PCC ACCOUNTABILITY MEETING

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

Date: Tuesday 20 October 2026

Time: 10:00am

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

Agenda

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the previous meeting held on Tuesday 21 April 2026	Page 3
4.	10:15am	Public Questions	Verbal Update
5.	10:30am	Priority 1 – Preventing Crime	Page 17
6.	10:45am	Priority 2 – Cohesive Communities	Page 35
	11:00am	Refreshment break (if required)	
7.	11:15am	Priority 3 – Reducing Harm	Page 46
8.	11:30am	Emerging Operational/Organisational Risks	Verbal Update
9.	11:45am	A.O.B.	Verbal Update
10.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Thursday 29 October 2026 from 10:00am – 12:30pm Strategic Governance Board Meeting/Estates Governance Board Meeting: Monday 16 November 2026 from 10:00am – 12:00pm PCC Accountability Meeting: Wednesday 20 January 2027 from 10:00am – 12:00pm		

Enquiries to:

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بمكتب مفوض الشرطة والجريمة على 01953424455 أو عن طريق البريد الإلكتروني

opccn@norfolk.police.uk

Summary of the PCC Accountability Meeting

Date: Tuesday 21 April 2026

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
- Deputy Chief Constable – Dave Marshall, Norfolk Constabulary
- Chief Executive – Mark Stokes, OPCCN
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate Communications Manager – Laura Limbert, Norfolk Constabulary
- Sergeant – Hannah Wright, Norfolk Constabulary
- Communications and Engagement Manager – Sue Starling, OPCCN
- Project Delivery Administrator – Hannah Hyde, OPCCN

1.1 Apologies for absence:

- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Governance – Sharon Lister, OPCCN
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary

2. Declarations of Personal and/or Prejudicial Interests

- There were none declared.

3. Confirm the Minutes and Actions of the Previous Meeting Held on Monday 19 January 2026

- The minutes from the PCC Accountability Meeting held on Monday 19 January 2026 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 12.

4. Public Questions

Public Question	Constabulary Answer
The Police and Crime Plan 2025–2029 places a strong emphasis on building public trust and confidence as a 'golden thread' running through policing in Norfolk. Given the vital role of public trust in policing, how does the Chief Constable (CC) promote and enforce a culture of honesty and integrity among officers, and how does he address situations where those standards may fall short?	The CC outlined the national Code of Ethics and misconduct regulations which police forces across the UK are expected to adhere to. The CC added that there is great emphasis in Norfolk Constabulary on culture, peer accountability, and early-expectation setting. The CC provides a speech to all new officers where he sets out the force's expectations. The CC commented on the forces Professional Standards Department which is shared with Suffolk Constabulary; this team embeds anti-corruption within it which is both reactive and proactive in responding to complaints. The CC stated that in recent years the Constabulary have seen a number of misconduct investigation which were reported by colleagues which indicates a healthy reporting culture within the force. During the CC's five-year tenure there have been 30 officers dismissed for misconduct, and he stated that the Constabulary has no time for anyone that does not meet the forces standards. The CC added that outcomes of each misconduct hearing is published on their website as they invite transparency. The PCC concluded by stating that there is efficient scrutiny, but it is important to keep an eye on reporting levels.
Why do your staff not understand the meaning of a police statement? Taking complaint details over the phone does not constitute a statement from a member of the public especially when that member of the public did not give their consent to the wording used.	The CC stated that it is most common for statements to be taken in person, however, there are some instances where statements may be taken via telephone or by video conference, such as if the victim does not want officers coming to their door, or if they are out of county. At the end of any statement taking process the individual needs to be happy that what they are signing off is a true reflection and officers will do their best to ensure this. It is a requirement for the victim to review the statement. The CC added that any individual concerns relating to this question can be shared with the Constabulary so that they can look into the circumstances of the matter.

Public Question	Constabulary Answer
	The PCC noted that this is not an area of policing that she is familiar with and it would be good for her to meet with someone who can show her the process for taking statements.
Given the role of the police in enforcing road safety laws, it is important that public confidence is maintained through consistent and professional conduct behind the wheel. The questions I would ask would be: • What standards and training are currently in place for non-emergency police driving? • How are these standards monitored and enforced? • Whether any steps are being taken to address concerns about declining driving standards?	The CC stated that there are mandatory driving standards training for all officers which provides support on professional decision-making and standard setting. The CC confirmed that the force uses vehicle telematics to monitor driving behaviour such as speed, harsh braking, cornering, and acceleration. The Driver Training Unit looks at these patterns and trends so that the force can intervene and offer additional training or tuition to those who are not adhering to the Constabulary's driving standards. The PCC asked when reviews are conducted. The CC stated that reviews typically happen following road traffic incidents, however, there is ongoing oversight of telematics data.
Based on local and national data, it is estimated that around 78,000 people in Norfolk are living with the impact of sexual abuse, rape, or sexual violence at any one time. The Centre of Expertise on Child Sexual Abuse estimates that approximately 7,000 children are sexually abused annually in the county. At Sue Lambert Trust, we supported almost 700 individuals last year. It is deeply concerning that over 60% of those who bravely come forward to us have not reported these crimes to the police. It is widely acknowledged and evidenced that providing adequate, specialist support for survivors increases the	The CC stated that 7,000 children abused in the county is a frightening figure. Child Sexual Abuse and Violence Against Women and Girls (VAWG) are underreported crimes and there is often significant delay in reporting whilst the victim deals with the trauma. The CC commented that responding to this challenge is and always will be a priority for Norfolk Constabulary. The public want to see more police officers on the streets which is understandable but set against these figures it is important that officers are also deployed into roles that tackle child sexual abuse, including online sexual abuse which is a particular challenge, and other forms of VAWG. The offences require careful and complex investigation by officers who are often not in visible roles, so, balancing these demands is difficult.

Public Question	Constabulary Answer
likelihood of reporting to the police. At its core, that support is about improving mental health and emotional wellbeing so that individuals feel safe and able to engage with the justice system. Where that support is not available, research strongly suggests survivors are significantly more likely to be re-victimised in adulthood, to experience serious mental ill health, self-harm, and suicide attempts, to use drugs and alcohol as coping strategies, and to become involved in the criminal justice system themselves. Over half of women in UK prisons have experienced abuse including sexual abuse (with some estimates up to 80%). If over 60% of survivors in Norfolk are not reporting, this could mean tens of thousands of perpetrators remain unidentified and able to continue offending. Research also shows that perpetrators frequently have multiple victims, meaning these are rarely isolated incidents. At the same time, grant funding from the PCC for specialist sexual violence services in Norfolk- including Brave Futures, the 1:1 Project, the Rowan Project, and Sue Lambert Trust - have been or is being significantly reduced, with cuts of up to 73% to Sue Lambert Trust's grant by 2027/28. There is no equivalent specialist provision within the NHS locally. Given this context:	The CC stated that processes are overseen by regular governance and scrutiny boards, and Norfolk Constabulary works closely with partner organisations within these crime types to ensure support for victims. The CC also confirmed that Norfolk Constabulary have adopted the Operation Soteria model for investigating rape and serious sexual offences. Norfolk Constabulary also has Operation Vigilant which focuses on identifying predatory behaviours in hotspot areas in Norfolk. In addition to this, Norfolk Constabulary have put resource into Operation Engage which has a small group of specialised officers who are highly skilled in working with victims in serious sexual offences cases offering support when needed. All of this is only possible if strong partnership work such as with NIDAS (Norfolk Integrated Domestic Abuse Service) exists. The CC stated that the volume creates a challenge for the Constabulary, and he estimates that in the coming year there will be a significant increase in the number of online child sexual abuse reports received from the National Crime Agency, which will also lead to more offenders needing to be managed in the community. The CC concluded by saying that this is a challenging type of criminality to investigate and it will always be a priority for the Constabulary. The PCC agreed with the CC and is aware of the limit on commissioning budgets. The PCC stated that she spent some time with the Public Protection Unit (PPU) and discussed some of the challenges around resourcing. The PCC commented that the work within the PPU is phenomenal and noted the ever-growing risk attached to the team, acknowledging that they are part of the machinery of keeping Norfolk safe.

Public Question	Constabulary Answer
What is the clear strategy from the PCC and Chief Constable to identify, disrupt and prosecute perpetrators of sexual abuse and violence in Norfolk - particularly when the majority of survivors are not reporting - and how can the public be confident that reducing investment in specialist support services will not lead to fewer reports, fewer prosecutions, and more perpetrators remaining at large?	

5. Police and Crime Plan: Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
The work involved in Operation Cortex is noted, given the complexity of the operation and the fact that it relates to children. What is being used to establish the effectiveness of Op Cortex with respect to both (i) the children concerned and (ii) the public and businesses in the area?	DCC Marshall stated that Operation Cortex concentrates on the Haymarket in Norwich City Centre which by design is an area for gathering so will attract people to that area. The Constabulary has invested a lot of assets in the operation, recognising the significance of the issues for the local community. There is an understandable public perception element, with large groups of young people congregating in the area, but it is important to acknowledge that the majority of them are not committing crime. DCC Marshall commented that it is important that when offences are identified they are dealt with robustly. In regard to confidence of local businesses, DCC Marshall confirmed that a lot of engagement has taken place to ensure that they have full understanding of the approach that the Constabulary is taking and to educate them about the perception issue of youths congregating. The best way to monitor the impact of the operation is to understand how communities are feeling. Positive meetings have been held with local business and Norwich Business Improvement District (BID) in relation to police action at the Haymarket and also how the Constabulary is dealing with shoplifting. In respect to children who are vulnerable and have access to substances and alcohol, it is important that

PCC Question	Constabulary Answer
	Norfolk Constabulary are capturing that element and taking measures to protect them. The force has been using Project Vigilant to monitor and intervene where appropriate. Diversion and education of young people to help them to understand when they are vulnerable is also an important element of the approach. The Constabulary is also working with Local Authorities and parents to help them to understand their responsibility for keeping these vulnerable children safe.
It is good to see that 150 police officers have now been trained in recognising and challenging predatory behaviour. In terms of Project Vigilant deployment specifically, are there moves to increase deployable teams (Bronze, 2 Behavioural Detection Officers, and 4 uniformed officers) in areas other than Norwich?	DCC Marshall stated that the force has increased the number of Op Vigilant trained officers and it is the Constabulary's desire to spread the approach across high footfall areas of the county where there are vulnerable females and children who could become victims. Ten deployments have been completed in this reporting period in Norwich. DCC Marshall stated that it is not just about deploying officers on ground, it is also about the additional training that has been delivered to officers and staff who work in the night-time economy to change their focus from preventing fights to preventing harm and raising their awareness about vulnerability. There is an opportunity to expand the use of information and intelligence to support the approach. Norfolk Constabulary are looking at deployments in Great Yarmouth over the summer when there will be higher footfall, however, realistically Norwich is the biggest night-time economy within Norfolk, and the success has been seen there. The work undertaken with venues and hotels to raise awareness has seen an increase in reports of concerning individuals, which has enabled the Constabulary to make earlier interventions.
The provision of a Rape and Serious Sexual Offences dashboard to help enable detection is very welcomed. It sounds as though better and quicker outcomes for victims of these crimes may well be an outcome. How will you track the effectiveness of the dashboard in its use, and how will you	DCC Marshall stated that he has been really impressed with the dashboard data insights. It allows supervisors to manage risk, identify patterns and repeat suspects. It also provides an ability to understand where suspects have been, whether there is no further action, and provides investigatory level supervision

PCC Question	Constabulary Answer
measure the impact of this intervention? Over what timescale do you anticipate enough of an uptake in its use to make a material difference both to investigators and to victims?	on risk. There are Clare's Law considerations which are being made. The impact of the dashboard has been fundamental and has allowed for better engagement for victims and evidence-led prosecutions. The DCC commented on how it is a really clever tool which the Constabulary need to expand to other areas of business. The CC added that this is all about making better use of the data that is already at the Constabulary's disposal.

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

PCC Question	Constabulary Answer
Introductory comments.	ACC Buckley introduced the Cohesive Communities papers and stated that as of 31 March 2026 a total of 31 additional neighbourhood policing posts have been delivered. Plans are in progress to deliver a further 20 posts in the next financial year; scoping work is underway via the Change Team. ACC Buckley commented on how the removal of uplift targets for officers and staff provides Norfolk Constabulary with increased flexibility in workforce deployment. In relation to the 'Public Voice' neighbourhood policing survey, ACC Buckley noted that 1,224 responses have been received to date. The data is now sufficient enough to begin identifying trends and priorities with further detailed briefings expected. ACC Buckley highlighted how there has been a slight increase in killed or seriously injured (KSI) collisions over the 12-month period (+2.2% compared to the previous 12 months). In relation to Commercial vehicle operations: 92 vehicles were stopped in this reporting period along with 30 arrests, including

PCC Question	Constabulary Answer
	24 immigration-related offences. Norfolk Constabulary established links identified to organised crime, illegal working, and unsafe vehicles. ACC Buckley noted that there have been multiple seizures of vehicles used in gig-economy work and added that Norfolk Constabulary have secured £45,000 in external funding to support further operations. ACC Buckley commented on Operation Foxtail with highlights including 234 vehicles being stopped and 59 arrests made with offences including: forgery, cross-border theft, immigration offences, and outstanding warrants. ACC Buckley noted that Norfolk Constabulary's shoplifting solve rate stands at 48.8% which is among the highest nationally. He added that there has been an increase in the appropriate use of out-of-court disposals. There is ongoing work by teams to secure additional positive outcomes through offences being 'Taken Into Consideration' by courts when sentencing prolific offenders. ACC Buckley stated there has been increased use of Criminal Behaviour Orders (CBOs) by operational teams. There is also a review underway to assess the effectiveness and enforcement outcomes. ACC Buckley touched upon the new Retail Crime Strategy which was presented at the previous meeting and stated that positive feedback has been received from Business Improvement Districts (BIDs), particularly in Norwich, with the retail toolkit being well received. There is ongoing work for non-BID towns and rural areas, and he noted that the Winter Action Programme delivered focused retail crime activity throughout the county. ACC Buckley stated that recorded hate crime decreased during the last three months of the reporting period (Oct 25–Dec 25) and that hate crime patterns in Norfolk are consistent with the same period last year. The previous

PCC Question	Constabulary Answer
	protest-related activity, particularly at hotels, has significantly diminished within this reporting period; however, the situation continues to be monitored. ACC Buckley concluded his introduction by commenting on rural crime. He stated that there has been positive engagement reported with Country Land and Business Association. The Specialist Rural Policing Team is active across Norfolk and has been involved in training events, drone deployments, and national coordination exercises. There is continued enforcement relating to illegal dog breeding and collaboration is ongoing with Forestry England. ACC Buckley noted the Operation Galileo and Operation Randall activity, with cross-border successes reported. The CC added that the Constabulary expect a change in crime statistics and crime recording going forward in light of the new Crime and Policing Act 2026. The PCC mentioned that she is keen to go out with the Roads and Armed Policing Team RAPT.
The achievement of the Neighbourhood Policing Guarantee (NPG) increase in police officers is welcomed and I note that we have talked before about the relatively small number of officers recruited in Norfolk due to the small size of the force. That said, do you expect there to be noticeable differences for some communities as a result of the implementation of the NPG in its entirety?	The CC stated that the NPG is emerging rather than fully realised. The CC commented that Operation Vigilant activity delivered by neighbourhood officers and the additional local policing presence in Great Yarmouth are current areas of impact in association with NPG.
The increased numbers of KSI crashes, and the increase in KSI crashes involving cyclists is seriously disturbing. I welcome the consistent effort made by the various teams who deal with	ACC Buckley commented that in relation to rural road safety there is continued use of Operation Snap and Close Pass with increased Community Speedwatch participation. ACC Buckley noted that there has been deployment of additional

PCC Question	Constabulary Answer
road safety in Norfolk and have previously said how effective the newly stood up fatal crash review board looks to be. Working in the clear knowledge that more people die and are seriously injured on rural roads, what steps is the Constabulary taking to address this rural road risk specifically?	speed detection equipment to rural parishes. He noted the increases among vulnerable road users, particularly cyclists and stated that the Road Casualty Reduction Team and motorcycle units delivered targeted enforcement, and the force has seen expansion of Fatal Four enforcement activity countywide. The CC added that Operation Foxtail is important as the figures countywide around non-crime related issues on the roads concerns him. The PCC agreed and noted that this is why partnership working is so important.
Some weeks ago, I attended a very useful meeting with Boots, along with two members of the Constabulary who are actively developing the response to shoplifting including the consideration of different tech responses including Auror (a retail crime intelligence and loss prevention platform). Please provide an update on how these considerations are progressing and what barriers might need to be overcome for its implementation.	ACC Buckley commented that Auror is a great intelligence tool and platform for direct reporting to the police. He commented that Norfolk does currently lack full system integration. The Constabulary has engaged with other forces, including Suffolk Constabulary, to learn from their experiences. There are challenges for adoption, including information security, information sharing, and governance. A meeting has been scheduled with the PCC in June at which a progress update will be provided. ACC Buckley stated that additional digital tools are under consideration to help speed up frontline reporting and responses. He finalised by saying that Auror has real opportunity if it can be integrated with the Constabulary's systems and ways of working.

7. Police and Crime Plan: Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
Introductory comments.	DCC Marshall started by saying that the Constabulary has seen a 65% increase in Serious and Organised Crime (SOC) disruptions compared with the long-term average over the last three years, and 120% increase over the last 12 months. He added that there is increased focus on high harm offences, including fraud targeted at elderly and vulnerable victims, such as courier fraud and doorstep

PCC Question	Constabulary Answer
	scams. DCC Marshall also noted that there is proactive work ongoing to identify out-of-county organised criminality. DCC Marshall highlighted how there is keen interest in the control room performance from the PCC, which has seen an overall increase in 999 answer times within 10 seconds for the months of January (92.6%), February (92.0%) and March (91.3%) which the Constabulary predict will decrease slightly in July and August 2026 to around 90% due to summer demand. This is based on BT data which can be about 3 percentage points lower than performance recorded by internal systems used by the Constabulary. DCC Marshall noted that the Constabulary have seen improvements in relation to work around Domestic Abuse which has resulted in increased solved and charged rates over the last 12 months. The Constabulary have also seen solved rates and charge rates increase against the long-term average. Stalking and Harassment crimes have seen a slight increase (3.3%) against the last 12 months, however, remains 8.6% lower against the long-term average. DCC Marshall commented on how there is better engagement with victims and better curiosity from officers with regards to identifying patterns of behaviour. The force has seen an increase in the number of rapes recorded across this reporting period (13.1%) compared to the previous 12-month period but have seen an 7.9% increase in the solved rate. The number of other sexual offences as a whole increased marginally (0.5%) in this reporting period, however, again the solved rate increased by 4.1% and the charge rate increased by 2.6% when compared with the previous 12-month period and have both improved against the long-term average. DCC Marshall identified how historic offences are a particular challenge for the force.

PCC Question	Constabulary Answer
The implementation of the Operation Soteria model is always of interest, and it is good to see the level of training being rolled out across different areas of business. How is the use and implementation of Soteria in practice being monitored to ensure that victims are supported and crimes investigated in the ways intended by the model?	The CC described Operation Soteria as embedded but not yet fully mature. He recognised that the Constabulary have more work to do. DCC Marshall added that understanding what vulnerability looks like is important and this links in with Project Vigilant. He noted that not all victims want a criminal justice outcome, so it is recognising the victims needs and providing them with the best service possible. More training is being provided and the Constabulary work with the wider Criminal Justice System to support victims.
I note the changes made to the Calabrio system which since implementation performance against the 999 and 101 Service Level Agreement has improved and the associated short-term uplift in overtime. Looking more widely, there was an EDP article published in March 2026 which proclaims that Norfolk Constabulary paid out over £5.7m in overtime in 2025. Please could you confirm whether this is a typical amount for the Constabulary to pay in overtime per year and which departments are experiencing the most overtime and why?	The CC stated that Norfolk Constabulary spent £5.7m on overtime in 2024/25, equating to 3.79% of pay spend. He noted that this was lower than 2023/24 and years prior to this too, despite annual pay increases. The CC added that approximately one-sixth of this overtime is linked to royal protection duties which is grant-funded. He stated that overtime is necessary and sometimes a more efficient response to unpredictable demand, which means a better use of taxpayer money. The CC finalised be saying that expenditure is closely monitored to ensure the best value for money. The PCC agreed that it is the nature of the work sometimes.

8. Emerging Operational/Organisational Risks

- The CC noted the Government published a White Paper on Police Reform a few months ago which introduced a 20-week review of police force structures. The CC stated that Norfolk's submission to the review is underway with outcomes expected later in the year.

9. Any Other Business

- None raised.

Actions

Description of Action	Action Update/Decision
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.	The CC stated that the Constabulary are not at a point to roll out the technology as of yet. ICT need to work on enabling infrastructure to support it. **Action Live.**
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.	The Director of the Local Policing Delivery Unit stated that the Constabulary has already received upwards of 900 responses to its Neighbourhood Policing Survey. He noted that there was a sharp increase in responses following a focused communications approach mainly through Facebook. He confirmed that the Constabulary have received responses from all 49 neighbourhoods in Norfolk and they are still early on in the Public Voices Survey journey. The themes in which the Constabulary are initially seeing are speeding, drug use and parking. He confirmed that Norfolk Constabulary are starting to build up more information in order to support operational activities. The PCC noted that the initial launch of the survey was provided in multiple languages; she therefore asked whether there has been completion of any surveys in non-English. The Director of the Local Policing Delivery Unit confirmed that there has yet to be any surveys completed in the other languages. The PCC added that it was prudent to do a soft launch of the survey and that she will be engaging with people to complete the Easy Read version. The PCC thanked the team for showing her the analytical tools behind the survey. The Director of the Local Policing Delivery Unit commented on how the Constabulary are already using the survey results within Neighbourhood Policing Teams. He also added that the ONS Crime Survey for England and Wales usually gets 500 responses for Norfolk, so the Constabulary's new Public Voices Survey has surpassed the level of responses in which the Constabulary would typically receive.

Description of Action	Action Update/Decision
	The CC stated that once the initial survey results have been assessed, they will look to see how the Constabulary can incorporate it into Single Online Home, and campaigns on StreetSafe so that the Constabulary can bring it all together to obtain richer data. The PCC added that any opportunities to consolidate has to be a win. There are different ways to engage businesses and young people which she welcomes, but it is about getting the entry point right. The PCC has a meeting booked to discuss this further on the 7 July 2026. **Action closed**.
Action 25 (19 January 2026): The PCC and CC are to meet and discuss the disparity between decreasing overall crime volumes in Norfolk and the increase in calls into the Control Room. The PCC would like to look at some of the non-crimes incidents that frequently come the Constabulary's way which impact on this.	Information was received from Norfolk Constabulary on the 18 February 2026, which was shared with the PCC, the content was noted. **Action closed.**
Action 26 (21 April 2026): The PCC is to meet with a Norfolk Constabulary representative who can show her the statement making process.	**New Action.**

Date of Next Meeting:

Tuesday 1 July 2026.

Signatures



Sarah Taylor
Police and Crime Commissioner



Paul Sanford
Chief Constable

PREVENTING CRIME – OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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

SUMMARY: This report sets out a short summary update of Constabulary activity that has contributed to the Preventing Crime objectives of the Police and Crime Plan. The reporting period is 1st April 2026 to 30th June 2026.

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

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)*

Crime	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	7,704	7,748	8,124	-0.6%	-5.2%
	% Domestic Abuse	33.4%	34.1%	33.4%	-0.7pp	opp
Grievous Bodily Harm (GBH)	Number of crimes	713	694	655	2.7%	8.9%
	% Domestic Abuse	32.4%	30.7%	28.4%	1.7pp	4.0pp
Actual Bodily Harm (ABH)	Number of crimes	5,349	5,469	5,703	-2.2%	-6.2%
	% Domestic Abuse	39.9%	40.4%	38.2%	-0.5pp	1.7pp

Table 1: National Crime and Policing Measure for Serious Violence - Violence with Injury offences, Grievous Bodily Harm (GBH) offences, Actual Bodily Harm (ABH) offences, including volumes and percentage that are Domestic Abuse related.

The date range for the Last 12 months is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 30/06/2025.

- Violence with Injury offences reduced by 0.6 percent when compared with the previous 12-month period and by 5.2 percent when compared to the long-term average. The proportion of Violence with Injury relating to domestic abuse was slightly lower than the previous 12-months (-0.7 percentage points) and was consistent with the long-term average (no change).
- The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12 months was 2.7 percent higher than the previous 12-months (19 more offences) and 8.9 percent higher than the long-term average (58 more offences). 32.4 percent 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 (33.4 percent) but has increased compared with the previous 12-months (+1.7 percentage points) and the long-term average (+4.0 percentage points).
- In the last 12-month period, Actual Bodily Harm (ABH) offences decreased by 2.2 percent when compared with the previous 12-month period (120 fewer offences) and against the long-term average (-6.2 percent, 354 fewer offences). The percentage of ABH offences linked to domestic abuse in the last 12 months was 0.5 percentage points lower than in the previous 12-months, and 1.7 percentage points higher than the long-term average.

- In the reporting period the Domestic Abuse Sexual Violence Group (DASVG) reviewed a pilot project aimed at improving the identification and assessment of domestic abuse risks for older adults and people with care and support needs. Members recognised that older and vulnerable victims can face additional barriers to seeking help and that services must be equipped to identify and respond to their specific needs. Members agreed to consider whether the enhanced assessment approach could be adopted more widely across organisations.
- In the reporting period Domestic Abuse Related Death Review (DARDR) partners reviewed key learning arising from a recent Domestic Homicide Review. Discussions focused on the role of employers in recognising and responding to domestic abuse and the importance of supporting employees who may be experiencing abuse, stalking, or related harm. The review reinforced the need for effective workplace policies, confident managers and environments where individuals feel safe to disclose concerns. The group agreed to establish a multi-agency task and finish group to explore how employers across Norfolk, including the private sector, can strengthen support for people affected by domestic abuse and sexual violence.
- In April 2026, the Multi-Agency Child Exploitation Team (MACET) relocated from the Operations and Communications Centre (OCC) into the Multi-Agency Safeguarding Hub (MASH). This move aligns with the principles set out in '*Working Together to Safeguard Children,'* strengthening multi-agency collaboration, information sharing, and joint decision-making to safeguard children at risk of harm.
- The team is now fully integrated within the partnership environment, enhancing its ability to work alongside safeguarding partners and key operational teams. Close collaboration with Children's Advice and Duty Service (CADS) and Operation Phoenix has strengthened the identification, assessment, and disruption of child exploitation, while increasing opportunities for early intervention and safeguarding. Co-location within the MASH has improved the timely sharing of intelligence and enhanced the partnership response to children vulnerable to exploitation.
- Operation Bokken is now firmly established as a proactive Serious and Organised Crime response. Originally introduced to address serious youth violence within Norwich, the operation has evolved into a structured, intelligence-led framework for identifying, prioritising and managing the individuals and networks responsible for the highest levels of threat, risk and harm associated with violence, exploitation and organised criminality across the city.
- Fortnightly Operation Bokken meetings provide detailed scrutiny of priority individuals, their associates and the underlying drivers of harm. This approach has strengthened the Constabulary's ability to identify risks at an earlier stage, enabling more effective disruption and intervention activity to prevent violence before serious incidents occur. A key strength of the operation is its disciplined focus on problem-solving and addressing root causes.
- Analysis undertaken through Operation Bokken continues to demonstrate that violence is rarely an isolated issue. Contributory factors frequently include drug supply networks, debt enforcement, criminal exploitation, coercive control and prison release dynamics.

This intelligence has enabled more targeted enforcement activity against those facilitating harm, while ensuring vulnerable children and young people are identified and safeguarded at the earliest opportunity through established Multi Agency Child Exploitation Team (MACET) arrangements.

- Strong partnership working remains central to the success of the operation. Multi-agency Community Tension Monitoring meetings, alongside close collaboration with Integrated Offender Management (IOM), MACET, Youth Justice, Probation and Housing partners, ensure that risk is managed collectively and that enforcement activity is supported by coordinated prevention and safeguarding interventions.
- These developments are delivering measurable outcomes. Performance data shows a sustained reduction in serious violence committed by individuals within the Bokken cohort across the last two reporting periods, providing confidence that the operation is not only reducing violence in the short term but is also establishing a sustainable model for protecting vulnerable people and preventing serious violence over the longer term.
- Community Safety Department activity during this period has focused on reducing knife crime, serious violence, anti-social behaviour, and Violence Against Women and Girls (VAWG) through a combination of enforcement, prevention, partnership working and problem-solving.
- Between 18th and 24th May 2026, the Constabulary participated in the national Operation Sceptre week of action against knife crime, resulting in 10 knife crime-related arrests, 14 stop searches linked to knife crime, and the removal of more than 40 knives from circulation, including those surrendered through Public Enquiry Offices. Activity also included 88 high-visibility patrols in identified hotspot locations, 24 retailer visits conducted alongside Trading Standards to assess compliance with legislation relating to bladed articles, and six test purchase operations supported by Police Cadets. In addition, 12 diversionary interventions were delivered to individuals previously involved in knife crime, alongside preventative and educational initiatives led by Police Cadets and Children's Services, including the implementation of the Safe Knife Exchange Scheme within a residential home setting. This activity balanced enforcement with prevention and education, supporting both immediate safeguarding and longer-term behavioural change.
- A new automated Knife Crime PowerBi Dashboard has been implemented to strengthen the identification and safeguarding of children found in possession of bladed articles. The dashboard provides daily alerts relating to any individual aged under 18 identified as being in possession of a knife. Alerts are reviewed daily by Youth Justice Service (YJS) Police Officers, the Children and Young People Sergeant, and the Children and Young People Development Manager. Information is shared with YJS within one working day to ensure early intervention opportunities are maximised. The Multi Agency Child Exploitation Team (MACET) also reviews each case for safeguarding opportunities, undertaking checks to confirm a Child Protection Information (CPI) report has been completed and, where necessary, ensuring referrals are submitted to Children's Services and officers are reminded of their safeguarding responsibilities. Further work is underway to enhance the process by introducing follow-up reviews with

partner agencies to assess what intervention and support has been provided following each alert. This will improve oversight of outcomes and ensure vulnerable young people receive appropriate and timely support.

- A multi-agency project has commenced to improve safeguarding and information-sharing arrangements between the Constabulary and local healthcare providers. The initiative, led by Community Safety, is reviewing referral pathways and safeguarding procedures across Norfolk's Emergency Departments and Walk-in Centres. The project aims to strengthen the identification and referral of individuals presenting with indicators of vulnerability, including serious violence-related injuries, suspected spiking incidents, excessive intoxication amongst children and young people and other adults identified as vulnerable. A key objective is to establish consistent referral processes into the Constabulary and improve data-sharing arrangements across partner agencies, enabling earlier intervention, enhanced safeguarding, and a more coordinated response to vulnerability and violence-related harm.
- Operation Focus concluded on 31st March following the withdrawal of the Home Office Hotspot Policing Fund. In the funded period 14,020 hours of high-visibility patrols were delivered across 21 hotspot locations. Eleven problem-solving plans supported this activity. Six have successfully concluded, with five remaining active. The plans have delivered measurable reductions in crime and demand across a number of locations, including a 13 percent reduction in incidents and a 20 percent reduction in crime in Dereham; a 35 percent reduction in crime and a 68 percent reduction in retail theft in Diss; a 13 percent reduction in overall demand in Downham Market; a 68 percent reduction in retail crime in Gorleston; a 35 percent reduction in antisocial behaviour demand and a 13 percent reduction in retail theft and public order offences in King's Lynn; and, across three hotspot locations in Thetford, a 22 percent reduction in violence and a 23 percent reduction in antisocial behaviour demand.
- Analysis indicates no evidence of crime displacement into neighbouring areas, with positive effects observed in surrounding communities. Although Home Office funding has ceased, hotspot policing principles and problem-solving approaches will continue within existing resources, supported by enhanced tracking and performance-monitoring arrangements.
- Activity delivered in the reporting period has continued to demonstrate the effectiveness of targeted patrols, partnership problem-solving and preventative interventions in reducing crime, anti-social behaviour and harm. Continued focus will be placed on sustaining these approaches within existing resources, embedding best practice and supporting delivery of force priorities relating to serious violence, knife crime, and VAWG.

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

- The Domestic Abuse Perpetrator Partnership Approach (DAPPA) identifies and proactively manages domestic abuse perpetrators who pose the highest or most persistent risk of harm, with monthly multi-agency meetings focusing on targeted disruption activity. The Drive model is currently being explored for integration within DAPPA pending funding outcomes, which is being overseen by the OPCCN. This model complements the existing approach by focusing on offender engagement, diversion and prevention, while DAPPA will continue to prioritise management and disruption.
- A dedicated resource has been invested to increase the number of Stalking Protection Order (SPO) applications, with the DAPPA team supporting the robust management of existing orders. The DAPPA team are working closely with the OPCC-N to explore funding through the Home Office Domestic Abuse and Stalking Perpetrator Intervention Fund and opportunities to increase and improve stalking provision across Norfolk.
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are key tools for safeguarding victims of domestic abuse. Continued improvements have led to an increasing number of victims being protected, supported by stronger monitoring processes that have also contributed to a rise in detected breaches. In 2024, 111 DVPOs were obtained, increasing to 161 in 2025. By 30th June, 142 DVPOs had already been secured in 2026.
- Project Vigilant utilises specially trained plain-clothes officers to patrol the night-time economy and community spaces, identifying concerning behaviours and directing uniformed officers to intervene where appropriate. Project Vigilant continues to support the Constabulary's VAWG strategy through targeted deployments, offender identification, and intelligence-led safeguarding activity.
- During the reporting period, nine deployments were conducted across Norwich and Great Yarmouth, with ten individuals added to the Vigilant nominals process for assessment and management. Ten Special Constables successfully completed Vigilant training, increasing the Constabulary's capacity to support future deployments and safeguarding activity.
- On 27th April, the Community Policing Team (CPT) presented Norfolk's Project Vigilant activity to the Home Office VAWG team and representatives from twelve police forces. Support and advice have been provided to Bedfordshire, Dorset, and West Yorkshire Police as they develop and launch Project Vigilant within their respective areas.
- Significant focus has been placed on strengthening governance arrangements and ownership of identified risks. The Vigilant Risk Assessment meetings have been further developed, with improved structure, increased representation from departments and Districts, clearer task allocation, and enhanced intelligence development.

- The approach will soon be rolled out across Kings Lynn and Thetford, meaning there will be a Project Vigilant presence in all the main night-time economy locations across the county.
- A Project Vigilant bystander training package has been developed which will be delivered to Licensees, Security Industry Authority (SIA) accredited staff, bar staff, Street Pastors and students to empower them to identify, call out, and report predatory behaviours. This will be delivered at events across the county.
- Additional activity to improve the pursuit of VAWG offenders has included reinvigorating the Constabulary's approach to tackling spiking incidents. Working in partnership with the National Centre for Violence Prevention and Protection (NCVPP), the Constabulary is aligning its response to spiking with national guidance and recognised best practice. As part of this work, it has been agreed that the local operational name for anti-spiking activity will change from Operation Glade to Operation Lester, bringing it in line with the national anti-spiking campaign. The Constabulary is also now represented on the national Operation Lester Working Group.
- Close collaboration with licensed premises continues to enhance awareness, evidence gathering, and support for victims of suspected spiking offences. This includes improving understanding of how to safeguard and support individuals who believe they may have been spiked, while ensuring that the best possible evidence is secured for police investigations. Drawing on recognised best practice from Cambridgeshire and Devon & Cornwall Police, an educational package is being developed, including posters and wallet cards, to provide clear guidance for venue staff and the public on recognising, responding to, and reporting suspected spiking incidents.
- Operation Lester spiking testing kits have been secured, and plans are underway to roll these out across the Norwich night-time economy to further support evidence gathering and safeguarding.
- Considerable progress has been made in developing the legal documentation, authority processes and deployment packs required for Live Facial Recognition (LFR) operations. This has placed the Constabulary in a stronger position to utilise the tactic effectively and compliantly. A joint working group has been formed with Suffolk to further develop and embed the use of Live Facial Recognition across both forces.
- The Central and Great Yarmouth Community Policing Teams conducted a Live Facial Recognition operation in Great Yarmouth town centre on 30th and 31st May. The operation was part-funded by Great Yarmouth Borough Council, which covered the cost of hiring the LFR vans from Bedfordshire Police. Across the two deployment days, the system scanned 23,883 faces, resulting in four arrests for breach of bail and failure to appear offences, while a further three individuals subject to court-imposed conditions were identified, stopped and checked.
- On 20th June, Norfolk Constabulary supported Suffolk Constabulary by providing LFR capability at the First Light Festival in Lowestoft, demonstrating effective collaborative working and regional capability.

- Operation Makesafe is a national initiative designed to raise awareness of child exploitation among businesses such as hotels, licensed premises, and taxi companies. Significant progress has been made to embed the operation across the county through strengthened governance, clear guidance and partnership working.
- Delivery is now coordinated through monthly meetings with District Inspectors and Safer Neighbourhood Teams, supported by analysis to identify locations at increased risk of exploitation. A county-wide accommodation directory, digital recording system, and structured governance process have been introduced to support safeguarding activity, identify emerging risks, and inform targeted engagement.
- Awareness and understanding of Operation Makesafe across the workforce is being enhanced through communications, training, and briefing materials.
- The Constabulary has continued to focus on the nationally delivered model for Rape and Serious Sexual Offence (RaSSO) investigations, victims, and suspects management. This has led to improvements in the number of charges secured against the total number of reports, with the Constabulary now around its highest level of Rape and RaSSO Charge rates for both adult and child victims. The ambition as part of the Operation Soteria Transformation Plan is for further improvement and the current working practices with the Crown Prosecution Service are helping the Constabulary to prioritise the most protracted investigations towards charging decisions.

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

Crime	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	3,129	3,609	3,660	-13.3%	-14.5%
	Solved	376	355	388	5.9%	-3.1%
	% Solved	11.7%	9.9%	10.5%	1.8pp	1.2pp
	Charged	270	263	284	2.7%	-4.9%
	% Charged	8.4%	7.3%	7.7%	1.1pp	0.7pp
Residential burglary	Number of crimes	1,057	1,228	1,251	-13.9%	-15.5%
	Solved	147	105	127	40.0%	15.7%
	% Solved	13.8%	8.5%	10.1%	5.3pp	3.7pp
	Charged	107	82	92	30.5%	16.3%
	% Charged	10.0%	6.6%	7.3%	3.4pp	2.7pp
Vehicle offences	Number of crimes	1,397	1,640	1,687	-14.8%	-17.2%
	Solved	161	187	199	-13.9%	-19.1%
	% Solved	11.1%	11.5%	11.7%	-0.4pp	-0.6pp
	Charged	115	133	143	-13.5%	-19.6%
	% Charged	7.9%	8.2%	8.4%	-0.3pp	-0.5pp
Theft from the person	Number of crimes	361	385	386	-6.2%	-6.5%
	Solved	18	18	17	0.0%	5.9%
	% Solved	4.9%	4.5%	4.4%	0.4pp	0.5pp
	Charged	9	11	10	-18.2%	-10.0%
	% Charged	2.4%	2.8%	2.6%	-0.4pp	-0.2pp
Robbery (Personal Property)	Number of crimes	314	356	336	-11.8%	-6.5%
	Solved	50	45	45	11.1%	11.1%
	% Solved	15.8%	12.9%	13.2%	2.9pp	2.6pp
	Charged	39	37	39	5.4%	0.0%
	% Charged	12.3%	10.6%	11.5%	1.7pp	0.8pp

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

The date range for the Last 12 months is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 30/06/2025.

- Neighbourhood crime volumes have reduced compared with both the previous 12-month period (by 13.3 percent) and the long-term average (by 14.5 percent). Solved and charged rates have shown increases against both measures.
- The data in Table 2 for residential burglaries includes offences committed against a 'home' as well as residential 'unconnected' buildings. Residential burglaries have decreased in volume against both the previous 12-month period (by 171 offences) and the long-term average (by 194 offences). The solved rate for residential burglaries is

higher than the previous 12-month period and the long-term average. The charged rate has also increased against both measures.

- Residential burglary levels remain low, with reported offences continuing to decrease. Where linked burglary offences are identified, a coordinated approach involving Analysts, Intelligence Development Officers and, where appropriate, the Joint Intelligence Unit is used to identify patterns, emerging trends, and cross-border offending. This enables targeted crime prevention activity and supports a coordinated investigative response to identify and prosecute offenders.
- Statistics published by the Office for National Statistics show that in the twelve months ending March 2026, Norfolk had the third-lowest residential burglary rate in the country, with around three incidents reported per day.
- In May, a significant multi-agency enforcement operation involving officers from Norfolk and Cambridgeshire was conducted following an extensive period of intelligence development and evidence gathering. Coordinated by Norfolk Constabulary, the operation linked a series of residential, non-residential and commercial burglaries in rural communities to an organised group of offenders. The activity resulted in six key suspects being charged with conspiracy to commit burglary in relation to offences committed across Norfolk, Suffolk, and Lincolnshire.
- Also in May, a Norfolk Constabulary-led investigation resulted in an offender being charged in connection with a series of residential burglaries across rural communities. The investigation detected seven dwelling burglaries, with a further 20 offences, including those committed in Suffolk, taken into consideration (TIC) by the court at sentencing.
- District Crime Units work closely with analysts to identify emerging crime patterns and trends through the analysis of geographical and temporal data. This supports the identification of linked offences, enabling investigations to be allocated to a single Officer in Charge (OIC), which improves investigative oversight, promotes consistency, and helps inform targeted patrol activity in affected areas.
- This approach is delivering positive results. Recent outcomes include an offender being charged in connection with a series of nine residential burglaries, multiple offenders being charged with street robbery and theft offences, the conviction of an offender for six street robberies resulting in an eight-year custodial sentence, and a prolific offender admitting to 18 residential burglaries committed across Great Yarmouth.
- Vehicle offences have decreased in volume compared with both the previous 12-months period (-14.8 percent) and the long-term average (-17.2 percent). The solved and charged rates are lower than in the previous 12-month period and below the long-term average. These rates can fluctuate due to the relatively low volume of offences. A single series or spate of incidents can have a significant impact on outcome rates.
- In the reporting period, Operation Eternity was launched in response to a series of moped thefts in Thetford. Through a coordinated investigation, six offenders, including both adults and juveniles, were charged, bringing the crime series to an end.

- Theft from the person has reduced against the previous 12-months (24 fewer offences), and the long-term average (25 fewer offences). The solved rate has increased against both comparison measures, while charged rates are slightly lower.
- Personal robbery volumes remain comparatively low, averaging fewer than one report per day. In this period, robbery of personal property has decreased compared with the previous 12-months (42 fewer offences) and the long-term average (22 fewer offences). The solved rate has improved, compared with both the previous 12-month period and the long-term average. The charge rate has increased against both measures.
- Operation Investigate continues to deliver targeted training to frontline officers, strengthening investigative capability and enhancing the Constabulary's response to neighbourhood crime. This force-wide programme focuses on reinforcing and developing core investigative skills, supporting officers to identify and pursue all reasonable lines of enquiry, securing and preserving evidence effectively, and maximise opportunities for positive criminal justice outcomes. The training also promotes the effective use of civil and preventative orders, while placing a strong emphasis on victim care, safeguarding, and meaningful engagement with those affected by crime.
- In the reporting period, Operation Investigate delivered sixteen Continuous Professional Development sessions for Sergeants, focusing on key areas of investigation improvement, including the quality of investigation plans, effective supervisory reviews, compliance with the Victims' Code, and investigative decision-making. Feedback from participants has been positive, with the sessions providing valuable opportunities for supervisors to develop their oversight and leadership of investigations, supported by specialist inputs from disclosure, file quality, and crime data integrity experts.
- The impact of this investment in supervisory development is being assessed through an extensive audit programme taking place over the summer period, which seeks to identify both good practice and areas requiring further improvement.

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 spotlight section highlights a key area of technology being used by Norfolk and Suffolk Forensic Services to improve the speed, efficiency, and effectiveness of fingerprint identification, providing investigators with earlier forensic opportunities and supporting improved outcomes for victims.

Digital Fingerprint Capability (DFC)

- Digital Fingerprint Capability (DFC) is a newly accredited forensic capability that transforms how fingerprint evidence moves from recovery through to identification, providing investigators with earlier opportunities to identify offenders and progress investigations.

- Prior to DFC, fingerprint lifts recovered by Crime Scene Investigation (CSI) were returned to local CSI offices and submitted via internal courier systems before reaching the Fingerprint Bureau for examination. Depending on location and timing, this could result in delays of up to six days before fingerprint evidence was received and assessed.
- In urgent cases, CSI staff could be required to physically transport fingerprint lifts to Forensic Services, Operational Command Centre (OCC), taking valuable forensic resources away from operational activity.
- DFC enables CSI to digitally capture and submit fingerprint evidence directly from the scene. In many cases, fingerprint evidence can now reach the Fingerprint Bureau for assessment whilst CSI staff are still completing scene examinations.
- This provides investigators with earlier identification opportunities, faster access to forensic intelligence and an improved ability to progress investigations at pace.

Accreditation and Implementation

- Norfolk and Suffolk were recommended for accreditation in March 2026 following extensive validation, testing and quality assurance activity.
- A phased implementation programme was undertaken between March and June 2026, with all five CSI offices and the Fingerprint Development Laboratory (FDL) operating through DFC by 1st June 2026.
- Full accreditation was granted on 15th June 2026 following successful closure of all actions identified during the accreditation assessment process.
- During the first quarter of implementation, whilst rollout was still ongoing, 331 DFC submissions were processed, demonstrating strong uptake of the capability.
- Crime-related examinations achieved a 45% identification rate, exceeding the current service target of 40% and demonstrating that performance standards have been maintained throughout implementation.

Benefits Delivered

- Faster access to fingerprint expertise and identification opportunities, enabling investigators to receive forensic results at the earliest stages of an investigation.
- Reduced delays associated with internal mail processes and physical transportation of fingerprint evidence.
- More efficient use of CSI resources, reducing abstractions from frontline forensic activity.
- Historically, fingerprints developed through chemical enhancement processes were photographed, enhanced within FDL and printed before being submitted to the Fingerprint Bureau for examination.
- DFC replaces this with a digital workflow, enabling Fingerprint Bureau practitioners to enhance and examine images directly, reducing process hand-offs, removing reliance

on printed materials and improving efficiency whilst maintaining forensic quality standards.

Operational Outcomes

- **Vehicle Crime Investigation** – Following a fail-to-stop incident involving a stolen vehicle, CSI prioritised fingerprint recovery from the vehicle and submitted marks via DFC. Before CSI staff had returned from the recovery depot, Fingerprint experts had identified both a suspect already in custody and a second individual linked to the vehicle. The evidence enabled investigators to challenge the suspect's account during interview, resulting in a prompt charge.
- **Stranger Rape Investigation** – Following early collaboration between CSI and investigators, fingerprints recovered from drinking glasses at a victim's address were prioritised and submitted through DFC. The fingerprints identified a previously unknown suspect who was located, arrested, charged and remanded the following day, enabling swift safeguarding action and the removal of a dangerous offender from the community.
- **Stranger Rape Investigation** – DFC played a pivotal role in the identification and arrest of a dangerous offender within 31 hours of the initial report. Rapid submission and examination of fingerprint evidence enabled officers to secure critical evidence, safeguard the victim and remove a high-risk offender from the community, whilst avoiding the need for urgent DNA submissions and associated costs.
- These examples demonstrate how DFC is delivering faster identification opportunities, improving investigative outcomes and helping bring offenders to justice more quickly.

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 April and June 2026, Norfolk Constabulary continued to deliver a proactive and varied programme of communications activity, using press releases, social media, and media engagement to highlight operational policing outcomes, support public safety campaigns, and provide transparency around crime prevention and enforcement activity. Messaging during this period focused on disrupting organised crime, tackling violence against women and girls, road safety enforcement, and providing reassurance through visible policing and investigative updates.
- Activity in this reporting period included:

April 2026

  - Crime prevention messaging following a series of heating oil thefts in North Norfolk, alongside continued Operation Radium activity providing opportunities to raise awareness of frauds and scams across corporate and local media channels.

- Publication of reassurance messaging following the circulation of a false letter relating to sex offenders in Norwich, correcting misinformation and preventing unnecessary concern within communities.
- Release of Body Worn Video footage showing officers arresting a male in possession of a knife in Norwich which generated significant engagement across social media, alongside footage of an outstanding suspect being arrested on a flight returning to the UK before being sentenced for drug and money laundering offences.
- Local policing activity promoted across district channels, including enforcement and community safety activity in Great Yarmouth, Project Vigilant patrols in Norwich and Great Yarmouth, Beat Manager activity in Broadland, street surgeries, and the seizure of illicit tobacco and cigarettes during a joint operation with Trading Standards.
- The use of publicity around court outcomes to reinforce key crime prevention and public confidence messages. This included media coverage of the sentencing of a male for the murder of man in Norwich, the imprisonment of two men following an unprovoked knife attack in Great Yarmouth that injured three people, a Dereham woman who received a suspended sentence and a Criminal Behaviour Order for offences including retail theft, assault, and criminal damage, and a Swaffham man being banned from using social media for two years following convictions under the Online Safety Act and Malicious Communications Act.
- Communications supporting policing plans for Norwich City's home fixture against Ipswich Town, including messaging around the deployment of drones, horses, and Project Servator patrols, which secured local media coverage and provided reassurance to communities and supporters.
- Support for national and local campaigns, including a month-long road safety seatbelt campaign.
- Activity highlighting successful interventions to protect vulnerable victims, including the arrest of five men suspected of targeting an elderly woman through fraud. Coverage was supported by crime prevention messaging, helping to raise awareness of fraud-related risks and providing practical advice to help protect the public from similar offences.

May 2026

- Publicity highlighting the Constabulary's work to tackle acquisitive crime, including a nationwide ban from a major retail store secured against a prolific offender through Operation Converter, and the successful application for a Criminal Behaviour Order against a Norwich offender.
- Media and social media coverage of numerous court outcomes, including offenders sentenced for serious assaults, domestic violence, dangerous driving, drug supply offences and County Lines activity across the county.
- Communications highlighting Operation Moonshot activity in Great Yarmouth and officers responding to five separate fail-to-stop incidents during a single weekend, highlighting frontline policing activity.

- Activity promoting neighbourhood policing through updates from Great Yarmouth's Town Centre team and newly funded Beat Managers, highlighting patrol activity, problem-solving initiatives, enforcement action, and efforts to tackle antisocial behaviour.
- Communications activity promoting public services and prevention campaigns, including online reporting, Live Chat services, Contact and Control Room recruitment, and dementia safeguarding initiatives including the Herbert Protocol and Safe and Found Online.
- Communications support for the enforcement phase of a complex investigation into group-based child sexual exploitation in Norwich. Enforcement activity was documented and developed into video, news, and internal communications content, resulting in significant regional and national media coverage.
- Appeals and investigation updates following the rape of two teenagers in Great Yarmouth, generating widespread local and national media attention.
- Promotion of knife amnesty bins during the Operation Sceptre Knife Crime Week of Action, supported by crime prevention and community safety messaging.

June 2026

- Media and social media coverage of significant sentencing outcomes involving dangerous driving, burglary, robbery, fraud, drug supply, domestic abuse, and sexual offences.
- Publicity surrounding the sentencing of a man who exceeded speeds of 90mph during a police pursuit in a stolen vehicle and orchestrated a burglary while serving a prison sentence.
- Communications activity highlighting the successful prosecution of prolific offenders through coverage of substantial custodial sentences. This included a man sentenced to more than three years' imprisonment for burglary and assaults on emergency workers, a Norwich offender jailed for eight years for multiple robberies, fraud offences and burglary, a woman sentenced for a £363,000 fraud committed through an abuse of trust, and a Norwich man sentenced for supplying cocaine within the city.
- Victim-focused storytelling incorporated into communications activity, including the manslaughter sentencing of three offenders following a death in Norwich, a fatal collision, and a controlling and coercive behaviour case, ensuring the impact on victims remained central to coverage.
- Support for Anti-Social Behaviour Awareness Week through district channel content highlighting enforcement activity, plain-clothed patrols, arrests, dispersal orders, and partnership working across Norwich.
- Promotion of Operation Foxtail activity targeting organised criminality on the road network, resulting in multiple arrests and the seizure of counterfeit goods, illegal tobacco, illegal wine, and suspected illegal vapes.

- Communications highlighting the outcomes of Operation Silent, targeting organised immigration crime. Activity resulted in multiple arrests and led to the discovery of a commercial cannabis cultivation.
- Support for the National Police Chiefs' Council Two-Wheel campaign through the publication of road safety content aimed at motorcyclists and motorists, emphasising the consequences of poor decision-making on the roads.
- Promotion of 'Ask an Officer' events in King's Lynn, providing opportunities for residents to engage directly with local policing leaders on community concerns.
- Reassurance messaging and partnership communications supporting Festival Too in King's Lynn.
- Updates following the arrest and charging of a second suspect in the Great Yarmouth double rape investigation, securing widespread local and national media coverage.

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 continues to develop initiatives to improve the welfare provision and support offered to Police Officers, staff, members of the Special Constabulary, and Police Support Volunteers, to ensure that our police service is resilient and has the capacity and capability to respond to policing priorities.
- A proactive and engaging wellbeing programme aligned to both organisational priorities and feedback has continued to be delivered. Activity in the reporting period has focused on promoting preventative wellbeing, strengthening peer support capability, increasing accessibility to support services, and encouraging open conversations about mental health to embed a positive wellbeing culture across the organisation.
- Activities undertaken in the reporting period included:
    - The ongoing review of the Constabulary's People Strategy. The core objective remains to develop a professional, inclusive, resilient and future-ready workforce that is trusted by communities, confident in its standards, and equipped to deliver high-quality policing. Central to this is creating a positive employee experience in which individuals feel valued, supported, and recognised, and view policing as a rewarding career.
    - Participation in the national Oscar Kilo Wellbeing Survey in June. Once received, the findings will be analysed alongside internal workforce feedback to identify future wellbeing priorities and support, benchmarking against national standards.
    - Planning commenced for the Autumn People Opinion Survey, providing officers, staff, Special Constables and volunteers with further opportunities to provide feedback and help shape future workforce initiatives.

- The delivery of two webinars in April to support Stress Awareness Month. The webinars were delivered in partnership with the Employee Assistance Programme (EAP), covering the impact of stress, coping strategies, and practical techniques to support personal wellbeing.
- In May, as part of Mental Health Awareness Week, fifteen live webinars were delivered, focusing on mental health and trauma. These included presentations from Force Medical Advisors, alongside information on available support services, Peer Support Networks and PTSD/C-PTSD awareness training. Wellbeing Walk and Talk sessions were also facilitated by Wellbeing Champions and Oscar Kilo 9 (OK9) Wellbeing Dogs were deployed across the organisation to promote conversations around health and wellbeing.
- In June, eight Wellbeing Roadshows were held across Norfolk, attracting approximately 200 officers and staff. Attendees accessed a range of physical and mental health support services, including colour vision, hearing, and blood pressure checks, together with wellbeing advice and guidance.
- Two Mental Health First Aider training courses were delivered, equipping delegates with the knowledge and confidence to support colleagues and members of the public experiencing mental health challenges. Due to strong demand, further courses are planned for the autumn.
- Targeted wellbeing inputs continued to be delivered to operational departments including Royalty and VIP Protection, Digital teams. Inputs were also delivered to attendees on training courses, including Family Liaison Officers (FLO), the Specialist Child Abuse Investigator Development Programme (SCAIDP) and Detective Constable and Police Constable Entry Programme (PCEP) delegates. These sessions promote awareness of support services and help build resilience across the workforce.
- Development work continued on the Trauma Tracker Application, with the aim of monitoring significant and cumulative trauma exposure and enabling earlier identification of support needs through defined intervention thresholds.
- A review of the Constabulary's Trauma Risk Management (TRiM) provision is also underway to ensure sufficient capacity and capability to meet the anticipated demand arising from the Trauma Tracker initiative.
- Funding secured through the Police Property Act Fund (PPAF) enabled a pilot wellbeing and team-building programme for the Roads and Armed Policing Team (RAPT) with Green Light Trust. Positive feedback was received, and plans are in place to extend the initiative to other departments experiencing high workloads, sustained pressure, or exposure to traumatic incidents.
- Preparations are underway for Reward, Recognition, and Wellbeing Week in September. The programme will include a range of engagement activities designed to support officers, staff and volunteers while reinforcing the commitments set out within the People Strategy.

- Alongside targeted wellbeing activity, the Constabulary continues to strengthen line management capability. A bespoke one-day People Management Workshop has been developed and embedded within the College of Policing PIP1 Supervisors Course. Mandatory for all Sergeants, including those in temporary or acting roles, the workshop provides practical skills and knowledge across a range of people management and employee relations matters.
- The Say and Stay initiative continues to encourage meaningful retention and engagement conversations across the organisation. Insights from these discussions are considered alongside wider workforce feedback, including People Opinion Survey results, helping the Constabulary better understand employee experiences, reduce avoidable resignations, and retain valuable skills and expertise.

- Consistent, structured welfare support has been maintained for officers and staff involved in misconduct processes.
- Table 3 provides a comparison of misconduct cases initiated over the past 12 months against the previous 12-month period. The number of misconduct hearings, accelerated hearings, and misconduct meetings held during this time are also detailed, along with the number of Police Appeal Tribunal cases received.

Indicator	Last 12 months	Previous 12 months	Difference
PSD conduct cases	76	70	6
Accelerated misconduct hearings	7	5	2
Misconduct hearings	16	10	6
Misconduct meetings	11	11	0
Police Appeals Tribunals – Appeals received	2	2	0

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 is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025.

- Regulations embedding the national end-to-end recruitment standard for police constables became a legal requirement for all forces in March 2026. The Police Constable Recruitment Regulations set out a four-stage process comprising a national application form, online sifting tests, an online assessment, and a face-to-face interview delivered locally in line with College of Policing guidance and question sets. Norfolk Constabulary is compliant with these requirements and will continue to apply them.

END.

COHESIVE COMMUNITIES – OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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

SUMMARY: This report sets out a short summary update of Constabulary activity that has contributed to the Cohesive Communities objectives of the Police and Crime Plan. The reporting period is 1st April 2026 to 30th June 2026.

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

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 released £200 million in funding as the first step towards its manifesto commitment to increase visible policing across the UK by delivering 13,000 additional Neighbourhood Officers. For Norfolk, this equated to approximately £2.2 million in funding for the 2025/26 financial year, which needed to be used exclusively to achieve an uplift in the number of officers deployed in Neighbourhood Policing roles.
- Four options were identified 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.
- Norfolk Constabulary met its ambition to advance the growth swiftly within the financial year, delivering the thirty-one growth prior to the 31st of March 2026 deadline.
- The Constabulary is required to grow Neighbourhood Policing by a further 20 officer posts in the 2026/27 financial year. This presents a challenge, as Norfolk has received one of the lowest financial settlements across policing. However, the removal of the Uplift Maintenance Target, which previously governed the minimum number of Police Officers that Norfolk had to maintain, provides greater flexibility to review the overall workforce mix. A number of roles have been identified as potentially suitable for conversion to Police Staff posts, helping to create the capacity/budget required to support the planned growth of NPG officers. The conversion of posts began in June 2026 with a series of further phased conversions planned throughout 2026/27 and into 2027/28 financial year.
- The Constabulary has been approached to provide feedback to the Home Office via the National Police Chiefs' Council (NPCC) on the operational and organisational impacts of the Year 2 Neighbourhood Policing Guarantee funding model with the aim to inform decisions on Years 3 and 4 funding arrangements. A response will be submitted in early July.
- Of the 20 further officer posts, 17 have been identified and are expected to have been recruited and in post by September 2026, with the remaining three to be in post by the end of March 2027.
- Progress continues to be tracked, with monthly submissions to the NPCC for the number of officers in post, and bi-annual submissions to the Home Office to evidence the financial position.
- As part of the Neighbourhood Policing Guarantee, Public Voice is an initiative supported by the Police and Crime Commissioner's Office to improve the ability to incorporate public views on policing, feelings of safety, and local priorities into neighbourhood policing. The first Public Voice survey is the Neighbourhood Policing Survey, which is available on the Constabulary's website (Neighbourhood Policing Survey | Norfolk

Constabulary) and social media channels. The survey launched on 20th October 2025 and remains open to responses.

- As of 30th June 2026, 1,658 surveys had been completed by members of the public. In June alone, 243 responses were received, making it the third-highest monthly response rate since the survey launched. This increase was partly due to a targeted media campaign across several social media channels at the beginning of the month, as well as individual public engagement events across the county where the survey was promoted.
- According to the survey, the highest priority for Norfolk residents is more visible and accessible policing. The issues causing the greatest concern are inconsiderate vehicle use, including speeding, vehicle-related anti-social behaviour and inconsiderate parking, along with anti-social behaviour more broadly. These concerns are consistent across both rural and urban communities.
- Survey results are shared with local officers to support quarterly neighbourhood policing meetings and help inform local priority setting. The findings are also presented at neighbourhood management meetings across the constabulary to identify areas for further action. Examples include using the survey data to evaluate the recent hotspot policing initiative and to support discussions about fraud and scams across the county.
- The next phase of Public Voice will focus on continuing to embed the Neighbourhood Policing Survey into everyday practice and exploring new ways to promote the survey and increase public awareness. Additional bespoke surveys will also be developed to support local initiatives and issues. For example, a survey is being considered for the Great Yarmouth Beat Managers as part of their work in the town.

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	506	463	447	+9.3%	+13.2%
Killed & Serious Injury collisions – Fatal	41	27	32	+51.9%	+28.1%
Killed & Serious Injury collisions – Serious Injury	465	436	415	+6.7%	+12.0%
Killed & Serious Injury collisions involving vulnerable road users (total)	279	250	248	+11.6%	+12.5%
Cyclists	71	63	58	+12.7%	+22.4%
Motorcyclists	136	114	120	+19.3%	+13.3%
Pedestrians	72	72	69	0%	+4.3%
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 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 31/06/2025.

- Fatal and serious injury collisions increased by 9.3 percent in the most recent 12-month period compared with the previous year and are 13.2 percent higher than the long-term average.
- Collisions involving at least one vulnerable road user rose by 11.6 percent over the last 12 months compared with the previous period and are 12.5 percent above the long-term average.
- During the reporting period (1st April 2026 – 30th June 2026), there were 111 serious injury collisions on Norfolk's roads, the same number as in the corresponding period in 2025. There were eleven fatal collisions, resulting in thirteen fatalities, representing an increase of eight fatal collisions and ten fatalities compared with the same quarter in 2025.
- The Roads and Armed Policing Team (RAPT) continues to work closely with partners and other policing teams to enhance road safety across Norfolk. Key partnership activities from this period are summarised below.
- Joint targeted patrols by RAPT and County Policing Command (CPC) officers have commenced at collision hotspots to identify and intercept high-risk vehicle offenders, strengthening the Constabulary's coordinated approach to disrupting and apprehending those who pose the greatest risk to road users and communities.

- The Road Casualty Reduction Team (RCRT - police motorcycle) has continued to support Fatal Four enforcement through daily deployments at collision hotspots and by assisting RAPT operations.
- RCRT enforcement outcomes this period included 297 vehicle stops and 294 Traffic Offence Reports (TORs), of which 104 were issued for Fatal Four offences, including speeding, seatbelt, and mobile phone offences.
- The team also delivered eight Bike Safe courses during the reporting period, with a further eighteen courses planned for 2026. Demand remains strong, with 133 of 144 available places already booked. Opportunities to secure funding through National Highways are being explored to support the delivery of two additional courses later in the year.
- RCRT engagement activities during the reporting period included attendance at the British Super Bikes weekend, Police Family Day, and the Royal Norfolk Show. The team also supported operational policing activity through ten deployment days supporting Operation Foxtail.
- The Commercial Vehicle Unit (CVU) delivers a proactive response to tackling criminality linked to commercial vehicle use and provides a key 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 work is participation in local, regional and national operations alongside partners including Immigration Enforcement, the Driver and Vehicle Standards Agency (DVSA), His Majesty's Revenue and Customs (HMRC), Eastern Region Special Operations Unit (ERSOU), and National Highways.
- During this reporting period, CVU operations involved the stopping of private vehicles, Heavy Goods Vehicles (HGVs), Public Service Vehicles (PSVs), e-bikes and agricultural vehicles. Offences identified included overweight vehicles, insecure loads, dangerous vehicle conditions, HGV drivers' hours offences and breaches relating to the carriage of dangerous goods.
- Driver and haulier engagement activity continued throughout the period, including the delivery of two commercial vehicle seminars at a major local road haulage company and a dedicated HGV driver training session for a regional warehousing and distribution provider.
- In May, CVU officers deployed alongside the DVSA, the Environment Agency and West Norfolk Council following reports of large-scale illegal waste dumping in the west of the county. During the operation, officers arrested the principal suspect for failing to appear at Norwich Crown Court in connection with waste offences.
- Five taxi licensing enforcement days were conducted in the reporting period in partnership with West Norfolk, North Norfolk, and Broadland District Councils. More than 50 taxis were inspected, resulting in ten prohibition or defect notices being issued.

- CVU officers also delivered two farm safety engagement days in partnership with the National Farmers' Union (NFU), focusing on identifying and preventing mechanical defects on agricultural vehicles.
- Norfolk CVU continues to lead regional immigration enforcement activity. Officers supported six Operation Foxtail days delivered across Norfolk and Suffolk in the reporting period, providing specialist commercial vehicle expertise. The team also continued to deliver Operation Silent, targeting individuals working illegally within the gig and grey economies. Nine days of enforcement activity took place during this period, resulting in the seizure of 46 e-bikes; encounters with 86 migrants who had entered the UK via small boat; submission of 57 intelligence reports, including 30 relating to organised immigration crime; and the seizure of approximately £5,000 worth of illegal single-use vapes from a male who had entered the UK illegally concealed in an HGV.
- In April, officers stopped a Mercedes van on the A11 near Thetford during an Operation Silent deployment. Equipment used for cannabis cultivation was discovered within the vehicle and two Albanian nationals were arrested. Urgent phone interrogation linked the individuals to an address in Suffolk, where officers subsequently discovered a cannabis cultivation site containing approximately 800 plants with an estimated street value of £1.5 million. A third Albanian national was arrested at the location. All three offenders were charged, remanded and later sentenced to 12 months' imprisonment, with deportation orders imposed following sentence.
- CVU officers also supported the enforcement phase of Operation Eloign, an ERSOU investigation into a company associated with a Chinese organised crime group involved in human trafficking and sexual exploitation. During the operation, officers prohibited five overweight vans, issued £4,500 in fines, and assisted Immigration Enforcement officers in identifying and arresting two individuals working illegally. This enforcement activity has subsequently led to civil penalties being pursued against the company.
- Operation Foxtail is a joint initiative between RAPT and Specialist Crime Capabilities that is supported through Home Office Operation Terminus funding. The operation targets fraudulent driving licences through a multi-agency approach involving Immigration Services, Operation Moonshot officers, the Road Casualty Reduction Team, and the Commercial Vehicle Unit. During this quarter, Operation Foxtail resulted in 45 arrests for offences including fraudulent licences, cross-border theft, immigration offences, driving whilst disqualified, drug possession, drug driving, false documentation and outstanding warrants. Officers also submitted 78 intelligence reports, seized 31 vehicles and issued 79 Traffic Offence Reports. These results continue to deliver significant benefits to both road safety and wider crime prevention.
- Operation Close Pass is a road safety initiative designed to improve cyclist safety by addressing dangerous overtaking behaviour by motorists. The operation combines education, enforcement and behaviour-change activity aimed at reducing collisions, serious injuries and fatalities involving cyclists. Close or careless overtaking remains one of the most frequently reported concerns amongst cyclists and is recognised as a

significant contributory factor in serious road traffic collisions. Operation Close Pass activity will continue throughout the summer and autumn periods.

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*

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Shoplifting	Number of crimes	5,828	6,368	5,252	-8.5%	11.0%
	Solved	2,894	2,720	2,235	6.4%	29.5%
	% Solved	48.8%	42.2%	42.6%	6.6pp	6.2pp
	Charged	2,084	1,886	1,599	10.5%	30.3%
	% Charged	31.5%	29.3%	30.5%	2.2pp	1.0pp
	Taken into Consideration	348	316	220	10.1%	58.2%
	% Taken into Consideration	5.9%	4.9%	4.2%	1.0pp	1.7pp
	Out of Court Resolutions	462	518	416	-10.8%	11.1%
	% Out of Court Resolutions	7.8%	8.0%	7.9%	-0.2pp	-0.1pp

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

The date range for the Last 12 months is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 30/06/2025.

- Shoplifting volumes have decreased by 8.5 percent compared with the previous 12-month period, although levels remain 11.0 percent higher than the long-term average.
- Norfolk Constabulary continues to perform strongly at a national level in relation to shoplifting investigations, achieving a 48.8 percent detection rate over the past 12 months, the highest in the country for the reporting period. Both the Solved rate and Charged rate have increased compared with the previous 12-month period and the long-term average.
- The number of offences Taken into Consideration (TIC) at court has also risen against both the previous 12-month period and the long-term average.
- The proportion of shoplifting offences resulting in an Out of Court Disposal (Youth Cautions, Adult Cautions and Community Resolutions) remained broadly stable at 7.8

percent, compared with 8.0 percent in the previous 12-month period and a long-term average of 7.9 percent.

- A review of Criminal Behaviour Order (CBO) processes continues. Engagement has taken place with the Constabulary's Legal Services department and the Head of the Criminal Justice Unit to better understand the challenges affecting successful applications. Further discussions are underway with the Crown Prosecution Service (CPS) and other key stakeholders to identify requirements and opportunities to improve processes, with the aim of increasing the number of successful CBO applications.
- Development of a retail crime training package for Contact and Control Room (CCR) staff to support the consistent application of the Norfolk Retail Crime Strategy across the organisation is progressing. Delivery is planned to commence following the summer period, helping to enhance staff awareness, strengthen decision-making, and further embed the Constabulary's approach to tackling retail crime.
- Planning continues for this year's Safer Business Action (SaBA) Week in partnership with Norwich Business Improvement District (BID), local retailers, and security industry partners. Work is focused on delivering a coordinated, visible programme of activity during the week commencing 9th November, which will be focused on maximising engagement, prevention, enforcement, and delivering reassurance for retailers and the wider public.
- The Retail Crime Reporting Toolkit has been supplemented with a Retailer Crime Reporting checklist, designed to assist retailers in submitting all relevant evidential material in the correct format. Feedback from retailers has been positive, with both products being well received. Nationally aligned crime prevention advice continues to be provided to retailers.
- Progress has continued to develop an internal Retail Crime Tasking Group, which will bring together policing teams from across the Constabulary to share best practice, coordinate activity, and strengthen preparations for periods of increased retail crime, such as the Christmas trading period. While operational demands and competing priorities have influenced the pace of development, planning remains well underway, and the inaugural meeting is now scheduled for September, following the peak summer demand period.
- Once established, the group will provide a strong framework for strategic direction and coordination of retail crime activity across the county. It will also play a key role in shaping the development of a quarterly external stakeholder forum, helping to ensure that its agenda and priorities are informed by operational insight and emerging trends. Development of the external forum will follow the successful implementation of the internal meeting structure, creating a solid foundation for effective partnership working and collaboration.
- Work continues to support the development of a Disc information-sharing network in Thetford. This initiative has been influenced by the success of the Disc platform in

Norwich and aims to strengthen partnership working, intelligence sharing and the coordinated response to retail crime within the town.

- Work also continues to support the adoption of the Auror intelligence-sharing platform. Initial scoping has now been completed, and the project has progressed to the implementation phase. The next stage will involve identifying a dedicated delivery team to oversee rollout and integration.
- In addition, other retail crime intelligence and reporting platforms, including UKPAC SentrySIS, are being explored to ensure all available reporting and intelligence-sharing opportunities for retailers are considered.
- Work to develop the 'Offender 2 Recovery' programme has continued, although speed of progress has been influenced by competing operational demands over recent months. Activity is expected to accelerate after the conclusion of the summer period. Priority focus will be placed on re-engaging key service providers, strengthening partnership collaboration, and driving forward the next phase of development to support successful implementation of the programme.

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

- The number of hate crimes recorded during the reporting period increased compared with the previous quarter, with 235 hate crimes recorded between 1st April 2026 and 30th June 2026, compared with 200 between 1st January 2026 and 31st March 2026. However, 19 fewer hate crimes were recorded during the reporting period compared with the same quarter in 2025.
- The solved rate for hate crimes for the most recent quarter was 22 percent compared to an average across the last eight fiscal quarters of 20 percent. The solved rate is calculated by comparing the total number of hate crimes finalised each period against the number of hate crimes finalised during that period which have a positive outcome.
- Race-related hate crime remained the highest category during this period, accounting for 72 percent of all recorded hate crime (up from 60 percent in the previous quarter). This was followed by:
    - Sexual Orientation: 11 percent (18 percent previous quarter)
    - Disability: 7 percent (8 percent previous quarter)
    - Transgender: 5 percent (5 percent previous quarter)
    - Religion: 4 percent (9 percent previous quarter)
- Proportionally, Black people were most likely to be victims of racially motivated hate crime, being 62 times more likely than White people to be a victim based on self-defined ethnicity.

- Eleven religious hate crimes were recorded during the reporting period. Of these, seven crimes were targeted towards the Islamic faith, one crime was targeted towards the Jewish faith, and in three cases the religion was not specified.
- The Constabulary recognises that hate crime remains significantly under-reported. Work continues with stakeholders, partners and third-sector organisations to raise awareness of hate crime, help people recognise when they are victims, explain how incidents can be reported and highlight the support available following a report. A further collaborative Hate Crime Awareness Conference is scheduled to take place in October.
- Stop Hate in Norfolk (SHiN), the Constabulary's third-party reporting mechanism, continues to provide free training across the county. With increasing tensions relating to asylum seekers and Houses of Multiple Occupation (HMOs), demand for this training has increased during the reporting period.
- The Constabulary continues to work closely with partners through the Community Relations and Prevent Strategic Group (CRPSG), which provides oversight of hate crime, community tensions and Prevent activity. This ensures a coordinated multi-agency approach to responding to increases in hate crime and emerging community tensions.
- Protest activity relating to asylum seekers and HMOs has continued throughout the reporting period.
- Stakeholders, partners and third-sector organisations are encouraged to report concerns through the dedicated Community Tension email address. This enables early intervention and support to be provided to vulnerable communities where tensions are identified.
- With ongoing tensions connected to national and international events, community engagement remains a key priority to ensure vulnerable communities feel heard, supported and protected, while continuing to build trust and confidence in policing.

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

- During the reporting period, the Constabulary's Community Safety Operational Unit (CSOU) has continued its internal and partnership activity to identify and implement prevention, enforcement, and detection opportunities aimed at tackling rural criminality. This activity has included:
    - Attendance at the Royal Norfolk Show, which provided an excellent opportunity to engage with the rural community, including visitors, landowners, farmers, and exhibitors from across the agricultural sector.
    - Throughout the spring and early summer, Operation Randall (Rural Crime Team) officers attended a number of briefings, crime prevention events and community safety events hosted by Anglia Farmers, the National Farmers' Union (NFU) and the

Country Landowners Association (CLA). These events provided valuable opportunities to engage with members of the rural community, understand emerging concerns and provide crime prevention advice.

- The Operation Randall team hosted Community Rural Advisory Group (CRAG) meetings for both the Rural and Heritage Crime portfolios. These meetings brought together partners, stakeholders and industry representatives to coordinate activity, identify emerging crime trends and support collaborative approaches to prevention and enforcement.
- Delivery of rural crime training to Contact and Control Room staff to increase their awareness of rural crime issues and priorities continued, supporting appropriate call handling and ensuring the right response is provided at the earliest opportunity.
- A number of significant investigations and enforcement activities were progressed during the reporting period. These included charges being brought in relation to a badger sett disturbance investigation; joint working with the RSPCA on animal welfare concerns resulting in enforcement action and the recovery of a stolen trailer; a joint warrant executed with the RSPCA resulting in the removal of a dog due to concerns regarding unnecessary suffering; and ongoing collaboration with United States law enforcement regarding the illegal shipment of a lion skin.
- The CSOU team continued to review all rural crime reports received by the Constabulary, monitoring for emerging patterns and trends to inform prevention, early intervention and offender apprehension. In appropriate cases, the team collaborated with regional and national partners to coordinate activity and share intelligence. This process includes Heritage Crime, with a designated CSOU officer leading partnership efforts for prevention and enforcement.
- Members of the team continued to conduct regular visits to farms and rural businesses throughout the reporting period, providing visible reassurance and tailored crime prevention advice, particularly to those who had previously been victims of crime.
- Partnership work to tackle fly-tipping across the county has also continued. Although reporting levels remain low, proactive prevention work and operational support for enforcement opportunities have been maintained.

END.

REDUCING HARM – OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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

SUMMARY: This report sets out a short summary update of Constabulary activity that has contributed to the Reducing Harm objectives of the Police and Crime Plan. The reporting period is 1st April 2026 to 30th June 2026.

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

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

- Table 6 shows the disruptions recorded by Norfolk Constabulary when responding to the threat posed by serious and organised crime.

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	686	523	358	31.2%	91.6%
Disruptions recorded against scored OCGs only	136	74	82	83.8%	65.9%

Table 6: Serious and Organised crime disruptions – Disruptions against Tactical Vulnerabilities/Priority Individuals and against scored Organised Crime Groups (OCGs) only.

The date range for the Last 12 months is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 30/06/2025.

- Table 7 shows the number of disruptions recorded each month over the last 12-month period and the previous 12-month period.

Month	2024/25	2025/26
July	48	47
August	30	20
September	53	41
October	83	67
November	28	75
December	23	43
January	35	17
February	23	62
March	44	32
April	53	42
May	31	52
June	12	42
Total	**463**	**540**

Table 7 – Serious and organised crime disruptions since July 2024

- Year-on-year rolling data shows an overall increase in recorded disruptions, with 2025/26 recording 540 disruptions compared with 463 in 2024/25. Current forecasting indicates this pattern is likely to continue.

- His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has announced a new programme of regional Serious and Organised Crime inspections, commencing in September 2026. Forces across the Eastern Region are expected to be inspected during 2027. To support readiness and preparation for the inspection, a dedicated group has been established, chaired by the Head of Joint Specialist Crime and Capabilities.
- The new Serious and Organised Crime (SOC) Board has been launched, now chaired by the Assistant Chief Constable for Joint Operations. All policing districts are represented by the local District Superintendent. This has strengthened governance, improved accountability within Local Policing, and has enhanced SOC activity across Norfolk, delivering an enhanced local response to serious and organised crime and disruption recording.
- During the reporting period, the Force continued to make significant progress in the investigation of group-based child sexual abuse and exploitation, with a strong focus on victim safeguarding, offender prosecution, and partnership working. One suspect was remanded for rape offences and a further eight suspects were charged with 44 offences against two child victims following enforcement activity.

- A key achievement has been the establishment of the Phoenix Project, a dedicated multi-agency safeguarding team bringing together Police, Health and Children's Services partners to improve the response to child sexual exploitation. The project provides trauma-informed support, bespoke safeguarding plans, dedicated victim engagement, and enhanced information sharing for the highest-risk children. This will now become daily business following Operation Kilovolt and is situated in the Multi-Agency Safeguarding Hub (MASH) alongside other partners. Positive feedback has also been received from national partners including National Association of People Abused in Childhood (NAPAC), the Hydrant Programme and the Department for Education.
- Op Eloign is an investigation into a Norwich-based Organised Crime Group (OCG) involved in modern slavery, human trafficking, organised immigration crime, money laundering, and fraud. The group exploits victims through brothels, takeaways, a wholesale business, and residential properties. Enforcement activity has led to arrests, charges and the safeguarding of five victims, while ongoing disruption work with the Tackling Organised Exploitation (TOEX)programme and other partners continues to target the group's criminality through intelligence-led overt and covert tactics.
- Op Huntsville is an ongoing investigation into a King's Lynn-based OCG responsible for the large-scale supply of cocaine. Several key members, including the principal offender, have been charged and remanded, while recent enforcement activity recovered 1kg of high-purity cocaine and 7kg of low-purity cocaine. Intelligence indicates the operation significantly disrupted cocaine supply across King's Lynn and the surrounding area, with further activity continuing against the OCG.
- Operation Foxtail activity has resulted in 45 arrests, 79 traffic offence reports, 31 vehicle seizures, and 78 police intelligence reports. Key outcomes from the enforcement

include the arrest of two Chinese nationals for illegally working, who are linked to Operation Eloign. Two Albanian nationals were stopped and arrested for cannabis cultivation and were suspected of being in the early stages of establishing a cannabis grow. An Iraqi national was dealt with after fraudulently obtaining a UK driving licence in a false name and was found in possession of £160,000 worth of illegal tobacco in their vehicle. Of the 45 arrests, 17 were for immigration-related offences. As part of the national intensification period under Operation Lockstream, five enforcement days were conducted in June using the Foxtail methodology, resulting in a further 23 arrests, 20 vehicles seized, and 42 police intelligence reports being generated. In total, the enforcement activity April to June resulted in 11 moderate disruptions and one minor disruption.

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

Month	Total Calls	Mean Answer Time (seconds)	% 999 calls answered in under 10 seconds	% 999 calls answered in 10 to under 60 seconds	% 999 calls answered in 60 seconds and over
July 2025	12,608	7.95	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%
October 2025	10,680	8.32	86.5%	12.4%	1.1%
November 2025	10,394	8.25	86.0%	12.8%	1.2%
December 2025	10,375	6.61	91.5%	8.1%	0.4%
January 2026	9,506	6.21	92.6%	7.1%	0.3%
February 2026	9,315	6.41	92.0%	7.6%	0.4%
March 2026	10,506	6.25	91.3%	8.5%	0.2%
April 2026	10,573	7.13	88.5%	10.9%	0.6%
May 2026	12,232	6.52	91.2%	8.4%	0.3%
June 2026	12,779	7.0	89.6%	9.9%	0.5%
Last 12 months	**132,840**	**7.34**	**88.8%**	**10.5%**	**0.7%**

Table 8: Norfolk Constabulary 999 Call Handling performance data since July 2025

- Table 8 presents 999 call performance data published on the Police.uk website, an online platform providing crime statistics and policing performance metrics for all forces across the UK. Performance is measured against the national standard (Service

Level Agreement), which recommends that police forces answer 90 percent of 999 calls within 10 seconds. This measure includes both BT's transfer time and the time taken by the receiving force to answer the call, with BT transfer times varying between forces.

- Maintaining the Service Level Agreement (SLA) for 999 and 101 calls remains a key priority for the Constabulary. During the reporting period, the Control Room experienced increasing emergency call demand as the quarter progressed, with call volumes rising by over 20 percent between April and June. Despite these pressures, the Contact and Control Room (CCR) continued to actively manage staffing, abstractions and officer deployment to maintain service levels and minimise delays for the public.
- This reporting period (1st April 2026 – 30th June 2026) saw higher emergency call demand than the corresponding period in 2025. The Constabulary received 35,584 emergency calls during the quarter, an increase of 1,245 calls (3.6 percent) compared with the previous year. Demand increased in each month of the reporting period when compared with April to June 2025, continuing a pattern of sustained year-on-year growth. June recorded the highest monthly demand at 12,779 calls. This represents the fourth consecutive reporting quarter in which emergency call demand has exceeded the equivalent period of the previous year.
- The Constabulary maintained strong performance in answering emergency calls despite continuing demand pressures. During the reporting period, 89.8 percent of 999 calls were answered within 10 seconds, slightly below the national standard of 90 percent. However, emergency call demand remained high, increasing by 3.6 percent compared with the same period in 2025. Performance fluctuated throughout the quarter, reflecting the challenges associated with managing increased demand, but remained consistently close to the national standard, with only a small proportion of callers waiting longer than 60 seconds for their call to be answered.
- The Constabulary has continued to invest in additional call-taking capacity to support sustained improvements in service performance. During the reporting period, the Contact and Control Room reached an establishment of 140 Communication Officers, with an effective operational strength of 124. As newly recruited staff complete their tutoring period and become independently deployable, operational resilience and available call-taking capacity will continue to increase.
- Norfolk and Suffolk Constabularies continue to collaborate on technological enhancements across both Force Control Rooms. SmartSTORM has now gone live within Norfolk and Suffolk with over 85% of staff using the new system. The national Vodaphone 101 programme has continued to face delays, however, has now gone live as of 20th July 2026. The Mitel telephony system is being upgraded, and an automated callback is going live the week of the 20th July also. These initiatives are expected, in time, to reduce demand on both Control Rooms, improve the customer experience when contacting the Constabulary, and help improve 999 call answer times.
- The Contact and Control Room has demonstrated improving resilience during a period of sustained and increasing demand. Emergency call volumes have now increased year-on-year across four consecutive reporting quarters, placing continued pressure on

resources. Despite this, performance has improved significantly compared with the position during summer 2025 and has remained consistently close to the national standard throughout the latest reporting period. The combination of additional staffing, improved demand forecasting, and investment in new technology is beginning to deliver tangible benefits, providing confidence that the Constabulary is well placed to achieve sustained compliance with national call handling standards whilst continuing to meet growing public demand.

- The Constabulary has joined fourteen other forces to trial a new AI-powered Natural Language Switchboard capability on its 101 non-emergency telephone service. The pilot will commence on 20th of July.
- The service uses natural language processing technology to allow callers to explain the reason for their call in their own words. The system can then identify whether an enquiry is police-related or whether another organisation may be better placed to assist, helping direct members of the public to the most appropriate service at the earliest opportunity. This is particularly important given the scale of demand on the National 101 service, which receives around 20 million calls each year. A significant proportion of these calls relate to non-policing matters or requests for information and updates. By helping route enquiries more effectively, the service is expected to improve the caller experience while protecting valuable contact centre capacity for matters requiring police intervention.

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

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,808	10,921	11,290	-1.0%	-4.3%
	Solved	1,352	1,297	1,324	4.2%	2.1%
	% Solved	12.7%	11.9%	11.5%	0.8pp	1.2pp
	Charged	1,107	1,018	1,050	8.7%	5.4%
	% Charged	10.4%	9.4%	9.2%	1.0pp	1.2pp
Stalking and Harassment	Number of crimes	4,214	3,875	4,203	8.7%	0.3%
	Solved	512	541	516	-5.4%	-0.8%
	% Solved	12.3%	13.8%	12.0%	-1.5pp	0.3pp
	Charged	322	329	342	-2.1%	-5.8%
	% Charged	7.8%	8.4%	8.0%	-0.6pp	-0.2pp
Rape	Number of crimes	1,175	1,126	1,065	4.4%	10.3%
	Solved	109	92	77	18.5%	41.6%
	% Solved	9.5%	8.4%	7.3%	1.1pp	2.2pp
	Charged	109	91	76	19.8%	43.4%
	% Charged	9.5%	8.3%	7.2%	1.2pp	2.3pp
Other sexual offences	Number of crimes	2,211	2,108	2,110	4.9%	4.8%
	Solved	329	376	293	-12.5%	12.3%
	% Solved	15.5%	18.3%	14.0%	-2.8pp	1.5pp
	Charged	297	295	241	0.7%	23.2%
	% Charged	14.0%	14.3%	11.6%	-0.3pp	2.4pp

Table 9: Crime volumes, Solved and Charged rate/percentages for Domestic Abuse, Stalking and Harassment, Rape and Other Sexual Offences.

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

The date range for the Last 12 months is 01/07/2025 – 30/06/2026. The date range for the Previous 12 months is 01/07/2024 – 30/06/2025. The date range for the long-term average is 01/07/2022 – 30/06/2025.

- Recorded Domestic Abuse crimes have decreased over the previous 12 months (-1.0 percent) and against the long-term average (-4.3 percent). The solved rate has improved against both the previous 12 months (+0.8 percentage points) and the long-term average (+1.2 percentage points). The charged rate has also increased across both measures.
- Over the last 12 months, Stalking and Harassment offences have risen following a period of decline (+ 8.7 percent) but remain close to the long-term average (+0.3 percent). The solved rate has fallen compared with the previous 12 months (-1.5 percentage points) but remains above the long-term average (+0.3 percentage points).

The charged rate has reduced against both measures but remains close to the long-term average.

- Reported rape offences have increased by 4.4 percent compared with the previous 12 months and by 10.3 percent against the long-term average. The solved and charged rates have increased against both measures.
- Other Sexual Offences have recorded an increase in volume, rising 4.9 percent over the previous 12 months, and 4.8 percent compared with the long-term average. The solved rate and charged rate have increased against the long-term average but are both lower than the previous 12 months.
- The Domestic Abuse Delivery Group, chaired by the Head of Safeguarding and Investigations, is overseeing delivery against recommendations arising from the National Centre for VAWG & Public Protection (NCVPP) peer review, with a Detective Chief Inspector appointed as tactical delivery lead. NCVPP will continue to support the Constabulary with a review every three months. The report highlighted strengths and opportunities for improved service delivery.
- The Making a Difference campaign continues with a focus on domestic abuse, alongside activity to improve outcomes for children who are victims of domestic abuse.
- New technology-enabled triage processes have been introduced to better identify risk within standard-risk domestic abuse cases and ensure appropriate safeguarding interventions.
- The force continues to embed the Crown Prosecution Service (CPS) expedited charging model for domestic abuse investigations. A refreshed communications campaign has improved use of this which will lead to improved timeliness of charging decisions, supporting victims and reducing attrition.
- During the reporting period, the Constabulary dedicated resources to a focused of domestic abuse investigations, aimed at improving investigative quality, strengthening supervision, enhancing outcomes, and identifying cases requiring further review or action.
- All sergeants have received training on effective crime supervision, with specific emphasis on domestic abuse and crimes with vulnerable victims.
- Use of Domestic Violence Protection Notices has significantly improved, and preparations are underway for the transition to Domestic Abuse Protection Orders.
- Stalking Protection Orders continue to increase steadily, with plans to train Beat Managers to strengthen perpetrator management and victim safeguarding.
- A dedicated Stalking and Harassment Improvement Meeting, chaired by a Detective Superintendent, has been established and is working collaboratively with Suffolk Constabulary to explore opportunities to improve service delivery, performance and outcomes for victims.
- A workforce webinar with CPS on evidence-led domestic abuse prosecutions is being delivered in September to improve investigative quality and victim-focused outcomes.

- A working group chaired by the Assistant Chief Constable for Local Policing has been established to support improvements in Rape and Serious Sexual Offences (RaSSO) investigations and to prepare for the future implementation of a dedicated RaSSO team.
- A new investigations dashboard has been introduced to identify repeat RaSSO suspects more effectively, support earlier intervention and safeguarding activity, and improve outcomes.
- Continued delivery of vulnerability-focused training through Local Policing Continuous Professional Development Days and specialist programmes is supporting improvements across domestic abuse, stalking and harassment, and rape and serious sexual offences.
- Operation Pathfinder continues to embed the whole-story approach to evidence gathering, with opportunities being explored for wider force rollout to improve outcomes for victims of domestic abuse.

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 an update on the training being delivered to Police Officers and members of Police Staff in support of Norfolk Constabulary's ongoing commitment to improve the standards of Rape and Serious Sexual Offences (RaSSO) investigations.
- In this reporting period:
    - The rollout of '*An Introduction to the National Operating Model (NOM)'* for frontline officers will conclude in July 2026. The training is based on a locally devised scenario developed from nationally approved Operation Soteria products. This scenario is one that front line officers are likely to encounter involving a reported sexual offence and its subsequent investigation. It follows the same structure as the College of Policing's Operation Soteria Continuous Professional Development material to ensure consistency across the organisation.
    - Delivery of the Specialist Sexual Assault Investigators Development Programme (SSAIDP) will continue throughout 2026, for joint Norfolk and Suffolk cohorts of officers in detective roles. The programme remains on course to achieve the joint-force objective of training all RaSSO investigators by the end of 2029.
    - The College of Policing's online training package on non-contact sexual offending was released in December 2025. This package is mandated for all Constables through to Inspectors, including specialist Police Staff within the Safeguarding and Investigations Command. At the end of May 2026, 1,270 people had completed the training, representing 66% of those eligible. Completion rates will continue to be monitored, with internal communications issued during this reporting period to promote the training and encourage uptake across the force.

- Operation Soteria Supervisors training concluded on 1st June 2026. The programme focused on NOM Investigative products, supervisory responsibilities, suspect-focused approaches, and enhanced collaboration with the Crown Prosecution Service to support the improvement within RaSSO investigations. Attendance included all Sergeants and Inspectors from the Criminal Investigations Department (CID), the Child Abuse Investigation Unit (CAIU), and District Crime Units (DCUs), which undertake the majority of RASSO investigations across the force. Feedback has been positive, particularly regarding the training content, the use of operational supervisors as facilitators, and the involvement of CPS colleagues, which provided valuable opportunities for discussion and questions. An additional session is scheduled for October 2026 for supervisors who were unable to attend the initial programme, including the Operation Kilovolt supervisors.
- The rollout of the College of Policing Operation Soteria NOM Module 1 training for DCU and Detainee Investigation Unit (DIU) officers has continued throughout this reporting period. This training supports the development of knowledge and understanding of Operation Soteria principles among officers responsible for a broad range of investigations. Completion rates will be monitored as part of the wider Operation Soteria programme.
- Building on the rollout of the Operation Soteria NOM Module 1 training, a classroom-based Module 2 and 3 course was delivered in June 2026. The cohort included direct entry detectives within CID, alongside other officers new to the department, supporting the development of knowledge and skills required to embed Operation Soteria principles in investigative practice. A further session is planned for autumn 2026, with planning underway to transition this training into a sustainable business-as-usual model.
- The RaSSO Coordinator and RaSSO Detective Sergeant delivered training sessions to detectives across the Investigations Command on case administration requirements and processes for the submission of cases to CPS. The training was designed to improve the quality and timeliness of case file submissions, strengthen compliance with CPS requirements, and support more efficient progression of RaSSO investigations through the criminal justice process.

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

- The Joint Restorative Justice (RJ) Hub is commissioned by the Offices of the Police and Crime Commissioners (OPCCs) for Norfolk and Suffolk. Funding has now been confirmed until March 2028 through a two-year funding agreement with both OPCCs.
- The RJ Hub team consists of 1.5 OPCC-funded RJ Advisors in Norfolk, 1 RJ Advisor in Suffolk, and 1 administrator post. The additional 0.5 FTE post in Norfolk has supported management of the serious and complex caseload and is leading a new initiative to increase RJ referrals from the Roads and Armed Policing Team (RAPT). A new

postholder has recently been recruited for this role and is currently awaiting vetting clearance.

- Extensive training continues to be delivered to officers and staff across Norfolk to increase awareness of Restorative Justice and improve referral rates. This training now includes all new Student Officers in Norfolk.
- The Police Constable within the RJ team has now been trained in Level 3 Sensitive and Complex cases, this further increases the opportunities to accept more referrals of this type.
- The Norfolk and Suffolk RJ Hub has been recognised as delivering best practice, and the National Hate Crime Independent Advisory Group have recently given their approval to the Hate Crime RJ Diversionary course the team have written. Norfolk and Suffolk are the only forces to have developed their own course, and other forces have shown interest in using our material. The Hate Crime pilot goes live on the 1st August 2026.
- Referrals remain consistent with Quarter 1 of 2026, with the team receiving 229 Level 1 referrals and 19 Level 2 and 3 (sensitive and complex cases) referrals.
- All cases that are resolved via an Out of Court Resolution (Conditional Cautions and Community Resolutions) are triaged by the Hub for suitability for RJ. Year to date the proportion of Conditional Cautions in Norfolk receiving an RJ intervention has increased from 19% to 54%.
- The RJ team has developed a suite of online courses based on RJ principles, including Victim Awareness, Retail Crime, and 'On the Bench', for football-related offences. These courses encourage offenders to reflect on the impact of their actions on both victims and the wider community. They are delivered via an external online platform as part of Norfolk's diversionary offer for Out of Court Resolutions.
- In this reporting period a Knife Crime Awareness and Reflection course was launched. This was created using funding awarded to the Constabulary by the Home Office through the Safer Streets anti-social behaviour 'Hotspot' fund.
- An anti-social behaviour course focusing on the dangers of unauthorised 'car meets', which was developed in collaboration with the Roads and Armed Policing Team and the Joint Traffic Justice Unit, was also launched.
- Other online courses based on Restorative Justice principles that are in development include an Assault on an Emergency Worker course, which is being designed in partnership with the Norfolk and Suffolk NHS Foundation Trust (NSFT), the East of England Ambulance Service Trust (EEAST), and the Norfolk Police Federation, as well as a diversionary course for repeat and nuisance callers.
- The RJ team continue to look at opportunities to develop more diversionary courses and are working alongside the frontline teams to identify these.
- The RJ Hub team and Trading Standards continue to explore opportunities to collaborate on complex cases, supporting victims including those affected by romance fraud, through the RJ process. The collaboration has resulted in two referrals for victims

of romance fraud, and these individuals are now working through the RJ process with the team.

- The pilot scheme to increase the use of out of court resolutions in the Norwich night-time economy has concluded and is awaiting evaluation before we look to roll it out.
- The Criminal Justice Reform Manager has allocated a member of staff to examine recidivism rates for out of court resolutions. The findings will compare with those of individuals who were charged to court during the same time period.
- An app which will support officers in assessing whether incidents are suitable for an Out of Court Resolution (OOCR) while at the scene is still under development and is now in the testing phase. The app, which will be available on all officers' work phones, is expected to go live later this year, with the aim of bringing Out of Court Resolutions to the forefront of officers' decision-making.
- Reinvigorating the appropriate use of OOCRs and Restorative Justice aligns with the recommendations of the Leveson Inquiry. This is essential not only for improving victim outcomes and reducing reoffending, but also for easing pressure on the court system. Although Crown Court backlogs remain a national concern, a growing backlog within the Norfolk Magistrates' Court estate highlights the increasing importance of using alternative resolutions effectively.

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 Victims and Prisoners Act 2024 places a statutory requirement on police forces and wider criminal justice agencies to collect both quantitative and qualitative data to assess compliance with the Victims' Code and drive continuous improvement in services provided to victims.
- The Ministry of Justice (MOJ) launched a consultation on a revised Victims' Code in February 2026, in line with requirements set out within the Victims and Prisoners Act 2024. The consultation proposed strengthening victims' rights, introducing clearer standards for victim needs assessments, improving the provision of information and support throughout the criminal justice process, and aligning the Code with new statutory principles. At the time of writing, the consultation response and final revised Code have not yet been published. National compliance metrics are expected to be confirmed in 2027, with formal reporting commencing in 2028.
- Norfolk Constabulary maintains a dedicated Victims' Code compliance dashboard, which automatically extracts performance data from the Athena Crime and Intelligence System. The dashboard provides oversight of compliance across all relevant Victims' Code rights and is routinely used by managers to monitor performance within their teams. Force performance is reviewed through monthly performance meetings and the Supporting Victims Subgroup. The dashboard will be redesigned and updated to

incorporate the new reporting requirements once national metrics have been confirmed.

- Whilst the Constabulary contributes to all twelve Victims' Code rights, compliance assessment currently focuses on Rights 1 to 9. Rights 8 and 9 are primarily delivered by the Victim and Witness Service (VAWS) and therefore sit outside the direct responsibilities of investigating officers.
- Compliance with the current Victims' Code remains a priority for the Constabulary. Overall compliance for Rights 1 to 7 between 1st April 2026 and 30th June 2026 was 84.1 percent, representing a further improvement from 83.8 percent recorded during the previous reporting period.
- Through ongoing performance analysis, the Supporting Victims Subgroup has identified the following areas as priorities for improvement:
    - Right 4: Individual Needs Assessments
    - Right 6: Provision of information regarding the investigation
    - Right 7: Offering victims the opportunity to make a Victim Personal Statement
- Activity is focused on improving both compliance and the quality of service provided to victims, ensuring that victims receive appropriate support and information throughout their journey through the Criminal Justice System.
- The Supporting Victims Subgroup continues to strengthen the victim voice within decision-making processes and is exploring opportunities to further enhance the victim journey across Norfolk Constabulary and partner agencies.
- Improving victim engagement remains a key area of focus. This includes ensuring victims are consulted appropriately prior to investigative decisions being finalised, accurately recording victim views, maintaining regular communication throughout investigations, and providing effective supervisory oversight. These measures will support improved compliance with the Victims' Code, strengthen public confidence, and ensure victim feedback is both sought and acted upon.
- Whilst the Ministry of Justice develops a national victim survey framework, Norfolk Constabulary is exploring opportunities to capture victim feedback at key stages throughout the criminal justice journey. This will support local service improvement and help ensure that future service design remains victim focused.
- The Constabulary's Victim and Witness Service (VAWS) continues to manage significant demand, with individual Witness Care Officers holding in excess of 300 cases due to ongoing Crown Court and Magistrates' Court backlogs. Court data indicates that caseloads continue to increase across both jurisdictions.
- Following the introduction of a VAWS one-team operating model in January 2026 and the transition of staff onto permanent contracts, workforce stability has improved significantly. Staff attrition has reduced, organisational resilience has increased, and workloads remain manageable despite continued pressure arising from court delays.

- Delays within the Crown Court continue to have a significant impact on victims and witnesses, requiring prolonged engagement and support from the VAWS team. These challenges increase demand on the service through additional victim contact, case management activity, and the rescheduling of court attendance. This remains a national issue and continues to be highlighted through Local Criminal Justice Board governance structures.

END.