulary.</p> <p>T/ACC Balmer commented on how there is a national issue around risk assessment. He added that the College of Policing invested in a new form of domestic incident risk assessment called DARA which had better academic findings and this was incorporated into Norfolk Constabulary in 2023.</p> <p>The PCC commented on how there is too much reliance on the risk assessment process when making operational decisions and there is a human factor associated with this.</p> <p>The CC noted that they are all good points, and the Constabulary are reliant on the person going through the assessment. The PCC added that she sees things that encourage her, but there are areas that need improvement.</p>

PCC Question	Constabulary Answer
	<p>T/ACC Balmer highlighted Operation Redline and the innovation of best practice by identifying domestic abuse offenders and victims who keep coming back into the system. Norfolk Constabulary assess whether interventions can be made in the person's life to break the cycle.</p> <p>T/ACC Balmer turned to stalking and mentioned the Sue Lambert Trust and the support they provide which the Constabulary access. T/ACC Balmer expressed his gratitude to the OPCCN for funding towards Restorative Justice (RJ). He added that Norfolk are one of few forces where all Out of Court Disposals are triaged for the opportunity for an RJ intervention, and about one in every four cases take up the RJ offer. Furthermore, the Constabulary have seen offenders who are in prison refer themselves to the RJ process which is an incredibly positive approach to the system.</p> <p>T/ACC Balmer stated that Norfolk Constabulary have a dedicated oversight group which looks at how victim and witness communication can be improved, and the Constabulary are seeing more compliance with the Victims' Code. T/ACC Balmer noted that there is a big impact on the caseloads that sit within the Victim and Witness Care Teams due to court backlogs.</p> <p>The CC finalised by stating that Norfolk is the only county in the Eastern Region where the Crown Court backlog is not starting to reduce. The CC stated that the Constabulary continue to support victims, however it means that victim and witness care officers are unable to move on to the next case. The CC stated that the team do an incredible job at supporting victims.</p>
<p>As an office we receive a number of queries and concerns regarding harassment where the correspondents are highly distressed, can you detail some of the ongoing work within the Constabulary in relation to stalking specifically that which was</p>	<p>T/ACC Balmer noted that the Domestic Abuse Partnership Perpetrator Approach (DAPPA) team have a vital role in all stalking work, including identifying cases, however he highlighted that sometimes, unhelpfully, stalking gets grouped with harassment. The team flag cases of most concern and provide support and signposting for victims. Norfolk Constabulary have Vulnerability Champions who</p>

PCC Question	Constabulary Answer
<p>generated off the back of the 2024 HMICFRS super-complaint titled 'The Police Response to Stalking'?</p>	<p>are upskilled in all strands of vulnerability, including domestic abuse. Furthermore, there is a working group set up to address every recommendation from the super-complaint, to ensure the Constabulary gets those completed.</p>
<p>Off the back of the recent BBC Panorama programme which exposed misogyny, racism and inappropriate use of force captured through undercover filming in a Metropolitan Police custody suite, please could you detail Norfolk Constabulary's stance on behaviours that fall below what is expected of officers and staff?</p>	<p>The CC commented on how an overwhelming majority of the Norfolk Constabulary workforce are good people who want to do a good job, and they want any negative behaviours weeded out. The CC noted that there is a level of acceptance that there will be people in the organisation who do not hold the same values. There have been significant increases in dismissals from the Constabulary during the CC's tenure and he is sure that additional people will be added to this. The CC confirmed that the most frequent source of information leading to that outcome has been information reported by colleagues flagging inappropriate behaviours. As difficult as some of these outcomes are, the CC stated that he would rather it this way round than being an organisation that does not address such behaviours. He added that the vetting process is just a check at a moment in time so it can only do so much however, Norfolk Constabulary has increased resources in the Vetting department and within the Professional Standards Department. In partnership with Suffolk Constabulary, there is a prevention lead to educate staff and analyse any data that the force holds to spot the early signs of misconduct and act and intervene before they become more serious behaviours.</p> <p>The CC stated that new recruits know exactly what is expected of them and he personally meets with every new intake. He added that significant damage has been done to policing in last few years, but the police service is in a better place now as standards have been raised.</p> <p>The PCC echoed the words of the CC on the evident drive in the service and the standards of most police officers and staff. Engagement in scrutiny panels is really good to see, and the PCC concluded by thanking the volunteers and those involved in those panels.</p>

8. Emerging Operational/Organisational Risks

- None raised.

9. Any Other Business

- None 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.	Reopened.
Action 20 (8 July 2025): The force is to include updates on fly-tipping and the victim's perspective of stalking (non-DA related)	Fly-tipping and victim's perspective of stalking (non-DA related) updates added to the PCC Accountability Meeting papers for the October 2025 meeting. Action closed.
Action 21 (22 October 2025): Norfolk Constabulary is to break out the last row of the Killed and Seriously Injured data table so that types of vulnerable road users can be identified and explored more in future PCC Accountability Meetings.	New action.
Action 22 (22 October 2025): T/ACC Balmer is to brief the PCC on the new trauma tracker once embedded with specifics on the efficacy of that.	New action.
Action 23 (22 October 2025): Norfolk Constabulary is to provide the PCC with an update regarding the feedback gained through the 'DA Matters' training programme, with a focus on the continuous learning endeavour.	New action.

Description of Action	Action Update/Decision
Action 24 (22 October 2025): Norfolk Constabulary is to discuss how much utility and usage the Public Voices Survey has at a future PCC Accountability Meeting in Spring 2026.	New action.

Date of Next Meeting:

Monday 19 January 2026.

Signatures



.....
Sarah Taylor
Police and Crime Commissioner



.....
Paul Sanford
Chief Constable



ORIGINATOR:

Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2026

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 July 2025 to 30th September 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	7,865	7,953	8,315	-1.1%	-5.4%
	% DA	34.9%	32.5%	33.3%	2.4pp	1.6pp
GBH	Number of crimes	668	675	656	-1.0%	1.8%
	% DA	26.3%	23.0%	25.8%	3.3pp	0.5pp
ABH	Number of crimes	5,578	5,565	5,868	0.2%	-4.9%
	% DA	28.1%	26.4%	30.6%	1.7pp	-2.5pp

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 01/10/2024 – 30/09/2025. The date range for Previous 12 months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024.

- Violence with Injury offences have reduced, both against the previous 12-months period (-1.1%) and the long-term average (-5.4%).
- The proportion of Violence with Injury relating to Domestic Abuse (DA) has increased when compared with the previous 12-month period (+2.4 percentage points) and the long-term average (+1.6 percentage points).
- The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12 months was 1.0% lower than the previous 12 months (7 fewer crimes) and 1.8% higher than the long-term average (12 additional crimes). 26.3% of the GBH offences recorded in the last 12-month period were flagged as being domestic abuse related. This is a lower proportion than overall violence with injury (34.9%) but has increased compared with the previous 12 months (+3.3 percentage points) and the long-term average (+0.5 percentage points).
- In the last 12-month period, Actual Bodily Harm (ABH) offences increased by 0.2% when compared with the previous 12-month period (13 additional offences) but reduced by 4.9% against the long-term average (290 fewer offences). The percentage of ABH offences linked to domestic abuse in the last 12 months was 1.7 percentage points higher than in the previous 12 months, and 2.5 percentage points lower than the long-term average.
- The Domestic Abuse Sexual Violence Group (DASVG) has continued to strengthen the integration of sexual violence within its work. A strategy has been co-developed, setting priorities around communications, training, data analysis, strategic understanding of sexual violence, and targeted interventions. In addition, work is underway to improve understanding of the links between suicide and domestic abuse. An evidence-based audit will be conducted to identify risk factors associated with suicide, domestic abuse, and self-harm.
- The Domestic Abuse Related Death Review (DARDR) Oversight Panel seeks to identify themes and drive recommendations forward across the partnership. This

partnership oversight process ensures that recommendations are appropriately worded and that partners work collaboratively to deliver them effectively.

- Operation Bokken continues as a MoRiLE (Management of Risk in Law Enforcement) scored Tactical Vulnerability using the Serious Organised Crime (SOC) methodology and governance. It remains a geographically defined response to the threat of serious youth violence in Norwich.
- Operation Oilman was established in March 2025 in response to a sharp and concerning spike in aggravated youth violence in public spaces within Norwich City Centre. This escalation required a swift and visible policing response, which was delivered through high-visibility patrols and targeted interventions under the Operation Oilman banner. During this quarter, the success of those initial deployments, combined with increased summer demand on frontline policing, led to a managed transition.
- A new MoRiLE scored Tactical Vulnerability, under the operation name Operation Careen has been set up in Great Yarmouth to create a multi-agency plan to address serious youth violence using a similar methodology to Operation Bokken, which has evolved to focus on wider youth violence themes rather than being tied to a single geographic footprint. This shift reflects a more strategic, county-wide approach to prevention and enforcement.
- A further positive development has been the renaming of the Youth Violence and Early Intervention Team to the Neighbourhood Violence Reduction Team, giving the unit a broader scope to address violence and vulnerability across communities. This change underpins the Constabulary's commitment to tackling harm in a holistic and sustainable way.
- The reasons behind the earlier spike in city centre violence continue to be explored through Operation Bokken intelligence work and Community Tension Monitoring meetings. These discussions are proving invaluable, with community safety partners actively engaged in understanding root causes and shaping joint solutions. This collaborative approach is a real strength, ensuring that safeguarding, prevention, and enforcement remain aligned.
- A consistent aspect of the response to Operation Bokken has been a focus on understanding the underlying catalysts for violence in each incident, enabling efforts to address root causes. This approach has created opportunities to disrupt criminal activity, such as drug supply and acquisitive crime, through a range of methods.
- There continues to be a multi-agency approach to the activity around Op Bokken with a major aspect of that being the safeguarding around children identified as being at risk of exploitation. The well-established Multi-Agency Child Exploitation (MACE) strategies to protect children and young people from harm and to provide their parent(s)/guardian(s) with safety advice and clear plans to help them to protect them is a consistent feature of that work. Opportunities through intelligence and/or evidence to disrupt adults who are seeking to exploit children are identified and progressed. Measures including Community Protection Notices, Partial Closure Orders and Criminal Behaviour Orders are used alongside or in addition to

criminal prosecutions, aimed to disrupting perpetrators and protecting potential victims.

- In addition to the Serious & Organised Crime (SOC) Board governance of Operation Bokken, there is a fortnightly operational meeting with a wide range of police departments represented, including the Operational Partnership Team (OPT), Integrated Offender Management (IOM), the Multi Agency Safeguarding Hub (MASH), MACE and the Neighbourhood Violence Reduction Team. A fortnightly multi-agency operational meeting with Children Services, Youth Justice Service, Police and Probation Services, titled the Community Tensions Monitoring Meeting is held to ensure timely information sharing. More urgent issues are raised in between meetings as they arise.
- Data held by the Constabulary shows that Serious violence offences (determined as Section 18 Grievous Bodily Harm with Intent or Section 20 Grievous Bodily Harm) for which members of the Operation Bokken cohort were listed as suspects have reduced compared to the last two reporting periods.
- Operation Steadfast is a Norfolk safeguarding response that ensures a swift and robust response to missing children who are at high risk of exploitation or serious youth violence. This is managed through the Multi Agency Child Exploitation (MACE) team and assumes a high-risk classification for these children, ensuring immediate deployment and oversight. An internal audit has demonstrated strong compliance and improvements in risk classification and recording of missing episode.
- The Constabulary continues to lead on the Serious Violence Duty, chairing the multi-agency Serious Violence Duty Partnership Group.
- High-visibility hotspot policing has been expanded to areas that meet the revised Hotspot Action Fund criteria for addressing knife crime, serious violence, and antisocial behaviour. Locations in Norwich, Great Yarmouth, King's Lynn, and Dereham are now included. Each locality is adopting a collaborative, problem-solving approach, leveraging Home Office funding and resources to deliver initiatives targeting root causes, while effectively applying Civil Orders and enforcement measures.
- The Safer Streets Summer initiative enabled an expansion of activity to high-population areas during the summer months. Additional high-visibility patrols were deployed in Cromer, Sheringham, and Holt to provide coverage throughout the carnival and events season. This effort was complemented by Licensing Officers engaging with licensees to mitigate alcohol-related harm. Greater use was made of Public Space Protection Order (PSPO) powers. In total, more than 3,000 hours of visible policing were delivered across the county during July and August, despite significant response demand.

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 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 the project has continued to evolve, and the initiative has benefited from increased media coverage, helping to reinforce public understanding and provide awareness of the negative behaviours the tactic seeks to curb.
- During this quarter a further 125 Response Officers who cover the Night-Time and Evening Economy and 12 Special Constables have been trained in the tactic to provide a business-as-usual approach.
- Additional Home Office funding has been gained which will be used to support increased use of the tactic in Norwich and widen its reach across the county.
- The 'Winter of Action' initiative will be used to highlight and reinforce the importance of Project Vigilant and other Safer Spaces approaches that are designed to reduce violence against women and girls. This will include promoting 'Bystander' interventions and national initiatives such as [Operation Makesafe](#), aimed at raising awareness among hotel staff to help them identify signs of potential child sexual abuse and exploitation, [Ask For Angela](#), a safety campaign in bars and other venues enabling individuals who feel unsafe, vulnerable, or threatened to discretely seek assistance by asking for "Angela", and [Operation Portum](#), supporting retail businesses in implementing measures to improve safety within their premises.
- 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.
- More than 200 Vulnerability and Public Protection Champions have now been trained to embed expertise across the Constabulary and support the wider workforce to secure more positive outcomes in VAWG investigations.
- Following recent procedural changes, Neighbourhood Policing Teams are now responsible for monitoring compliance with Domestic Violence Protection Notices (DVPN) and Domestic Violence Protection Orders (DVPO). This proactive approach strengthens victim support, disrupts offender behaviour, and generates valuable intelligence to enhance community safety.
- 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 activity targeting high-harm domestic abuse perpetrators (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	3,602	3,609	3,695	-0.2%	-2.5%
	Solved	370	426	372	-13.1%	-0.5%
	% Solved	10.3%	11.8%	10.1%	-1.5pp	0.2pp
	Charged	272	305	273	-10.8%	-0.4%
	% Charged	7.6%	8.5%	7.4%	-0.9pp	0.2pp
Residential Burglary	Number of crimes	1,240	1,275	1,268	-2.7%	-2.2%
	Solved	110	136	128	-19.1%	-14.1%
	% Solved	8.9%	10.7%	10.1%	-1.8pp	-1.2pp
	Charged	85	93	90	-8.6%	-5.6%
	% Charged	6.9%	7.3%	7.1%	-0.4pp	-0.2pp
Vehicle offences	Number of crimes	1,634	1,623	1,701	0.7%	-3.9%
	Solved	193	231	181	-16.5%	6.6%
	% Solved	11.8%	14.2%	10.6%	-2.4pp	1.2pp
	Charged	131	166	132	-21.1%	-0.8%
	% Charged	8.0%	10.2%	7.8%	-2.2pp	0.2pp
Theft from the person	Number of crimes	375	378	400	-0.8%	-6.3%
	Solved	17	15	16	13.3%	6.3%
	% Solved	4.5%	4.0%	4.0%	0.5pp	0.5pp
	Charged	13	7	8	85.7%	62.5%
	% Charged	3.5%	1.9%	2.0%	1.6pp	1.5pp
Robbery (Personal Property)	Number of crimes	353	333	326	6.0%	8.3%
	Solved	50	44	47	13.6%	6.4%
	% Solved	14.2%	13.2%	14.4%	1.0pp	-0.2pp
	Charged	43	39	43	10.3%	0.0%
	% Charged	12.2%	11.7%	13.2%	0.5pp	-1.0pp

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

The date range for the Last 12 months is 01/10/2024 – 30/09/2025. The date range for Previous 12 months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024. Neighbourhood Crime combines Residential Burglary, Vehicle offences, Theft from the person, and Robbery of personal property.

- Overall levels of recorded neighbourhood crime remain broadly consistent with the previous 12 months, showing a marginal reduction of seven offences (-0.2%). Volumes are also below the long-term average, with a decrease of 2.5%.
- Solved and charged rates for 'all' neighbourhood crime have declined compared to the previous 12-month period; however, both remain just above 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 volumes have decreased compared to both the previous 12-month period (by thirty-five offences) and the long-term average (by twenty-eight offences).
- In September, updated guidance was issued to support officers responding to residential burglaries. The guidance sets out a clear framework for on-scene actions, including providing crime prevention advice and victim support. It also incorporates the cocooning principle, aimed at spreading crime prevention

messaging and reassurance to local communities. To ensure the guidance is understood and being applied effectively, regular dip sampling of burglary investigations will be carried out. The introduction of cocooning and super-cocooning principles, combined with robust processes for identifying potential crime series, enhances the ability to support victims and communities.

- Vehicle offences have risen slightly compared to the previous 12 months (up 0.7%, equating to 11 additional offences) but remain below the long-term average (-3.9%). The solved rate for vehicle offences is lower than the previous 12-month period (-2.4 percentage points) yet still above the long-term average (+1.2 percentage points). The charged rate shows a small increase against the long-term average (+0.2 percentage points) but has declined compared to the previous year (-2.2 percentage points).
- The volume of recorded Theft from the Person offences is broadly unchanged compared to the previous 12 months (3 fewer crimes) but has fallen by 6.3% against the long-term average (25 fewer crimes). Both the solved rate and the charge rate have increased compared to the previous 12-month period and the long-term average.
- Robbery of personal property offences have increased by 6.0% (20 offences) compared to the previous 12-month period and by 8.3% (27 offences) against the long-term average. The solved rate has risen compared to the previous year (+1.0 percentage point) and is broadly in line with the long-term average (-0.2 percentage points). The charged rate has also increased compared to the last 12 months but is lower than the long-term average. Overall volumes remain low, so these percentage changes reflect small numbers of offences.
- Norfolk Constabulary is committed to supporting the continuous professional development (CPD) of officers and staff involved in investigating neighbourhood crime. Current CPD programmes for frontline officers emphasise core investigative skills, evidential best practices, and delivering effective victim care.
- Operation Investigate is developing additional CPD for supervisors, focusing on evidential reviews, the application of civil orders, achieving appropriate victim outcomes, and identifying safeguarding opportunities. This training will complement the rollout of the College of Policing PIP1 Supervisor Programme.

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.

Drones

- Drones have become an essential part of policing within Norfolk since their introduction in 2017. The Constabulary owns more than twenty deployable drone assets and has twenty-one qualified pilots, which includes four members of the

Special Constabulary. These officers undertake continuous professional development to ensure that they maintain the required level of aviation safety and to upskill them for the ever-evolving policing tactics that are being utilised.

- The Constabulary's drone capability extends from 0700 - 2300 each day, with officers supported by hardware which allows for additional connectivity opportunities and the ability to have power/charging facilities whilst out in the field.
- In 2025, at the end of September, the Constabulary's drone resources had been deployed 1,096 times, completing 1,314 flights, and accumulating 393 hours of airtime. Deployment has shown a consistent upward trend over the past eight years.
- Incidents where drones may be deployed include, but are not limited to:
 - Missing person searches
 - Spontaneous firearms incidents
 - Wanted person searches
 - Serious road collision imagery
 - Crime scene assessment/mapping
 - Thermal flyovers
 - Event support
 - Warrant support
- Missing persons searches represent the largest demand for drone operations, accounting for 97 flight hours in the past 12 months. One recent example involved an elderly female with mental health concerns who had been reported missing. The search continued overnight, and the following day she was located in a roadside ditch along the A47 using the drone's thermal imaging capability. She made a full recovery; however, given her inability to climb out of the ditch unaided, the outcome could have been very different without drone intervention.
- Time spent locating wanted persons is similar to missing person searches, though can be harder to measure. In a recent operation, a drone unit was deployed to assist in tracking a burglary suspect. Using aerial surveillance, the pilots monitored the suspect's movements and directed officers to his hiding spot behind a shed, resulting in a successful arrest.
- Drones have become an integral component of large-scale policing operations. They provide overwatch and assist Commanders in making timely, informed decisions. Throughout the summer, drones played a key role in successfully managing protests at the Brook Hotel in Norwich.
- So far in 2025, drones have been deployed for 189 tasking flights focused on intelligence gathering, primarily targeting cannabis cultivation across the county. Thermal imaging technology is utilised to identify excessive heat sources within properties of interest. The intelligence obtained plays a critical role in supporting warrant applications and subsequent enforcement actions.

Drone First Responder Project

- The Drone First Responder (DFR) project is a Home Office-funded initiative aimed at improving public safety and operational efficiency using remotely operated drones. These drones provide early visual intelligence at live incidents, enabling faster and more informed decision-making.
- DFR involves the remote launch and piloting of police drones to deliver real-time situational awareness to the Contact and Control Room (CCR) and operational units. This capability allows for rapid assessment of incidents, improved allocation of resources, and enhanced safety for officers and the public. At the end of a task, the drone will return to its box and re-charge to prepare for the next deployment.
- Norfolk Constabulary was selected by the National Police Chiefs' Council (NPCC) to lead a DFR trial. The programme is now operational and completing live flights directly from the Control Room. In a three-week period, the drone was deployed to over 50 incidents, ranging from missing children to spontaneous firearms deployments. This demonstrates the operational versatility and value of the DFR system.
- The trial has showcased a number of critical benefits, including:
 - Early evidence capture, enabling more informed tactical decisions.
 - Enhanced deployment decisions, ensuring the right resources are sent at the right time.
 - Operational outcomes, including capturing assaults and breaches of bail on camera, and guiding officers to successful arrests after suspects had left a scene.
- While these successes demonstrate the strength of DFR, they also reveal opportunities for further enhancement. Improving connectivity remains a key priority to fully unlock the system's potential and enable seamless sharing of live video feeds with operational teams, ensuring everyone has access to the most current intelligence during incidents.
- Work is currently underway to assess how the Constabulary could staff the capability to deploy the technology more regularly, as well as exploring the feasibility of extending its use to other areas of the county.

Drone Training Academy:

- The academy continues to thrive, with the pace of courses accelerating following the summer leave period. The team showcased their work at the Emergency Services Show in September, generating 42 leads, all of which have been followed up.
- The Constabulary's Drone Training Manager has been appointed as the National Drone Training Manager, a role part-funded by the NPCC. He is collaborating

with national colleagues to develop a new drone training syllabus, positioning Norfolk as a leader in police and state drone operations for the future.

- The academy remains busy delivering General Visual Line of Sight Certificate training, a UK Civil Aviation Authority qualification, alongside basic police drone courses and Counter-Drone training. Courses are scheduled throughout the remainder of 2025 and well into 2026. Based on current bookings the academy is on track to generate £100k of income for the Constabulary in 2025/26. Bookings for 2026/27 are already being received, and further growth in income over the next 12 months is anticipated.

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

Between July and September 2025, the Constabulary delivered a series of proactive communication campaigns and operational updates aimed at raising awareness, preventing crime, and reassuring communities. Messaging was consistently amplified through news releases, website articles, social media, and media interviews, ensuring transparency and public engagement.

Activity in this reporting period included:

July 2025

- Recruitment Drive “Uncover the Truth” - A month-long campaign targeting aspiring detectives ran across the Constabulary’s social media platforms, promoting career opportunities and encouraging applications.
- National Drink and Drug Driving Campaign – Support for the National Police Chiefs’ Council (NPCC) initiative with local messaging on social media and news releases, reinforcing the dangers and consequences of impaired driving.
- One Punch awareness campaign - Detective Superintendent Phill Gray highlighted the risks of violent confrontations, referencing a case in Dereham where a man lost his life in a one-punch attack. Coverage included ITV Anglia interviews and social media engagement.
- Courier fraud prevention - Messaging focused on educating the public about courier fraud, urging families to advise older relatives and remain vigilant.
- Operation Foxtail - A targeted roads policing operation in Wisbech resulted in nine arrests for offences including fraudulent documents and drug-related crimes. Updates were shared via news and social media channels.
- Ninja sword surrender scheme - Public messaging promoted the surrender scheme and explained new legislation banning ‘ninja’ swords from 1 August, warning of potential prison sentences for non-compliance.
- Roads Policing multi-agency action day - Nine people were arrested, 17 vehicles seized, and 16 tickets issued after officers worked with partners during an action day in West Norfolk.

- ‘Operation Focus’ funding boost – Following the extension of the Government-funded scheme to tackle anti-social behaviour in hotspot locations for 2025/26, the Constabulary communicated its achievements to date, highlighting that 1,321 additional hours of high-visibility patrols were delivered over the past 12 months as a direct result of the funding.
- Closure Order - A Closure Order was issued for a property in Kent’s Square, Great Yarmouth following reports of persistent anti-social behaviour, including excessive noise and suspected drug activity. Updates on the action were communicated through news and social media channels.
- Appeal made in ‘no body’ murder investigation - The mother of Maris Ile, who went missing from King’s Lynn, travelled to the UK from Latvia and made an emotional appeal for information. Earlier this year, the Constabulary launched a no body murder investigation following Maris’ disappearance in November 2024. A video was shared on social media appealing for the public’s help.
- Court outcomes shared - Updates included sentencing for attempted murder and a serious drink-driving collision, reinforcing accountability and deterrence.

August 2025

- Safe Summer Campaign – *#YouAreNotAlone* - Messaging focused on domestic abuse and sexual violence prevention, offering support resources.
- Crimestoppers appeal - A reward was publicised for information on the Maris Ile investigation, encouraging community assistance.
- Anonymous reporting tool launch – The Constabulary introduced a trial platform for reporting drink and drug driving anonymously, which was promoted through news and social media.
- Event safety messaging - Public updates to reassure attendees of Sandringham concerts about policing presence and traffic management plans.
- Operation Middleman - Communications highlighted police response to protest activity, including advice for motorists and confirmation of arrests.
- Sentencing awareness - Dashcam footage was shared to illustrate the consequences of dangerous driving, after a 20-year-old man was convicted of the offence after taking part in a pursuit, reinforcing road safety messaging.

September 2025

- Continued protest response - Operation Middleman updates maintained transparency around policing measures.

- Domestic abuse case outcome - Publicised sentencing for a violent offender in Great Yarmouth, who assaulted his partner and killed her dog, emphasising the Constabulary's commitment to tackling domestic abuse.
- Fraud prevention campaigns:
 - Pension fraud awareness in partnership with City of London Police.
 - Job scam prevention advice shared via social media.
 - Romance fraud alerts issued to counter rising cases.
 - Courier Fraud – Op Radium: All Parish Councils and local charities supporting elderly members of the community were invited to join the Operation Radium trigger plan. When an increase in reports occurs within a specific area, warning information will be shared with all participating partners to raise awareness and promote preventative measures.
- Road safety operations - A multi-agency action day in Norwich resulted in arrests, vehicle seizures, and 58 Traffic Offence Reports. Updates included unusual cases, such as a driver playing Pokémon GO behind the wheel.
- Community engagement:
 - PC Dan Brock's visit to a young cancer patient in King's Lynn was widely shared, showcasing compassionate policing.
 - Inspector Ben Jarvis discussed shoplifting prevention with Lynn News, reinforcing partnership working.
- Youth safety messaging – National Police Chiefs Council Young Driver 'Fatal Four' campaign highlighted risks for 17–24-year-olds, supported by social media content.
- Report online promotion - Videos shared on social media demonstrating the ease of online reporting forms, encouraging public use.

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 ensuring that Police Officers, Police Staff, members of the Special Constabulary and Police Support Volunteers feel supported and that they have the resilience and skills to perform their roles to deliver the best possible service to the communities of Norfolk.
- Providing our people with a voice via our People Opinion Survey enables us to monitor our progress and to act if there are areas where we can improve.

- In this reporting period activity undertaken to support the welfare of our people has included:
 - Wellbeing Roadshows at various locations across the Constabulary with the Police Federation wellbeing van being deployed to a number of planned and spontaneous operations throughout the summer to provide immediate support to officers engaged in long or challenging deployments.
 - The Learning Management System (LMS) was updated to enable everyone access wellbeing and welfare support through other methods.
 - Twenty-five wellbeing inputs were delivered between July and September across a range of departments.
 - Increasing the Wellbeing Champion programme, with 140 Champions now active across Norfolk and Suffolk.
 - Two live events were held on 10th September to highlight World Suicide Prevention Day. The focus of the events was to raise awareness of the issue and to promote the support which is available to our people. The event was supported by Steve Philip from The Jordans Legacy.
 - Continued support of the Oscar Kilo 9 (OK9) Wellbeing dog scheme with a number of visits conducted to a range of departments and stations.
 - Launch of a Peer Support Interaction Form which allows Wellbeing Dog Handlers, Chaplains, Wellbeing Champions, and the Wellbeing team to record any interactions they have with officers and members of staff to identify key themes and to enable proactive action to be taken.
- Continued development of the provision of support to our people and future activities planned include:
 - MIND provided specialised training to officers and staff, initially upskilling 48 individuals in Suicide Awareness and Mental Health First Aid. Building on this foundation, further training has enabled the establishment of a dedicated team of Suicide Responders.
 - In-house supervisor and senior leadership Wellbeing training to help aid understanding and ensuring wellbeing is embedded within organisational decision making.
 - In-house Post Traumatic Stress Disorder (PTSD) and Complex Post Traumatic Stress Disorder (CPTSD) training development.
 - Launch of the 2026 Wellbeing Calendar of events.
 - Recording videos of Chief Officers to share their awareness of mental health stigma, its impact, and their own lived experiences, including what has helped them. The goal is to provide leadership-driven awareness, normalise conversations about mental health, and encourage officers and staff to seek support without fear of stigma.

- As the results of the fifth People Opinion Survey are analysed, wellbeing provisions and the support provided to our people will continue to be monitored to enable further proactive interventions to be implemented.
- Table 3 provides a comparison of misconduct cases initiated during the past 12 months against the previous 12-month period. It also details the number of misconduct hearings, accelerated hearings, and misconduct meetings conducted, along with the number of Police Appeal Tribunal appeals received.

Indicator	Last 12 months	Previous 12 months
PSD conduct cases	82	82
Accelerated misconduct hearings	6	4
Misconduct hearings	13	15
Misconduct meetings	12	11
Police Appeals Tribunal - Appeals received	2	1

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 01/10/2024 – 30/09/2025. The date range for Previous 12 months was 01/10/2023 – 30/09/2024.

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:

Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2026

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 July 2025 to 30th September 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 were 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 thirty-one Police Officer roles within Neighbourhood Policing by the end of March 2026.
- The number of Police Officers in Neighbourhood Policing roles was 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 and remains on target to deliver thirty-one by 31st March 2026.
- 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 survey is now live and has over 500 respondents to date.

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	489	482	435	+1.5%	+12.4%
Killed & Serious Injury collisions - Fatal	31	33	35	-6.1%	-11.4%
Killed & Serious Injury collisions – Serious injury	458	449	400	+2.0%	+14.5%
Killed & Serious Injury collisions involving vulnerable road users (total)	263	277	237	-5.1%	+11.0%
Cyclists	68	60	54	+13.3%	+26.0%
Motorcyclists	125	137	115	-8.8%	+8.7%
Pedestrians	70	79	67	-11.4%	+4.5%
Horse Riders	0	1	1	-100%	-100%

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

The date range for the Last 12 months is 01/10/2024 – 30/09/2025. The date range for Previous 12 months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024.

- Collisions resulting in fatality or serious injury have increased marginally (+1.5%) when comparing the last 12-month period to the previous 12-month period and have seen a 12.4% increase in comparison to the long-term average.
- In the last 12-months there were fewer fatal and serious injury collisions involving vulnerable road users in comparison to the previous 12-months (-5.1%), but an increase against the long-term average (+11.0%).
- In this reporting period (1st July 2025 to 30th September 2025) there were 132 collisions involving serious injury on Norfolk's roads, an increase of 20 collisions when compared to the same period in 2024. In the same reporting period, there were fifteen fatal collisions across Norfolk, with sixteen fatalities, an increase of five fatalities when compared to the same period in 2024.
- The Constabulary's Roads and Armed Policing Team (RAPT) works collaboratively with a range of partners to improve the safety of the Norfolk Road network. Key partnership activities undertaken during this reporting period are outlined below.
- Throughout July, the Constabulary took part in the National Police Chiefs' Council Operation Spotlight campaign which focussed on the Fatal Four offences (speeding, driving under the influence of alcohol or drugs, not wearing a seatbelt, and using a mobile phone while driving).
- In September, another Operation Spotlight campaign commenced with a focus on Young Drivers (motorcycle riders and car drivers) by way of education and enforcement.

- The Constabulary will be supporting the National Police Chiefs' Council campaign, *Operation Dark Nights*, which will launch at the end of October. This initiative aims to raise awareness of the increased risks faced by vulnerable road users during the autumn months, when data shows a higher number of collisions resulting in serious injuries or fatalities. The campaign will include public messaging on driving behaviours that endanger vulnerable road users and will re-share key updates from the 2022 Highway Code changes, designed to offer greater protection to those most at risk. Operational activity will include driver's eyesight checks.
- The Road Casualty Reduction Team (police motorcycles) continues to support Fatal Four enforcement through daily deployments at collision hotspots and by supporting the RAPT Road Safety operations. This quarter the team have also assisted many abnormal load escorts and have delivered Bike Safe sessions to vulnerable road users (motorcyclists).
- 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 CVU's 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, 238 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 number of vehicles stopped and encountered in this reporting period is lower than recent quarters due to summer annual leave periods for the team, abstractions for courses, and the team's involvement in delivering educational talks to hauliers.
- A continuing trend of concern is non-compliance with driving hours regulations among HGV drivers, particularly those operating EU-registered vehicles. In this period, 75% of EU-registered HGVs stopped were found to be non-compliant. The CVU maintains a strict enforcement approach, issuing roadside fines and prohibiting vehicles. The unit works closely with the DVSA to redirect some vehicles out of the country and to develop a joint intelligence picture. Additionally, the CVU supported DVSA's Operation Mamba, targeting foreign registered 3,500kg vans operating illegally in the UK with vehicle defects and cabotage offences.
- In September, the Norfolk CVU participated in a national initiative in Bedfordshire (Operation Lockstream) aimed at addressing foreign national offending. The CVU was specifically requested to provide mutual aid due to its proven expertise in tackling such offences, following the success of Operation Silent, which targets illegal working within Norfolk's gig economy. The unit's approach was recognised as best practice by Deputy Chief Constable Wendy Gunney (NPCC Organised Immigration Crime Lead) and Immigration Minister Mike Tapp MP. As a result of this commendation, two CVU officers have been invited to the Home Office to

present the methodologies employed, which have demonstrated both effectiveness and excellence in achieving operational objectives.

- Within the reporting period the CVU, in partnership with NORSE, also ran the last 'Operation Blind Spot' school education visits for 2025. 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, targeting vulnerable road users, is expanding as more schools come on board. The visits will resume in the 2026 academic school year.
- Operation Foxtail is a RAPT and Intelligence Directorate 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, the CVU, and Community Support Units.
- 244 vehicles were stopped in this quarter during Operation Foxtail deployments. 36 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. 96 intelligence reports were submitted, 59 vehicles were seized, and 88 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.
- 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.
- Progress continues on several new average speed camera projects, including permanent installations on the A47 at Acle and between Tilney and Walsoken. Temporary sites at Thickthorn and Tuddenham will become operational in November, and discussions remain ongoing regarding proposals for the Acle Straight. Although these cameras are owned by National Highways, they are operated by the Norfolk Camera Partnership in the same manner as those on the A12 and A14 in Suffolk. All recovered costs contribute directly to supporting the partnership's back-office operations.

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	6,188	5,491	4,543	12.7%	36.2%
	Solved	2,659	2,494	1,839	6.6%	44.6%
	% Solved	43.0%	45.4%	40.5%	-2.4pp	2.5pp
	Charged	1,910	1,798	1,342	6.2%	42.3%
	% Charged	30.9%	32.7%	29.5%	-1.8pp	1.4pp
	Taken into Consideration	275	274	144	0.4%	91.0%
	% Taken into Consideration	4.4%	5.0%	3.2%	-0.6pp	1.2pp
	Out of Court Resolutions	471	421	348	11.9%	35.3%
	% Out of Court Resolutions	7.6%	7.7%	7.7%	-0.1pp	-0.1pp

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 01/10/2024 – 30/09/2025. The date range for Previous 12 months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024.

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 12.7% higher than the previous year, and 36.2% above the long-term average. These rates of increase are lower than observed in the previous quarterly figures.
- When compared nationally, Norfolk Constabulary has a high solved rate for shoplifting offences, with 43.0% of the offences reported in the last 12-month period being detected. 165 more shoplifting offences were solved in the last 12-month period than in the previous 12-month period. This included 112 more charges.
- The use of Out of Court resolutions for shoplifting offences (Youth Cautions, Adult Cautions and Community Resolutions) has increased compared with both the previous 12-month period (+11.9%) and the long-term average (+35.3%).
- The number of offences Taken into Consideration by courts at sentencing in the last 12-months is at a similar level when compared to the previous 12-month period but has increased significantly against the long-term average (+91.0%).
- A review is underway on the use of Criminal Behaviour Orders (CBOs) to address prolific shoplifting offending, with the objective of establishing a more consistent and effective approach. This will include engagement with the Crown Prosecution Service (CPS) with a view to streamline procedures and increasing the number of successful CBO applications.
- The Norfolk Retail Crime Strategy has been finalised and launched internally. The external launch will take place during Safer Business Action (SaBA) Week in November, in collaboration with local Business Improvement Districts (BIDs) and Business Crime Reduction Partnerships (BCRPs), ensuring broad distribution and engagement across the retail community.

- For Safer Business Action (SaBA) Week, additional high-visibility patrols will be deployed in retail areas. Retailers in the Operation Focus ‘hotspot’ areas will be visited, and copies of the Retail Crime Strategy will be distributed.
- The Retail Crime Toolkit has been shared with the Norwich Business Improvement District (BID) for beta testing. Feedback from this process will inform further development to ensure the toolkit is practical, effective, and delivers tangible value for retailers.
- The Constabulary continues to provide crime prevention advice to retailers, aligned with national guidance. This is delivered through local engagement and resources that are published on the Constabulary’s website.
- The ‘Keeping Town Centres Safe this Summer’ initiative was among the first activities announced by the Government to support delivery of the Safer Streets Neighbourhood Policing Guarantee (NPG). Alongside other measures aimed at enhancing the safety of town centres and high streets, the initiative called for visible action during the summer period to address retail crime. During the reporting period (1st July to 30th September), as part of Norfolk’s ‘Summer Plan’ additional high-visibility patrols were deployed across town centres, high streets, and other retail areas. 106 retail crime arrests (shoplifting and robbery of business property) were made during this period.
- Building on the Safer Streets Summer initiative, the Government has announced the ‘Winter of Action’ calling on police, partners agencies, community organisations, and businesses to work together to tackle shop theft, street crime, and anti-social behaviour across town centres throughout December and January. The initiative also includes measures to address issues within the night-time economy, including further steps to tackle violence against women and girls. The national initiative is being led by Police & Crime Commissioners in partnership with police forces, local authorities, community organisations, and businesses, including retailers.
- West Midlands Police have implemented a pioneering initiative called [Offending 2 Recovery](#) (O2R), a community-based programme that addresses retail crime by supporting individuals who are gripped by drug and alcohol addiction who frequently commit shop theft. The partnership programme aims to address substance dependency and break the cycle of offending. Scoping is being undertaken for adopting a similar approach in Norfolk.

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

- In this reporting period (1st July to 30th September 2025) an increase in recorded hate crime has been seen, with 290 unique hate crimes recorded compared with 254 in the previous quarter (1st April 2025 to 30th June 2025). This is consistent with the same seasonal trend seen in 2024, when a similar number of hate crime reports were recorded in each quarter.

- While long-term efforts by the Constabulary and its partners to encourage reporting are felt to be having an impact, the Constabulary remains confident that hate crimes are still significantly under-reported.
- In this quarter, 69 percent of hate crime reports related to race (71 percent last quarter), 11 percent related to Sexual Orientation (7 percent last quarter) and 9 percent were related to Disability (8 percent last quarter). 15 Religious hate crimes were recorded during the quarter, an increase compared to the previous quarter when 5 were recorded.
- Targeted work with partner agencies to build confidence in reporting continues. This collaborative activity includes close engagement with the Stop Hate in Norfolk (SHiN) campaign, which is demonstrating impact as more organisations request the training.
- There has been a noticeable increase in community tensions relating to asylum seekers, marked by anti-immigration demonstrations and protests that have received support from right-wing groups. These activities have grown in both size and frequency over the summer period, which has demanded a significant policing response.
- The national “Raise the Flag” campaign has generated feelings of exclusion among some communities, particularly those from Black, Asian, and other ethnic minority backgrounds. In Norfolk, there has been a noticeable increase in the display of St George’s Cross and Union Jack flags on bridges, lampposts and other structures. While the flying of a national flag is not unlawful, the Constabulary recognises that a lack of police response may be perceived by some community members as indifference. To support community cohesion and provide reassurance, the Constabulary issued a public statement on flag raising: [Statement on flag raising](#)
- The Constabulary continues to work in partnership with stakeholders to ensure that community tensions are being shared, with Engagement Officers and the Constabulary’s Equality, Diversity & Inclusion (EDI) team working closely with partner agencies and vulnerable people in communities to provide continued reassurance and support.
- As part of National Hate Crime Awareness Week, a Hate Crime Awareness Conference is being planned for 16th October 2025. The event will bring partner agencies together to discuss barriers to reporting hate crime and explore strategies to strengthen community cohesion.

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:
 - In support of national Rural Crime Action Week in September, the Constabulary focused on visibility and engagement with rural communities. During this week the Rural Crime team (Operation Randall) attended the Norfolk Farm Machinery Club (NORMAC) event in Elvedon alongside the Commercial Vehicle Unit and colleagues from Suffolk Constabulary. The team also participated in the Sandringham Game and Country Fair, joining together with the Environment Agency Fishery Enforcement team to engage with rural communities to gain better understanding of the issues affecting them.
 - Training to Contact and Control Room (CCR) staff to increase their knowledge of all aspects of rural and wildlife crime has continued. 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.
 - 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. A number of historical sites across the county were visited in July to engage with partners and the public around anti-social behaviour and crime at these sites.
 - Inputs to raise awareness of rural crime and crime prevention to interested groups including wildlife groups.
 - Regular visits to farms and rural businesses by members of the Special Constabulary, supported by the Community Safety Operation Unit (CSOU), providing visibility, reassurance, and the opportunity to offer crime prevention advice, with many being previous victims of crime.
 - Targeted activity with officers in Breckland District to address illegal activity in Thetford Forest, including unauthorised encampments and off-road vehicle misuse.
 - The Operation Randall team continued to review all rural crimes reports received by the Constabulary, seeking to identify emerging patterns and trends to enable prevention and early intervention and apprehension. Where appropriate, the team collaborates with regional and national teams to coordinated activity and share intelligence.
 - Supporting action days and enforcement activities with partner agencies, including the Environment Agency.
 - Continued work with partners to address fly-tipping concerns. A member of the Community Safety Operational Unit has been appointed to lead the Constabulary's response, with activity coordinated under Operation Zoologist. Strong links have been established with the Norfolk Waste Enforcement Group (NWEG), which includes all Local Authority Environmental Enforcement Officers. Mapping meetings have been held with local authority partners to jointly tackle the issue and develop preventative solutions.

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:

Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2026

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 July 2025 to 30th September 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	440	361	256	21.9%	71.9%
Disruptions recorded against scored OCGs only	63	81	92	-22.2%	-31.5%

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 01/10/2024 – 30/09/2025. The date range for Previous 12-months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024.

- Table 6 and Figure 2 show the disruptions recorded by Norfolk Constabulary when responding to the threat posed by serious and organised crime.
- Although the number of recorded disruptions against Organised Crime Groups (OCGs) has declined, the overall volume of disruptions against SOC threats continues to rise.
- Since His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) last inspected the Constabulary's response to Serious and Organised Crime in 2022, the approach to recording SOC threats has been broadened beyond simply counting OCGs. This expanded methodology makes the recording process easier and less bureaucratic and captures a wider range of SOC threats, providing a more comprehensive understanding of the issues impacting the county.

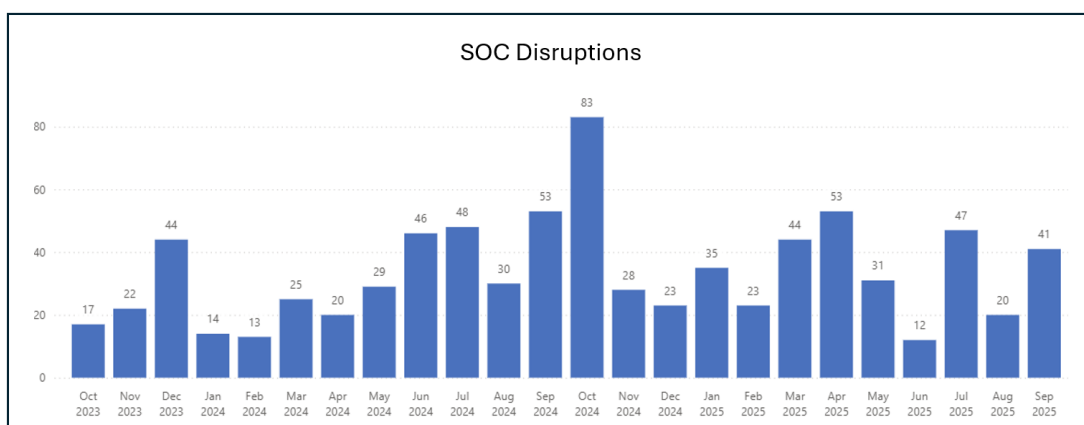


Figure 2 - Norfolk Serious and Organised Crime (SOC) total disruptions for the period 01/10/2023 – 30/09/2025

- During this reporting period (1st July – 30th September 2025), 108 SOC disruptions were recorded, an increase of 12 (+12.5%) compared to the previous quarter.

- The 12-month rolling data for 1st October 2024 to 30th September 2025 shows 440 recorded disruptions, compared to 361 during the same period in 2023/24, an increase of 21.9%.
- Figure 2 illustrates an expected decline in recorded disruptions during the summer, followed by a recovery toward late summer and into autumn. Disruptions are projected to continue rising in the next quarter. Year-on-year data indicates a sustained upward trend, and forecasts suggest this pattern will persist throughout the current year.
- Work continues under the governance of the joint-force Serious and Organised Crime Board to ensure that all SOC disruptions are properly recorded, particularly within the Local Policing Command. Performance relating to SOC disruptions is closely monitored by this Board and at the Force Performance meeting, chaired by the Deputy Chief Constable.
- A new SOC Board structure has been agreed and is currently under development, with implementation planned for early 2026. This will strengthen governance and accountability within local policing and enhance SOC activity across Norfolk.
- 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 innovative approaches. This collaboration with ERSOU provides Norfolk with access to specialist regional and national capabilities.
- The College of Policing has recently launched an online training package for Local Responsible Officers (LROs) which has been rolled out for all Norfolk LROs to complete.
- Additionally, a package of online learning modules, jointly developed by the NPCC Modern Slavery & Organised Immigration Crime Unit and the College of Policing, has recently been introduced for mandatory completion by frontline responders and investigators. This responds to a recommendation from a thematic report published by HMICFRS in May 2025, aimed at improving how police and other law enforcement agencies respond to organised immigration crime.
- During this period, an investigation into a Western Balkan Organised Crime Group under Operation Numerate was carried out, resulting in the arrest of seven individuals and the seizure of 1kg of cocaine along with a quantity of cash. Enquiries remain ongoing and include the restraint of several financial assets linked to the group's criminal activities.

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
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%
July 2025	11,667	7.80	87.2%	11.9%	0.9%
August 2025	12,627	8.29	86.1%	12.8%	1.1%
September 2025	11,245	8.73	84.1%	14.6%	1.2%
Last 12 months	128,095	7.20	88.9%	10.4%	0.7%

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

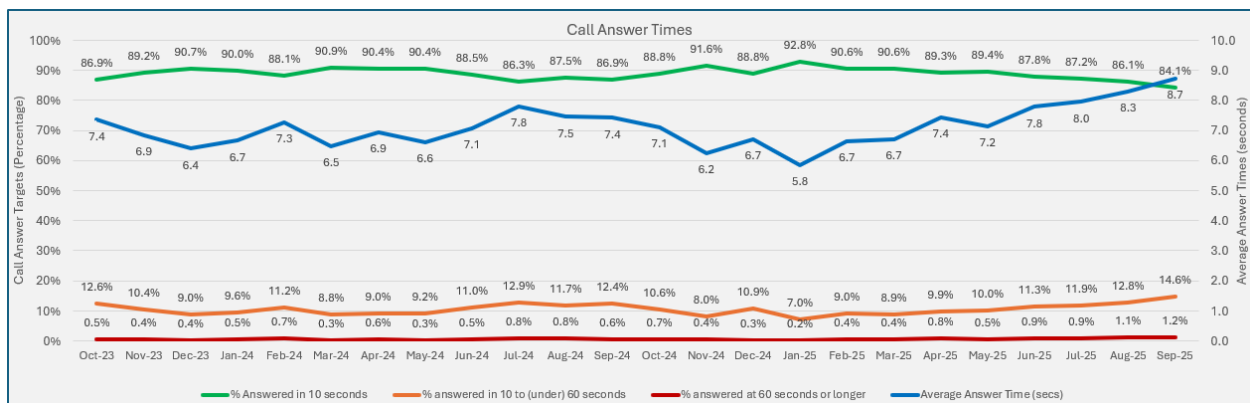


Figure 3 – 999 Call Answer Times by month since October 2023 (BT data)

- Table 7 shows 999 call performance data published on the Police.uk website, an online platform that provides crime statistics and police performance metrics for all forces across the UK. Performance is measured against a national standard, which recommends that police forces aim to answer 90% of 999 calls within 10 seconds. The 999-call answering time includes both the period BT takes 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 July 2025 to 30th September 2025) 85.8% of the 999 calls that the Constabulary received were answered in under 10 seconds.
- This reporting period saw 999 call volumes that were higher than the same three-month period in 2024. Consistent higher demand across the last two reporting periods has placed additional pressure on resources.
- Maintaining the Service Level Agreement (SLA) for 999 and 101 calls is a priority for the Constabulary, however, this proved challenging over the summer due to high demand, staff leave, and essential training requirements. While the CCR actively manages staffing, abstractions, and officer deployment within the room, meeting targets has become increasingly difficult with current staffing levels.
- The Constabulary recognises that improving 999 and 101 call handling times and reducing call abandonment rates to achieve SLAs requires additional call taking resources. To address this, new Communications Officers are currently being recruited and trained, with the first intake expected to complete their training and becoming operational in February 2026. Staffing levels in the Control Room will continue to increase over time, with the aim of reaching target numbers by May/June 2026, subject to successful recruitment.
- Calabrio, the system used to predict call demand, has been updated with an improved algorithm to provide more accurate forecasts. This has resulted in a short-term increase in overtime to cover gaps until new staff arrive next year. Since implementing these changes, improvements in 999 and 101 SLA performance have already been seen, which will be reflected in the next reporting period (effective from November onwards).
- Norfolk and Suffolk continue to collaborate on technological enhancements across both Force Control Rooms. Programmes to introduce SmartSTORM and Vodafone 101 upgrades are planned over the next 12 months. These initiatives will, in time, reduce demand on both Control Rooms and improve customer experience when contacting the Constabulary.

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	11,140	10,690	12,013	4.2%	-7.3%
	Solved	1,308	1,320	1,355	-0.9%	-3.5%
	% Solved	11.7%	12.3%	11.3%	-0.6pp	0.4pp
	Charged	1,017	1,021	1,091	-0.4%	-6.8%
	% Charged	9.1%	9.6%	9.1%	-0.5pp	0pp
Stalking and Harassment	Number of crimes	3,958	4,008	4,608	-1.2%	-14.1%
	Solved	506	598	505	-15.4%	0.2%
	% Solved	12.8%	14.9%	11.0%	-2.1pp	1.8pp
	Charged	296	388	358	-23.7%	-17.3%
	% Charged	7.5%	9.7%	7.8%	-2.2pp	-0.3pp
Rape	Number of crimes	1,158	1,019	1,071	13.6%	8.1%
	Solved	81	80	67	1.3%	20.9%
	% Solved	7.0%	7.9%	6.3%	-0.9pp	0.7pp
	Charged	81	74	61	9.5%	32.8%
	% Charged	7.0%	7.3%	5.7%	-0.3pp	1.3pp
Other Sexual Offences	Number of crimes	2,125	2,094	2,130	1.5%	-0.2%
	Solved	359	263	248	36.5%	44.8%
	% Solved	16.9%	12.6%	11.6%	4.3pp	5.3pp
	Charged	302	226	210	33.6%	43.8%
	% Charged	14.2%	10.8%	9.9%	3.4pp	4.3pp

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 01/10/2024 – 30/09/2025. The date range for Previous 12 months is 01/10/2023 – 30/09/2024. The date range for the long-term average is 01/10/2021 – 30/09/2024.

Stalking and Harassment figures relate to offences within the Home Office Crime Recording (HOCR) sub-subgroups 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 risen by 4.2% compared to the previous 12-months but remain 7.3% below the long-term average. The solved rate is slightly lower than the previous year (-0.6 percentage points) but remains above the long-term average (+0.4 percentage points). The charge rate has declined compared to the previous 12-months (-0.5 percentage points) but is consistent with the long-term average.
- Volumes of Stalking and Harassment have decreased compared with both the previous 12 months (-1.2%) and the long-term average (-14.1%). The solved rate is down from the previous year (-2.1 percentage points) but remains above the long-term average (+1.8 percentage points). The charge rate has declined against both measures.
- The volume of rape offences has increased by 13.6% compared to the previous 12 months and by 8.1% against the long-term average. Both the solved rate and charged rate are higher than the long-term average but have declined compared to the previous year.
- Other Sexual Offences have increased in volume compared to the previous 12 months but remain close to the long-term average (-0.2%, equivalent to five fewer

crimes). Both the solved rate and charge rate have improved against the previous year 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.
- The Constabulary's Vulnerability and Public Protection Strategy has been published, embedding the principles of the National Vulnerability Strategy and underpinned by robust governance structures.
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are key tools for safeguarding victims of domestic abuse. Following a recent policy change aimed at enhancing victim protection, these measures are now being applied beyond high-risk cases. Since the policy change in May, the number of DVPNs and DVPOs issued has risen significantly.
- This activity is supported by Operation Redline, an initiative which targets repeat domestic abuse perpetrators, provides improved governance for high-harm offenders, and ensures consistent monitoring of orders. Following a successful pilot in Norwich, Operation Redline is now being rolled out across all districts.
- Training and professional development to deliver improvements in the response to domestic abuse remains a priority, with Domestic Abuse Matters Phase Two now delivered to first responders. This training is complimented by ongoing continuous professional development being delivered to officers in the County Policing Command to improve investigation standards, supported by the Operation Investigate team.
- District Commanders now have easier access to data on repeat victims and offenders, enabling more effective use of criminal and civil sanctions to deliver better outcomes for victims.
- The regular engagement that the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team has with stalking victims supports the Constabulary's ongoing efforts to learn from the experiences of victims.
- Two dedicated officers, who work within the DAPPA team, have been appointed to lead improvements in securing Stalking Protection Orders (SPOs), supported by active engagement with the judiciary to strengthen court backing for SPO applications.
- To enhance accountability, Custody Investigation Units have been decoupled from the Suffolk collaboration and placed under the direct oversight of local District Commanders. They are now designated as Detainee Investigation Units.
- As part of the Norfolk Policing Model review for 2026, work is underway to identify short-term and medium-to-long-term improvement options. Domestic abuse remains a core priority in future policing design, with plans focused on victim-centred, data-driven, and technology-enabled approaches informed by peer review, safeguarding hub efficiencies, and scrutiny panel insights.

- The Multi-Agency Safeguarding Hub (MASH) is subject to an ongoing internal review, aimed at identifying more efficient models, leveraging technology, and improving data-driven service delivery for vulnerable victims.
- A peer review of domestic abuse is planned for early 2026, in partnership with the National Vulnerability Public Protection Team, focusing on the “Pursue” element of the 4Ps to inform Norfolk Policing Model changes and improve outcomes for victims.
- Internal communications have been strengthened through the “Making a Difference” campaign, which will soon transition to having a domestic abuse focus. This will be supported by monthly Inspector audits being prioritised around domestic abuse investigations for the foreseeable future.
- An audit is being planned to better understand why some victims choose not to support prosecutions and to identify opportunities for improving victim engagement and case progression.
- The well-established Rape Scrutiny Panel remains a key mechanism for learning and quality assurance, informing best practice and supporting continuous improvement.
- Drawing on learning from the Rape Scrutiny Panel, a Domestic Abuse Scrutiny Panel has been introduced to review case quality and outcomes, driving continuous improvement.
- A dedicated Domestic Abuse Board with the Crown Prosecution Service (CPS) is in place, to ensure joint accountability and collaborative improvement planning. In parallel, a separate Rape and Serious Sexual Offence (RaSSO) Partnership Board with CPS provides governance and oversight, reinforcing shared responsibility and ensuring collaborative planning to deliver improvement.

Strengthen officer & 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 Operation Soteria Training Lead began delivering ‘An Introduction to the National Operating Model (NOM)’ to frontline officers. Developed under Operation Soteria, the NOM provides a framework to standardise and improve RaSSO investigations across police forces. This training builds on knowledge from the 2024–2025 First Responder programme, expanding understanding of the NOM, reinforcing key principles, and introducing products designed to

raise investigative standards and ensure a consistent approach across all sexual offences, regardless of allocation.

- Delivery of the College of Policing RaSSO Continuous Professional Development (CPD) training for specialist officers and staff up to Detective Superintendent rank concluded. Two additional sessions were provided for teams that may investigate RaSSO offences, including Professional Standards, the Major Investigation Team, the Safeguarding Children Online Team, and the Public Protection Unit. Feedback from attendees has been very positive.
- Delivery of the College of Policing Specialist Sexual Assault Investigators Development Programme (SSAIDP), which commenced in January 2025, has continued. Three joint courses with Suffolk Constabulary have been completed, with another scheduled for November 2025. With a number of courses planned for 2026, the Constabulary remains on track to achieve the joint-force objective of training all RaSSO investigators by the end of 2029.
- The College of Policing online training package on non-contact sexual offending for frontline staff is scheduled for release in December 2025.
- A bespoke training day for RaSSO supervisors (Detective Sergeants and Detective Inspectors) is scheduled for Spring 2026. The session will provide an in-depth focus on National Operating Model (NOM) products, including investigative and evidential reviews, suspect-focused tactics, and tone. The day will include input from the Crown Prosecution Service to promote improved collaborative working.
- The Victim Information Guide, a National Operating Model (NOM) product, has been updated with local support services details and is being prepared for publication on the Constabulary's external website. A QR code will be created to provide victims with easy access and will be distributed to RaSSO investigators and frontline officers. The guide will be hosted on the Constabulary's intranet and on the external public website, alongside Harbour Centre and Independent Sexual Violence Advisor (ISVA) Service pages.
- In November, an updated version of 'MyTeam' will be rolled out to Detective Inspectors within the Safeguarding and Investigations Command. 'MyTeam' is a Power BI dashboard that consolidates data from the Constabulary's investigations management system (Athena), providing real-time insights into ongoing investigations. This update will strengthen data-driven decision-making by supporting the identification and targeting of repeat RaSSO suspects, assisting workload prioritisation, and will enhance overall workload management. A staff briefing session will be held to ensure effective implementation and optimal use of the dashboard.

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

- The Joint Restorative Justice Hub is commissioned by the Police & Crime Commissioners for Norfolk and Suffolk, with funding provided until March 2026.
- Additional funding from the Norfolk Police & Crime Commissioner enabled the appointment of an extra Restorative Justice Advisor for Norfolk. The role is helping to manage existing workloads, and with the added capacity, the service has expanded into new areas of policing. Since May, referrals for Sensitive and Complex cases have increased by approximately 40 percent, directly linked to this staffing enhancement.
- The expansion into the Norfolk Roads and Armed Policing Team includes delivering Restorative Justice (RJ) awareness training to Family Liaison Officer (FLO) Coordinators, enabling FLOs to make appropriate referrals to the RJ Hub following a fatality. The RJ Hub leaflet has been added to the Break folder (support package), and an RJ introduction now forms part of the FLO exit process.
- The Norfolk and Suffolk Restorative Justice model is unique in that 100 percent of cases resolved through Out of Court Resolutions (Conditional Cautions and Community Resolutions) are triaged by the Hub for Restorative Justice suitability. Since the introduction of RJ courses within Out of Court Resolutions, 71.9 percent of cases now receive some form of RJ intervention, an increase from 53.0 percent.
- Since 2022 there has been an approximate 800 percent increase in Restorative Justice referrals received by the Hub, largely attributable to the Out of Court Resolution case referrals.
- The chart below shows how referrals have increased year-on-year since the Restorative Justice Hub was formed. The 2025 year-to-date figure is representative of the referrals from 1st April 2025 to 30th September 2025.

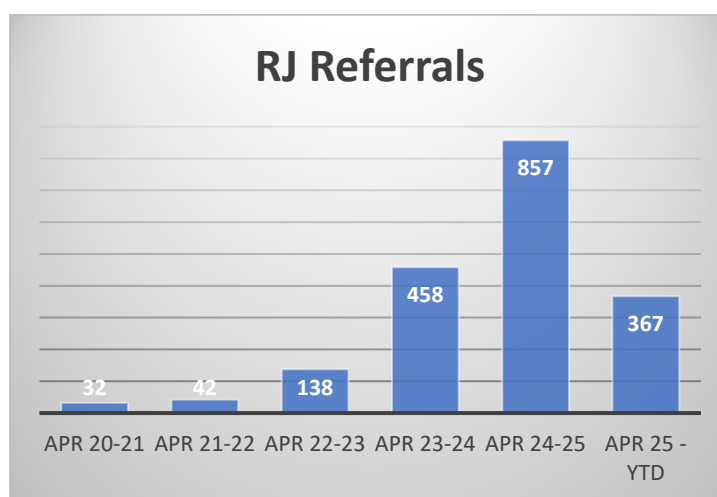


Figure 4 – Referrals received by the Norfolk & Suffolk Restorative Justice Hub since 2020

- Serious and complex case referrals are received from all areas of the Constabulary and from external agencies including Probation Service and His Majesty's Prison Service (HMPS).
- The Constabulary is continuing to work with His Majesty's Prisons Offender Management Units, enabling offenders to refer themselves to the Restorative Justice Hub.
- Victim referrals continue to increase, with self-referrals resulting from agencies that provide support to victims signposting them to the service.
- The Restorative Justice team has developed a number of online courses based on the Restorative Justice approach, including Victim Awareness, Retail Crime, and Anti-Social Behaviour. These courses encourage offenders to reflect on the impact of their actions on victims and on the wider community. The Anti-Social Behaviour and Retail Crime courses were launched in September. They are delivered online via an external platform as part of Norfolk's diversionary offer for Out of Court Resolutions.
- Online courses based on Restorative Justice principles for other crime types are also being developed with partners. This include an Assault Emergency Worker course that is being designed in conjunction with the Norfolk and Suffolk NHS Foundation Trust (NSFT), the East of England Ambulance Service Trust (EEAST), and the Norfolk Police Federation. A Young Driver and 'car meets' course is also being developed in collaboration with the Roads and Armed Policing Team and the Joint Traffic Justice Unit. A course relating to football offences called 'On the Bench' is being created in partnership with Norwich City Football Club and a Knife Crime course is being developed using funding that the Constabulary received from the Home Office as part of the Safer Streets anti-social behaviour 'Hotspot' fund.
- The Constabulary has employed an Intern from the University of East Anglia as a digital content creator to add course content to the online platform. They were initially employed for a 12-week period but due to the number of courses being developed they have been extended until the end of February 2026.
- The Restorative Justice team is also developing a pilot project aimed at addressing antisocial behaviour through Restorative Justice principles. The initiative will target first-time and low-level offenders, inviting them to participate in one day of meaningful voluntary community work as part of a non-statutory, out-of-court resolution. The project is scheduled to launch in November 2025 as an optional condition within Community Resolutions, offered at no cost to offenders. Harmed parties will receive details of the next available session, and upon completion, partners will provide a certificate of participation upon request. The Bread Kitchen in Great Yarmouth and The Conservation Volunteers in Norwich are engaged in the project.
- The Constabulary is waiting to hear if an application to be part of a National Police Chiefs' Council pilot to design a diversionary course for Hate Crime has been successful.

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 still 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 and will include an input to support with increasing the number of referrals to the Norfolk and Suffolk Victim Care service. These training sessions will commence once the agreed metrics reporting has been confirmed.
- 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 three hundred victims to be contacted. This is still 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.
- Victims' Code compliance across all current requirements remains the priority, with activity aimed at driving improvements in compliance rates and ensuring that reporting on the current metrics is accurate, ready for the new national reporting requirement when it is introduced. This activity is driven through the Supporting Victims Subgroup, with monthly reporting on District, team, and individual performance.
- The Constabulary's average overall Victims' Code compliance for Rights 1-7 for the period 1st July 2025 to 30th September was 81.02%, showing a slight improvement on the last period (80.86%).
- 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.
- On 1st October 2025, Catch 22 became the new provider of the Victim Support service for Norfolk and Suffolk. Referrals for victims of standard risk domestic abuse incidents transferred to the Leeway Domestic Violence and Abuse Service,

commissioned by the Norfolk Police & Crime Commissioner. Early engagement was undertaken with both providers to ensure a smooth handover of the daily referrals that the Constabulary makes in accordance with the Victims' Code.

- Crown Court trials are still being delayed and rescheduled at short notice, and Magistrates Courts are re-listing many cases. Crown Court trials are being scheduled into 2027, which has a significant emotional impact on victims and witnesses, and creates challenges for the Victim and Witness Service (VAWS) team for keeping victims engaged and managing their expectations. It also creates additional work for the VAWS team, having to rearrange attendance. These challenges are not unique to Norfolk and are mirrored nationally. Court delays continue to be highlighted through the Local Criminal Justice Board.
- A review of the Victim and Witness Service has been completed, and a change programme is now being implemented. From 1st January 2026, three separate teams will merge into a single, unified team. All staff are receiving training to work with Guilty Anticipated Plea (GAP), Magistrates' Court, and Crown Court cases. These changes aim to provide victims with improved continuity in their contact with Witness Care Officers, while enabling caseloads to be better managed across the entire team to ensure long-term sustainability and help with meeting future demand.

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