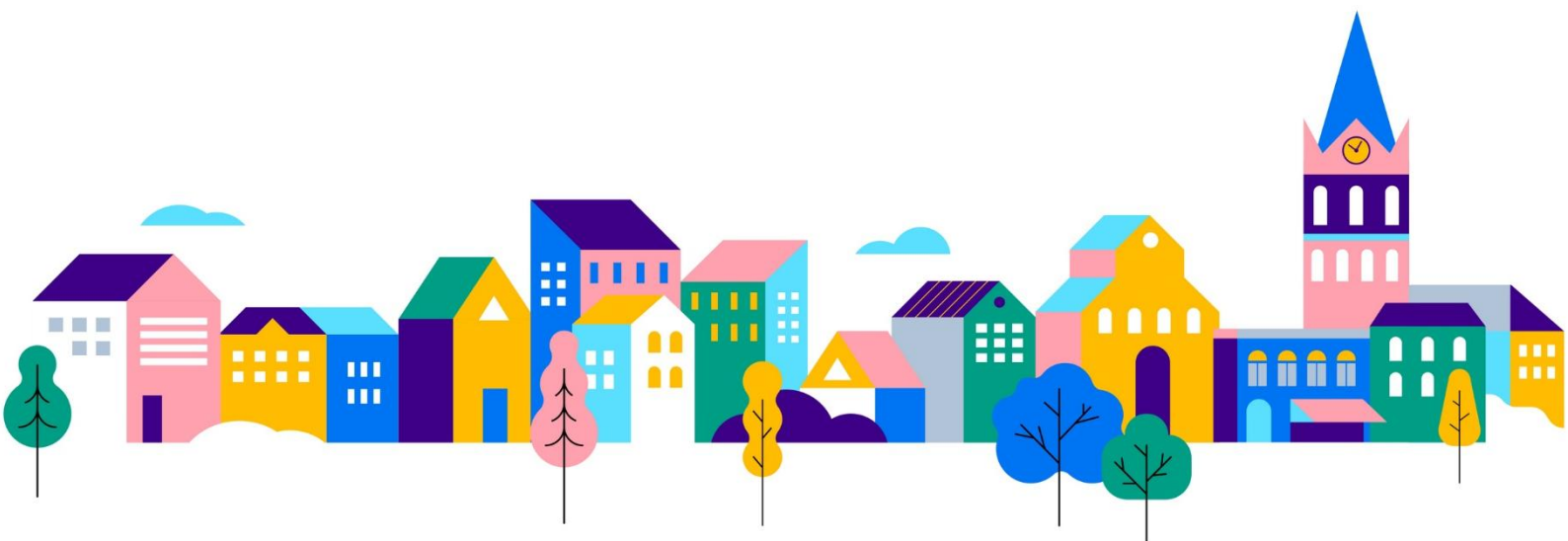




NORFOLK COMMUNITY
SAFETY PARTNERSHIP

Annual Report 2025-26



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Introduction from the Chair, Mark Stokes

I am pleased to introduce the Norfolk Community Safety Partnership (NCSP) Annual Report for 2025–26. This report highlights the continued strength of partnership working across Norfolk and our shared commitment to keeping our communities safe, resilient and supported.

Over the past year, partners have worked collaboratively to deliver against the priorities set out in the [Safer Norfolk Plan](#). This has included a strong focus on preventing and responding to serious violence, tackling domestic abuse and sexual violence, addressing drug and alcohol-related harm, and reducing antisocial behaviour and neighbourhood crime. Alongside this, we have continued to strengthen our response to emerging threats such as fraud, exploitation, and community tensions, while promoting safer environments both online and in our public spaces.

What is particularly evident throughout this report is the scale, breadth and success of activity across the partnership. From early intervention with young people and targeted outreach programmes, to enhanced data-led approaches to hotspot policing and prevention, our work is increasingly shaped by evidence, collaboration, and a shared public health approach. This ensures that we are not only responding to crime and harm but actively working to prevent it and address its root causes.

However, this year's report also reflects the challenges we face. The increase in Domestic Abuse Related Death Reviews is a stark reminder of the complexity and seriousness of the issues we are addressing. As a partnership, we remain fully committed to learning from these tragedies, ensuring that lessons are acted upon, and that meaningful change is delivered.

Looking ahead, we will continue to build on our strong foundations. Our focus remains clear: to prevent harm, protect the most vulnerable, and work together to make Norfolk a safe place for all who live, work and visit Norfolk. Delivering this will require sustained partnership effort, ongoing innovation, and a continued focus on listening to and working with our communities.

I would like to thank all our partners, practitioners, volunteers and community organisations for their dedication and hard work over the past year. It is through this collective effort that we continue to make a difference across Norfolk.

Serious violence, including domestic abuse, and sexual violence and abuse

The Serious Violence Duty Programme Group is managed and driven by the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Serious Violence Duty Programme Manager. It has delivered against a [strategy](#) that sets out the partnership vision, strategic objective and four priority areas: the safety of young people; the prevention of domestic abuse; the places and spaces most affected by serious violence; and drugs and alcohol as a driver of and associate of Serious Violence.

This section sets out how the Serious Violence Duty Programme Manager has managed, coordinated and commissioned services to ensure the effective delivery of the strategy, in collaboration with the Serious Violence Duty Programme Group.

The safety of young people key achievements:

- The **Target Youth Support Service** delivered outreach programmes across four areas, including work in schools, which has been developed in collaboration with the OPCCN over several years. Supported at-risk pupils (including transition years) with the Children Services Inclusion Team. Engaged 1,000+ young people. During the school summer holidays, 64 sessions over six weeks were delivered, engaging 1,500+ young people. Used youth work, informal learning, and activities to build relationships, protective factors, and positive peer networks, supporting contextual safeguarding and exploitation prevention.
- Children and young adults aged between 17-19 transitioning from statutory and youth justice services have been supported by the **Future Project's Transitions Service**. It provided intensive, personalised support to young people, focusing on reducing serious violence risk and strengthening protective factors leading to improved outcomes, reduced risk behaviours, and increased stability, with families reporting greater reassurance and safety.
- The Targeted Youth Support Service's Children and Young People Support Worker delivered **education sessions** throughout the academic year reaching 11,000 children and young people
- , informed by partnership analysis.

- The Serious Violence Duty Programme Manager commissioned a cohesive **serious violence focused training programme** in collaboration with the Norfolk Safeguarding Children Partnership on:
 - Serious Youth Violence;
 - St Giles' general awareness raising Serious Youth Violence – Gangs, Grooming and County Lines
 - Norfolk Safeguarding Children Partnership's Families Affected by Domestic Abuse for professionals
 - Adulthood

The places and spaces most affected by serious violence key achievements:

- A collaborative Dereham-based partnership initiative, driven by the Serious Violence Duty Programme Manager, launched in October 2025, focused on **violence prevention using a public health, asset-based approach**. Aligned to this project is Dereham's selection for the development phase of a Sport England Place Project.
- The **SPACE Fund** was created by the OPCCN through the NCSP and in collaboration with Children Services and Norfolk Community Foundation. It tackled youth antisocial behaviour through a Norfolk Community Foundation grant fund. It targeted funding to youth group outreach and activities for 13–15-year-olds. This was extended thanks to Serious Violence Duty funding by three months to March 2026 and reached 812 young people in total (118 during the extension), boosting engagement, expanding outreach, and reducing antisocial behaviour while building skills and connections.
- The OPCCN's Community Safety and Violence Reduction Coordination Team delivered the **Safer Norfolk Survey** on behalf of the NCSP, which went live in July. It supported the Home Office's Safer Streets Summer Initiative through 750 (approx.) responses that informed the NCSP's understanding of place-based crime and public perceptions.



Drugs and alcohol as a driver of serious violence an associate of Serious Violence key achievements:

- Norfolk Constabulary implemented **drug testing on arrest for non-trigger violence offences** in July 25. This development has helped identify violence related to drug use and supported people who were arrested tackle the root causes of their offending. There remains a focus on drug testing on arrest with the ambition of identifying support needs.
- Norfolk Public Health's literature **review considering the link between drugs and alcohol and serious violence** published with the conclusion being that misuse of drug and alcohol play a complex role in serious violence influenced by a range of individual, social and systemic factors. While associations exist, causal relationships remain difficult to establish.
- The NCSP's Communications Officer developed a **bespoke exploitation website for Norfolk - [Know the Signs](https://knowthesigns.info)**, which includes criminal exploitation awareness raising films created by Media Learning Company students at Norwich City College and information and resources for practitioners, parents/carers and the general public. The award-winning films and accompanying lesson plans have been adopted nationally by PoEd (Police Education), a resource used by various police forces, local authorities, and schools to teach children and young adults about citizenship, safety, risks, and the law.

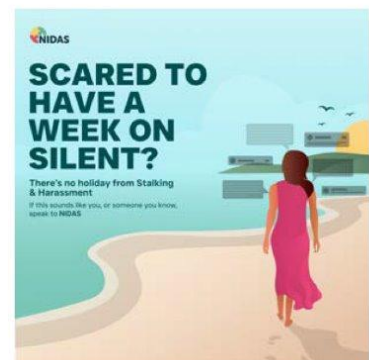


- The **Cuckooing Subgroup** was established by the OPCCN's Community Safety and Violence Reduction Coordination Team to develop multi-agency cuckooing guidance for Norfolk in readiness for upcoming legislation and new offence of cuckooing. Domestic Abuse Related Death Review (DARDR) Doris learning was shared within the Cuckooing subgroup and will be reflected in guidance development.

The Domestic Abuse and Sexual Violence Group (DASVG) coordinates the strategic approach to domestic abuse and sexual violence in Norfolk and is driven by the OPCCN's Community Safety Manager alongside Chairs from the Police and, the OPCCN's Director of Policy, Communications and Commissioning during 2025/26. Its key achievements include:

Improving public understanding

- The OPCCN and Police reestablished the **DASVG Communications Subgroup** to coordinate priority communications on domestic abuse and sexual violence across the NCSP.
- Delivered communications coordinated by the OPCCN through **Safer Streets Summer Initiative and Winter of Action** focussed on increasing feelings of safety, including: [Project Vigilant](#), Breckland Council anti-spiking campaign, [Stand Up Against Harassment training](#) and Norwich Business Improvement District's [Good Night Norwich](#) campaign.
- OPCCN commissioned **NIDAS (Norfolk Integrated Domestic Abuse Service)** social media campaigns on domestic abuse and disabilities, Court IDVA service, coercive and controlling behaviour, and male victim-survivors throughout 2025:



- Provide clear information for victim-survivors of domestic abuse in multiple formats, including online via the OPCCN webpage: [Help for victims of domestic and sexual abuse | Norfolk PCC](#). Information is also provided through physical leaflets placed at relevant services across Norfolk and by raising awareness amongst professionals of the services.

Workforce skills and training

- The OPCCN's Community Safety and Violence Reduction Coordination Team has turned key learning from local DARDs into **publicly accessible information assets**, which have been promoted within the partnership, available here: [Resources for DASV professionals | Norfolk PCC](#).
- By providing **100 dual allegations training spaces**, the Community Safety and Violence Reduction Coordination Team responded to emerging need to provide training to professionals working with perpetrators, particularly regarding working in cases where there are dual allegations of abuse. 98.6% of attendees said the training increased their confidence of identifying the primary perpetrator.
- The OPCCN and partners commission **NIDAS** to manage the over 1,000 professionals strong NIDAS Domestic Abuse Champions Programme. It provides NCSP organisations a point of expertise on how to identify and respond effectively to domestic abuse. Champions receive regular upskilling opportunities.

Strategic partnership understanding

- Through OPCCN and Norfolk County Council collaboration, Norfolk's first [Domestic Abuse Joint Needs Assessment](#) was delivered, responding to the combined needs of Domestic Abuse Duty, the DASVG and commissioners of community-based domestic abuse support, establishing a clear understanding of local need.
- The OPCCN produces **regular data snapshots of crime and safeguarding data** and presents them to the DASVG, which reviews and responds to it. This provides the partnership with oversight of crime, safeguarding, support trends and delivery against priorities.
- The **Serious Violence Duty Strategic Needs Assessment** provides a clear understanding of domestic abuse as serious violence.

Delivering preventative and supportive interventions

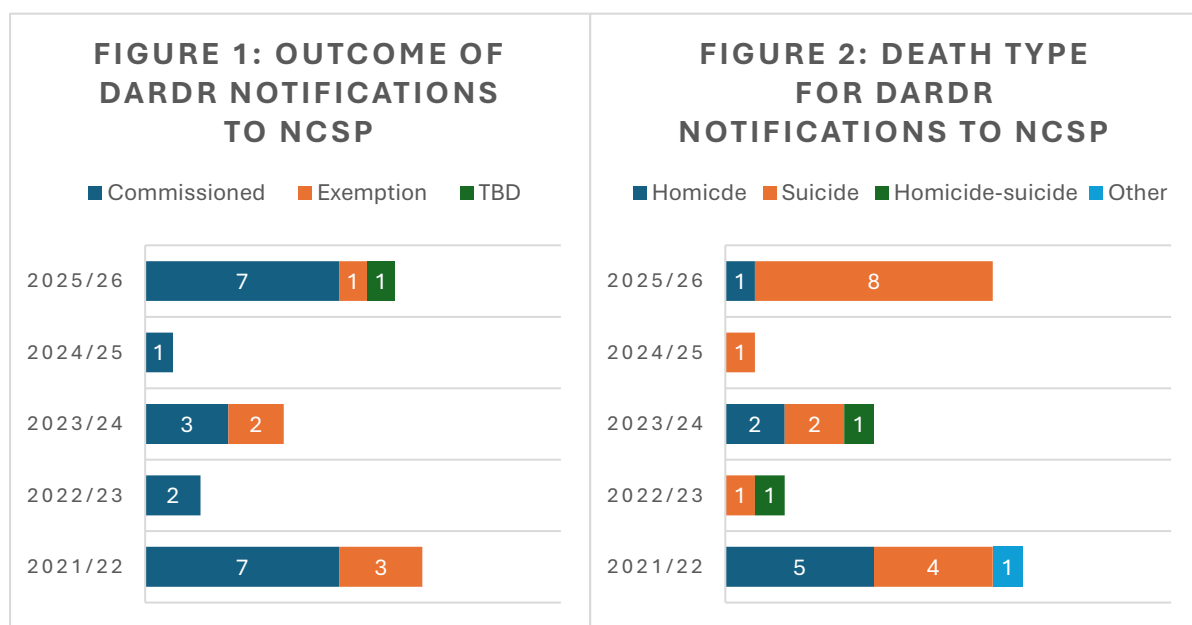
- Norfolk County Council provide a **coordinated approach to accommodation for victim-survivors of domestic abuse** through Norfolk County Council's delivery of Part 4 of the Domestic Abuse Act 2021.
- Norfolk Constabulary is proactively driving improvements through **Operation Soteria**, embedding a victim-centred, evidence-led approach that strengthens investigations into rape and serious sexual offences.
- The OPCCN provides leadership within the NCSP in **commissioning accessible community-based support services for victim-survivors of domestic abuse and sexual violence and abuse**, including but not limited to NIDAS, IDVAs, ISVAs, Sexual Assault Referral Centre and therapeutic support services.
- A comprehensive **domestic abuse perpetrator provision programme** has been cultivated by the OPCCN, police and Probation leadership that includes: DAPPA (Domestic Abuse Partnership Perpetrator Approach); CARA (Cautioning and Relationship Abuse); and Building Choices.
- The OPCCN continued to manage funding it was awarded by the Home Office to establish the **Respect Young People's Programme** within Norfolk in response to children and adolescents who are violent towards their parents or carers.
- Norfolk provides comprehensive and coordinated support to the White Ribbon Campaign via the OPCCN managed DASVG. This included the Children Services led creation of a 'One minute guide: White Ribbon Day' for schools, promotion of PolEd resources and provision of a day dedicated to domestic abuse and sexual violence as part of Practice Week.

Children and young people

- Norfolk County Council and the OPCCN collaborated on detailed **mapping of healthy relationship lessons** and resources for young people, including the partnership resource PolEd, which provides education resources to schools on community safety.
- **Operation Encompass** enables police to notify a child's school the morning after attending a domestic abuse incident, so the school can provide timely, appropriate support to the child. Norfolk Children Services began expanding this service to all nurseries following a successful pilot period.
- Following the **Joint Targeted Area Inspection** of the multi-agency response to children who are victim-survivors of domestic abuse in Norfolk, the NCSP has supported the Norfolk Safeguarding Children Partnership to ensure:
 - Partners understand, engage in and have oversight of MARAC.

- The consistent consideration of the cumulative harm to children.
- Professionals hear and capture the voices and experiences of individual children who are victim-survivors of domestic abuse.
- The timeliness and consistency of information-sharing.
- The accessibility of domestic abuse training to practitioners, its take-up by those practitioners, and how well they apply learning to practice.

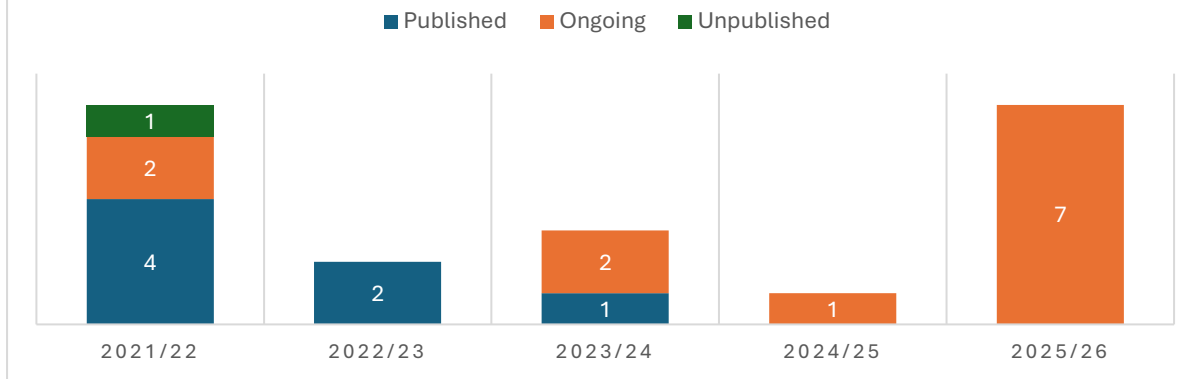
Domestic Abuse Related Death Reviews (DARDRs)



DARDRs are statutory processes under Home Office guidance, delivered by community safety partnerships. The OPCCN manages the coordination of this responsibility, including ensuring delivery of the recommendations made to the partnership. They examine deaths linked to domestic abuse, including homicide and suicide, to identify lessons for safeguarding and service improvement.

Figures 1 and 2 provides an overview in numbers of DARDR notifications to the NCSP over the past five years. They show that in 2025/26 there has been an increase in notifications shared with the NCSP compared to the previous three years and that 2025/26 has seen the most suicide related notifications ever received by the NCSP.

**FIGURE 3: NUMBER OF PUBLISHED NCSP
DARDR REPORTS BY YEAR
COMMISSIONED**



The number of ongoing NCSP DARDRs is 12, five from previous years, seven from 2025/26. Home Office guidance suggests that DARDRs should be completed with six months of commissioning the review. As figure 3 highlights, this is not always achievable. This can be for multiple reasons, including criminal proceedings or other investigations delaying process; complexity of the case requiring more time to consider; quality assurance process; demands on the NCSP preventing completion of reviews; and ensuring the family have the time and space to contribute to the review. All of these factors, combined with the increased notifications has resulted in an increased DARDR case load for the NCSP. The NCSP team and the wider partnership are committed to delivering DARDRs that are timely, deliver meaningful learning and lead to impactful change.

To ensure the increased number of commissioned reviews are properly resourced, the OPCCN has agreed to recruit an additional Community Safety Support Officer funded by the OPCCN in 2026/27 to provide administrative support necessary to complete these reviews. Further, the management of reviews has been taken on by an increased number of OPCCN staff. Finally, the increased cost of these reviews goes beyond the number of reviews originally budgeted for by NCSP, which has been responded to by increasing contributions to the management of the NCSP by responsible authorities.

Where Domestic Abuse Related Death Reviews are commissioned and there are other statutory reviews taking place, the NCSP work to ensure these reviews are as coordinated as possible, support both family experience and outcome of review process. This includes Safeguarding Practice Reviews, Coroner inquests, Safeguarding Adults Reviews (SAR), and Mental Health Homicide Reviews. Further, the NCSP and The Norfolk Safeguarding Adults Board have collaborated to commission joint SAR-DARDRs, with joint terms of reference,

reducing duplication. This collaborative approach has led to delay in commencing reviews, something that both partnerships are committed to reducing.

The Community Safety and Violence Reduction Coordination Team completes regular analysis of themes across the NCSP's reviews and recommendations. In 2025, it completed an assessment of 121 recommendations across five recent reviews, themed into six priority areas:

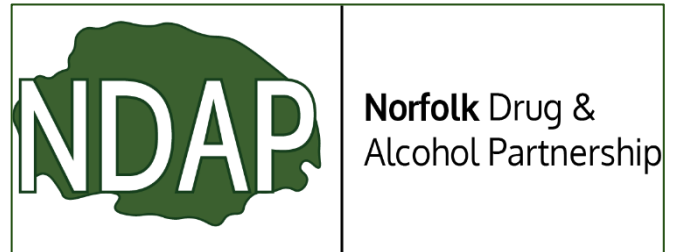
- **Recognising barriers** (e.g. stigma, power dynamics, mental health)
- **Training and awareness** (including post-separation and economic abuse)
- **Professional curiosity** (Think Family approach, hearing victims' voices)
- **Leadership and partnership working**
- **Links to risk factors** (mental health, substance misuse, suicide)
- **Information sharing** (timely, accurate, cross-agency)

The NCSP is committed delivering recommendations effectively. Recommendations and actions are managed on its behalf through a composite action plan overseen by the OPCCN. To provide increased oversight and scrutiny of ongoing and complete actions, the OPCCN established and chairs the DARDR Oversight Group, responsible for championing the completion of actions and assessing how well actions were delivered. 87% of actions held in the composite action are completed. This group has adopted the Domestic Abuse Commissioner Office's Quality of Implementation Framework. This enables completed actions to be scored on how effectively they have been implemented. Positively, over 93% of those assessed scored bronze or above, meaning they were completed and evidence was provided of its impact. This work has helped highlight how the partnership can more effectively implement and evidence completion of recommendations.

Ensuring that professionals across Norfolk are aware of the lessons learned from DARDRs is key to improving practice. The NCSP delivers this by developing a bespoke communications plan and delivering DARDR webinars following publication of a review, organised by the OPCCN. One webinar was delivered in 2025/26 covering DARDRs Simon and Val and provided expert input on male victim-survivors of domestic abuse, LGBTQIA+ and domestic abuse and the trio of risk.

Drugs and alcohol

During 2025–2026, the Norfolk Drug and Alcohol Partnership (NDAP) has made strong progress across its priorities, driven by effective partnership working and a shared focus on improving outcomes.



- **Co-occurring conditions (formerly Dual Diagnosis):** A co-occurring conditions pathway is being implemented across Community Mental Health Teams (CMHTs), including increased co-location of services, integrated care pathways, workforce training, and embedding within policy and system-wide reforms.
- **Continuity of care from prison:** Continuity of care for individuals transitioning from prison to community treatment has reached an all-time high, supported by the introduction of an in-reach worker at HMP Norwich and strengthened links with HMP Peterborough.
- **Responding to emerging drug trends:** A county-wide [Ketamine Awareness Campaign](#) was launched in partnership with the Media Learning Company at Norwich City College, producing four targeted films and campaign materials hosted on the Know the Signs website. A regional conference attended by over 200 professionals raised awareness of ketamine and synthetic substances.
- **NDAP continues to work with the Norfolk Resilience Forum** to include drug-related risks within the local risk register and develop the Synthetic Substances Response Plan. An overdose awareness film has also been produced to support public safety ahead of the festival season.
- **Workforce development:** A strengthened system-wide workforce development programme has delivered: 52 training sessions in 2025/26; 831 professionals trained across 70+ organisations; Workforce competency increased from 48% (2023) to 81% (2026); 184 overdose prevention and naloxone sessions delivered by Change Grow Live (CGL) and 169 professionals trained in Children and Young People



practice, including solution-focused and youth-centred approaches. A training needs review has also been completed to inform the 2026/27 programme.

- **Addressing complex and unmet needs:** An action plan has been developed to address barriers for women who use substances, including the impact of menopause on substance use and recovery.
- **Embedding lived experience:** Lived experience is now central to NDAP delivery. Partnership work with Together has supported the development of focus groups, ensuring lived experience informs priority setting and service improvement.
- **Tackling exploitation:** A multi-agency cuckooing working group has developed a Norfolk cuckooing toolkit to support partners in identifying and responding to exploitation, ahead of new legislation.
- **Joint Strategic Needs Assessment (JSNA):** A refreshed JSNA is due for completion by year-end, with a focus on engagement with Children and Young People and strengthening early intervention and prevention in response to changing drug trends.

Modern slavery and criminal exploitation

Key achievements include:

In 2025 the Community Safety and Violence Reduction Coordination Team developed and published Norfolk's first multi-agency [Anti-Slavery Strategy](#) through the Norfolk Anti-Slavery Network (NASN). Demonstrating a continued commitment to tackling trafficking, modern slavery, and exploitation affecting both adults and children.



- OPCCN funded a **Modern Slavery Coordinator** through St Giles Trust. Working with the Community Safety Officer to develop a series of presentations, they delivered awareness-raising sessions to 35 statutory, non-statutory, and VCSE organisations. These sessions focused on recognising indicators of exploitation, understanding referral pathways, and improving confidence in identifying and reporting potential victims.
- The Community Safety and Violence Reduction Team **delivered knowledge and awareness sessions** to over 350 delegates on topics including Gangs, Grooming and County Lines, Serious Youth Violence, Dual Allegations, and Adultification Bias in 2025-2026. These sessions supported professionals to better recognise signs of serious violence and apply protective responses for children and young people.
- In 2025, the Community Safety and Violence Reduction Team successfully delivered a **Serious Youth Violence Conference** launched alongside an Exploitation Campaign, aimed at empowering communities to recognise risks and protect individuals vulnerable to exploitation.
- The Community Safety and Violence Reduction Coordination (CSVRC) Team redesigned the CSP **NASN webpage**, creating a dedicated, accessible platform for professionals to access national updates, training opportunities, and key resources.
- The Community Safety Officer in collaboration with the NCSP Communications Officer adapted a national [victim guidance booklet for a Norfolk](#) audience. This resource is now available online to support frontline professionals in responding to victims effectively.
- Norfolk Police, supported by the MAST, have continued to **deliver preventative resources and awareness sessions for frontline officers**, complemented by internal communications campaigns to reinforce key messages.



- In collaboration with Police Strategic Business Operational Services (SBOS) Analytics and Insight and the Community Safety and Violence Reduction Team, a **data dashboard** was developed to identify trends and insights. This tool supports a more targeted, intelligence-led, and collaborative multi-agency response to modern slavery and human trafficking across the county.

Fraud

The Safer Norfolk Plan 2025–2028 identifies supporting residents to stay safe from fraud as a key priority, led by the Community Safety and Violence Reduction Coordination Team and Norfolk Trading Standards through the Norfolk Against Scams Partnership (NASP).



Following a multi-agency review, NASP has developed a refreshed work plan for 2025 onwards, alongside an outcome framework setting out four priorities with measurable outcomes and a programme of activity.

The Norfolk Against Scams Partnership will work together to:

- **Increase public awareness of fraud**, how to keep safe and ensure reporting pathways are clear.
- **Increase the skills and knowledge of fraud amongst professionals** in Norfolk's most likely to come in to contact with victims of fraud.
- **Undertake strategic assessments of fraud**, its impact and gaps in provision to inform the local response.
- **Deliver interventions** that prevent fraud and support victims.

Key achievements include:

- The Community Safety Officer, working with the OPCCN Communication SPOC for NASP, has produced a professional **newsletter and visual resource to inform frontline practitioners** of emerging fraud trends, local impacts, and where to find further support, helping improve awareness and confidence when working with vulnerable communities.
- The OPCCN and Community Safety and Violence Reduction Team continues to **support national campaigns** through a range of communication channels, including active participation in National Fraud Awareness Week each October, alongside targeted messaging on seasonal fraud risks.
- Ongoing **analysis of data** by the Community Safety Officer enables the identification and monitoring of emerging crime types. This intelligence-led approach provides

insight to NASP partners to trends and themes, allowing the partnership to take targeted, proactive and preventative action.

- **Norfolk Trading Standards delivers awareness and training** across communities and the VCSE sector, using Friends Against Scams resources to help residents recognise and support victims of fraud. To date, 4,383 residents have been trained and aims to increase this further in 2026. In collaboration with the Community Safety Officer, these sessions are now being promoted wider across the county to facilitate awareness raising opportunities with local communities.
- Norfolk Trading Standards works with agencies and businesses to **deliver preventative measures**, including promoting and installing call-blocking devices to reduce nuisance and scam calls.
- Norfolk Constabulary works with partners to deliver **fraud prevention initiatives**, including student engagement at UEA with Aviva, alongside targeted operations such as Bodyguard (supporting fraud victims) and Radium (tackling courier fraud).

Place-based crime and ASB

The Norfolk Community Safety Partnership (NCSP) has delivered a coordinated, place-based approach to reducing neighbourhood crime and antisocial behaviour (ASB), aligning enforcement, prevention and engagement activity across key hotspot locations.

The OPCCN coordinated the NCSP response to the Home Office's Safer Streets Summer Initiative and Winter of Action campaign, collating and communicating the extensive dedication to community safety in Norfolk. This work has been underpinned by strong partnership collaboration between police, local authorities, voluntary sector organisations and community groups.

Increasing public awareness of crime issues:

- Public awareness activity has been significantly strengthened through **coordinated communications campaigns and direct community engagement**. During the Winter of Action and Safer Streets Summer Initiative, targeted social media campaigns created by police, the OPCCN and other partners promoted key initiatives such as Project Vigilant, Business Crime activity and Safer Streets Wardens, reaching over 21,000 impressions and 20,000+ page views while clearly signposting reporting routes and support services.
- **On-the-ground engagement** complemented digital outreach, including community surgeries, SNAP meetings, and youth engagement sessions, which provided opportunities for residents to shape local priorities and receive practical crime prevention advice.
- The local partnership delivered the **Crimestoppers' 'Fearless' campaign**, empowering young people to report crime anonymously.

Increasing the skills and knowledge of locality responders:

- **Investment in workforce capability** across the partnership has strengthened the response to ASB and neighbourhood crime across Norfolk. Training and joint working have equipped frontline staff with the tools to respond effectively, including Project Vigilant training for response officers to identify and intervene in concerning behaviours in the night-time economy.

- **Partnership structures** such as Shopwatch, Business Improvement District engagement, and **joint operational meetings** have further supported knowledge sharing, ensuring responders understand emerging crime patterns and effective intervention methods.

Providing strategic assessment

- The partnership has strengthened its analytical capability to inform targeted interventions. **Data from hotspot policing and seasonal initiatives has been used to identify priority locations and understand trends**, with 3,435 hours of visible patrols delivered in hotspot areas during Winter of Action contributing to a 19% reduction in targeted crime types and an overall 2% reduction in crime. This was made possible through the Home Office's ASB Hotspot Policing Fund, which was managed by the OPCCN.
- **Strategic insights have been drawn from multiple sources**, including the Safer Norfolk Survey, neighbourhood policing surveys, business crime surveys and community engagement. These insights have highlighted community priorities such as drug-related activity, street drinking and vehicle-related ASB.
- **Locally gathered intelligence** from Safer Street Wardens, businesses and residents have informed place-based responses such as PSPO consultations, targeted CCTV deployment and tailored enforcement activity.

Delivering preventative and supportive interventions

- The Targeted Youth Support Service (TYSS) and partners delivered **detached youth work, school-based interventions and community programmes** reaching hundreds of young people weekly, improving wellbeing, reducing risk factors and preventing escalation into ASB or serious violence.
- The Matthew Project and Change Grow Live provided **targeted support on substance misuse, mental health and resilience**, alongside outreach events promoting harm reduction and access to services.
- **Public health principles were further embedded** through initiatives addressing wider determinants of crime, including support for vulnerable residents, housing interventions, and partnership work with health and social care services.
- **Interventions such as community resolutions, conditional cautions and diversionary programmes** have combined enforcement with rehabilitation, addressing behaviour while reducing reoffending.

ASB Case Reviews

The ASB (Antisocial Behaviour) Case Review is a statutory provision introduced in the Antisocial Behaviour, Crime and Policing Act 2014. It is a safety net for victims of persistent ASB to request a review of their case to determine if anything further can be done to reduce the impact the ASB is having. The ASB Case Review is not about apportioning blame but is to focus is on problem solving the case using the expertise of partner agencies.

The OPCCN manages a system of Independent ASB Case Reviews; when a district receives an ASB Case Review, another district in Norfolk will complete the review on their behalf to provide independent professional review and challenge. It also facilitates the ASB Case Review Query process, allowing members of the public to challenge the outcome of their ASB Case Review. District councils and police are brought in to the local process and complete reviews in a timely manner.

For the third year running, the number of ASB case review applications received has increased – 2025/26 saw the number of reviews increase by 85%, compared to 2024/25. This speaks to the dedication of partners in promoting the ASB case review as a tool for those affected by repeated ASB. However, there has also been a larger increase (175%) in the number of times the threshold for review was not met for local ASB Case Reviews, and the number of cases where recommendations were made has reduced (-43%). These trends and the disparity between applications received in each districts suggest the NCSP should review application of the local ASB Case Review Guidance, alongside a review of the recommendations made in ASB Case Reviews.

Table 1: Norfolk Antisocial Behaviour (ASB) Case Review figures, 1st April 2025 – 31st March 2026

	Number of applications for ASB Case Reviews	Number of times the threshold for review was not met	Number of case reviews carried out	Number of case reviews that resulted in recommendations being made
Norwich	14	12	1 (1 pending)	1
Breckland District	4	3	1	0
Broadland	8	6	2	0
North Norfolk	3	1	2	1
South Norfolk	12	10	2	0
Great Yarmouth	4	1	3	2
King's Lynn and West Norfolk	16	11	5	4

Table 2: Norfolk Antisocial Behaviour (ASB) Case Review figures, 2024/25 and 2025/26 compared

	Number of applications for ASB Case Reviews	Number of times the threshold for review was not met	Number of case reviews carried out	Number of case reviews that resulted in recommendations being made
Norfolk 2024/25	33	16	14	14
Norfolk 2025/26	61	44	17	8
Percentage change from previous year	85%	175%	21%	-43%

Safe systems approach to road safety

The rates of people killed or seriously injured per billion vehicle miles on Norfolk's roads in 2024 moved above the national average – though figures must be viewed with caution due to changes in recording practice.

The Road Safety Partnership (RSP) recently updated its vision and mission, retaining the Safe System Approach. Partnership approaches include a focus on prevention, drawing on data and local intelligence, and engagement with local residents. The partnership is made up of representatives from:

- Norfolk Highways team
- Active travel team
- Children's services
- Adult's services
- Norfolk Constabulary
- Norfolk Fire and Rescue
- National Highways
- East of England Ambulance Service

Collaborate with the Road Safety Partnership's to implement a Safe Systems approach. In particular, the Community Safety Partnership will identify road safety related community safety issues affecting and respond through a Safe Systems approach, which includes focusing on:

- Safe roads
- Safe speeds
- Safe vehicles
- Safe road users
- Post-crash response

The RSP undertook an extensive range of activities over the past year, including:

- **Enhancing its ways of working**, including agreeing clear priorities for funding allocation; creating a data analytics group, safe speeds sub-group and Fatal Review Panel; completing training in behavioural science, evaluation and the Safe System Approach; and approving funding for a partnership coordinator.

- Completing numerous **road safety audits**, feasibility studies, Sideway-force Coefficient Routine Investigation Machine (SCRIM) surveys and construction works.
- Securing funding for 97 **Parish Partnership Schemes**, councillor-identified local highway improvements and active travel initiatives.
- Carrying out **multiple campaigns to change road user behaviour and delivering courses, presentations, webinars, website and toolkits** to tens of thousands of Norfolk young people and adults.
- **Conducting speed audits**, amending speed limits, deploying speed awareness roadside signs and carrying out speed enforcement activities.
- **Responding to criminality linked to commercial vehicles** working with outside agencies; targeting fraudulent driving licence, insurance, mobile phone and seat belt offences; and responding to antisocial behaviour.
- **Working to improve effectiveness of emergency responses to road traffic collisions**; learning from analysis of road traffic fatalities and post-crash response impact; and equipping road users with essential life-saving skills.

Beyond the RSP, further road-related community safety activity has taken place across Norfolk. Most notably, the continuation of Operation Octane which has been developed to encourage positive engagement between officers and those attending car meets to engage, offer education and where appropriate; prosecution for those choosing to commit offences. These police led operation works in partnership with Norfolk County Council, local district councils and National Highways to provide a cohesive approach to improving and maintaining community safety.

Operation Foxtail is a multi-agency enforcement operation involving Roads and Armed Policing (RAPT), Specialist Crime Capabilities, Immigration Enforcement, Operation Moonshot, the Road Casualty Reduction Team, and the Commercial Vehicle Unit. It is funded through the Home Office's Operation Terminus programme, it focuses on identifying fraudulent driving licences and tackling associated criminality on the road network. During the last 2025/26, the operation resulted in 219 arrests for offences including immigration offences, cross-border theft, driving whilst disqualified, drug offences, false documents, and outstanding warrants. Officers also submitted 423 intelligence reports, and seized 267 vehicles, contributing significantly to road safety and crime prevention.

Operation Silent is led by Norfolk Commercial Vehicle Unit and targets individuals working illegally within the gig and grey economy, with a particular focus on immigration offending and organised immigration crime. In 2025/26 this operation led to 64 arrests, 135 vehicle seizures, and 160 intel reports.



Illegal e-bikes and e-scooters continue to be an ASB issue in Norfolk's towns and city. Police have been taking proactive action to take illegal vehicles out of use. To complement this activity, the NCSP has recognised the need to take a partnership approach to this issue, committing to take collaborative action.

Prevent violent extremism, build community cohesion

The Norfolk Community Relations and Prevent Strategic Group (CRPSG) is the multi-disciplinary partnership that provides a coordinated response to Prevent and community tension in Norfolk. This group was chaired and driven by the Assistant Director for Policy and Partnerships at the OPCCN. Key stakeholders of CRPSG include local authorities, Norfolk Police, Norfolk Fire and Rescue Service, Probation and the Integrated Care Board.

The CRPSG coordinates Norfolk's partnership response to the Prevent Duty:

- **Strategic leadership and governance:** the Chair and Community Safety and Violence Reduction Team delivered strong multi-agency governance through the CRPSG, overseeing delivery and reporting into the NCSP. The CRPSG ensured full compliance with statutory Prevent duties (Counter-Terrorism and Security Act 2015) and alignment with Home Office guidance and benchmarking processes through maintained effective multi-agency collaboration across local authorities, police, health, education, probation, and fire services. The effectiveness of this work was recognised by the Home Office, who's Annual Prevent Duty Assurance Process found Norfolk exceeded all benchmarks for 2025/26.
- **Partnership and collaboration:** The CRPSG brings together statutory partners in responding to the Prevent Duty collaboratively and has strengthened links with safeguarding partnerships (children and adults) and counter-terrorism policing. It tracks performance of the group through its delivery plan, providing accountability and ensures progress. Further, it has delivered joint initiatives with Suffolk County Council, including successful Home Office-funded Prevent projects.
- The Community Safety and Violence Reduction Team has managed the delivery of the Norfolk **Prevent Situation Risk Assessment** on behalf of the CRPSG, to which all responsible authorities contributed. It incorporates local, national, and global threat intelligence into an informative product for the partnership to respond to. Additionally, the partnership has implemented clear referral pathways and integrated processes via MASH arrangements for both children and adults at risk of extremism.

- Through the Chair's leadership, the CRPSG has **embedded Prevent as a core safeguarding responsibility across partner agencies**, ensuring early identification and support for vulnerable individuals and delivered effective Channel panel processes, offering tailored, multi-agency interventions (e.g. mental health, education, ideological support).
- **Training and workforce development:** this is critical to the NCSP's approach to preventing extremism. NCSP member agencies delivered extensive Prevent training programme directly to their staff, including Home Office-accredited training. Specialist training via a dedicated Preventing Radicalisation Coordinator is available in Norfolk, reaching all districts.
- The Community Safety and Violence Reduction Coordination Team has continued to **coordinate communications on behalf of the CRPSG**. Communication is key and the NCSP has enhanced public and professional awareness through the regularly updated NCSP Prevent webpages and monthly NCSP newsletters. Delivered best-practice briefings for elected members, replicated across the Eastern region. The NCSP distributed Prevent tools directly with its member agencies that the NCSP received through membership of national and regional networks.

The CRPSG also coordinates the partnership response to community relations and hate crime:

- The Community Safety and Violence Reduction Coordination Team **has improved public understanding of hate crime and community tensions** by updating NCSP webpages, strengthening access to clear, accurate information and reporting pathways to provide a comprehensive, accessible hub for hate crime, community tension and community cohesion information and support services, with ongoing partner promotion.
- Norwich City Council led partners in **providing non-partisan publicly available information on community cohesion and tension locally**, reducing the risk of misinformation and disinformation. Residents are better informed about what constitutes hate crime and how to report it, increasing transparency and trust in local services.
- CRPSG has invested in a **skilled, confident workforce capable of identifying, preventing, and responding to hate-related incidents**. Practitioners are better equipped to support communities, challenge harmful narratives, and de-escalate tensions effectively.

This has been delivered through:

- **Stop Hate in Norfolk (SHiN)** training has reached 350+ staff and volunteers across public, voluntary, and community sector organisations, expanding third-party reporting capacity.
- **Ongoing information sharing** by the Community Safety and Violence Reduction Team through the NCSP Newsletter and CRPSG Network to ensure professionals understand emerging risks, reporting pathways, and support services.
- Norfolk Constabulary and Community Safety and Violence Reduction Team delivered a **bespoke hate crime awareness conference** for professionals in Norfolk to raise awareness of hate crime and develop a shared commitment to tackling hate.
- In partnership with the *Belong Network*, the Norwich City Council and the Community Safety and Violence Reduction Team delivered “**Honest Conversations**” sessions across Norfolk, enabling open dialogue, tackling misinformation, and building confidence to address sensitive issues.
- The Community Safety and Violence Reduction Team was quick to respond to mis- and dis-information by ensuring workforces were aware of best practice **misinformation and disinformation guidance and training produced and delivered** by the Local Government Association. Further training was arranged through the Belong Network and the Community Safety and Violence Reduction Team went on to produce localised, concise [guidance](#) on the subject, equipping professionals with information the need to effectively respond.
- The Community Safety and Violence Reduction Team has improved the CRPSG’s ability to understand and respond to community tensions through shared data and insight through the development and management of **tools and processes to monitor community tensions and hate crime trends**, alongside annual analytical overview to inform strategy and action. This has delivered a more coordinated, intelligence-led approach enables earlier identification of issues and more targeted interventions.
- Norfolk and Suffolk Victim Care are a member of the CRPSG and provides **tailored support to victims of hate crime**, including emotional support, practical assistance, safety planning, and access to interpreters.
- Schools and youth settings are supported by Norfolk County Council through **education programmes and resources** addressing prejudice, discrimination, and hate crime awareness.
- The partnership is committed to **developing interventions responding to perpetrators**. These approaches combine to ensure victims are supported to recover and feel safe, while early intervention and education help prevent future harm.



Water safety

Partners across the NCSP have strengthened their collective approach to water safety, focusing on prevention,

intervention, and coordination. Activity aimed to reduce water-related incidents and ensure those at risk are identified, supported, and protected. Embedding the Water Safety Forum within the NCSP enabled wider reach, consistent delivery, and accessible age-appropriate messaging aligned with national guidance.



**Norfolk Water
Safety Forum**

Improving data and targeting risk: Significant data progress has been made to identify individuals, behaviours, and locations presenting the greatest risk. Partners have worked collaboratively to share data, intelligence, and local insights, enabling better understanding of seasonal patterns, high-risk locations, and demographic groups most likely affected. This evidence base supported more targeted use of resources.

Educating children and young people: Coordinated educational initiatives have been delivered through schools, community groups, and youth settings, ensuring consistent water safety messaging from an early age. These programmes have focused on practical skills, risk awareness, and decision-making, equipping young people with the knowledge to stay water safe. Schools were provided with resources and knowledge to empower them to deliver water safety lessons. Swim Safe means that, as part of any activity run at Whitlingham Adventure, anyone taking part will learn how to float first.

Tackling high-risk behaviours and locations: Multi-agency campaigns have highlighted the dangers of entering water under the influence of alcohol and targeted engagement in the night-time economy has sought to influence behaviour. Waterside responder training to nighttime economy businesses that face open water sites is continuing to roll out across the county. The Water Safety Forum has worked with the Suicide Prevention Partnership Group to provide insight and potential training through the waterside responder scheme, addressing concerns of suicide through drowning at inland and coastal water bodies. Partners have continued to identify and manage high-risk sites, including signage, physical safety measures, visibility and deterrence.



Strengthening communication and public awareness: Partners have delivered coordinated communication designed to ensure clear, consistent, and accessible water safety messaging. This is built around the Water Safety Forum’s communications plan, which has agreed messages and campaigns and has included the use of social media, community engagement, and seasonal messaging aligned to risk. Efforts focused on ensuring messages reach diverse audiences, including visitors, rural communities, and vulnerable groups, with a strong emphasis on clarity, consistency, and practical advice.

Leadership and Partnership Coordination: The partnership brings together key agencies, resources and expertise to coordinate water safety responses. This included joint planning, sharing best practice, and identifying prevention and response opportunities. Ultimately ensuring water safety’s importance in community safety.

Strategic assessment and priorities

In 2024/25, the NCSP completed a comprehensive Strategic Assessment that informed the Safer Norfolk Plan. Following that assessment and agreement of the partnership's priorities, all NCSP Strategic Priority Subgroups have continued to review data to seek to identify any need for new priorities. While this has led to new action identification, no new priorities have been created.

The NCSP also delivered the Safer Norfolk Survey 2025, which gathered insight from more than 750 Norfolk residents. This highlighted that respondents felt drug use, dealing and offending was an important issue, as were other forms of neighbourhood crime (theft, shoplifting, and burglary) were the crimes most affecting their local area. It highlighted areas where residents felt less safe and what they felt were driving crime. There was very good knowledge of how to report ASB (78% knew how to) and crime (95% knew 999, 91% knew 101) but less awareness of Crimestoppers, online crime reporting and local support services.

Therefore, the NCSP priorities remain:

1. Preventing and responding to serious violence, including domestic abuse, and sexual violence and abuse.
2. Work together to tackle drug and alcohol related crime, support a high-quality treatment system and to deliver a generational shift away from drug use.
3. Deliver a coordinated partnership response to modern slavery and criminal exploitation, including child criminal and child sexual exploitation.
4. Support Norfolk residents to stay safe from fraud.
5. Keep Norfolk streets safe by tackling place-based crime and ASB (Includes neighbourhood crime, ASB and rural/environmental crime, retail crime and arson)
6. Collaborate with partners on a safe systems approach to road safety
7. Work with our community to prevent violent extremism and build community cohesion.
8. Deliver a coordinated approach to water safety to reduce the number of fatalities in future.

To deliver on these priorities, the NCSP has been working to ensure:

- The public are aware of community safety issues and reporting processes are clear and accessible.
- The partnership's workforces are provided with resources to enable them to effectively identify and respond to community safety issues.
- The response to our community safety priorities is based on up to date and high-quality analysis.
- Effective interventions are in place that prevent ASB and crime, their causes, make communities safer, provide support to victims and improve feelings of safety.



OPCCN management of the NCSP

The OPCCN is unique nationally in that it manages the Community Safety Partnership on behalf of responsible authorities. This arrangement places the OPCCN at the centre of strategic community safety partnership working in Norfolk and utilises the office's capacity to join up services, responses and strategy.

The OPCCN directly contributes to the NCSP's success by:

- Providing chairing, leadership and management of multi-agency partnerships and their subgroups that deliver strategic priorities on behalf of the NCSP, as well as chairing, leading and managing the NCSP.
- Delivering effective governance and coordination of the NCSP delivery plan and risk register, which monitor the impact of the NCSP.
- Playing the central role in developing the Safer Norfolk Plan, ensuring it is reflective of the NCSP membership's perspectives and inclusive of their needs.
- Ensuring that the partnership has effective and data compliant analytical products for the partnership to use to inform its work, meeting its requirement for providing a strategic risk assessment.
- Managing NCSP finances utilised for the commissioning of DARDs, communication, projects and interventions that contribute to the Safer Norfolk Plan. This includes working with partners to ensure fair contributions from responsible authorities are provided.
- Where notifications for potential DARDs are received, the Community Safety and Violence Reduction Coordination Team gather all information to support decision making. Where reviews are commissioned, commissioning authors, oversight, management, administration, and action plan governance are all delivered by the team.
- Delivers a monthly Community Safety Newsletter, sharing information about activity, opportunities and news to a mailing list of 421 professionals working in community safety.
- Provides support to those completing ASB Case Reviews by publishing the ASB Case Review Procedure and enabling access to independent chairs.

Finances

2025/26 saw cost increase linked mostly to the increase in the number of DARDRs needing to be commissioned by the NCSP, but also inflation related increases to staffing costs. These two factors are the drivers of expenditure being larger than income. To reduce the impact on reserves, the NCSP agreed to increase partnership contributions for the next financial year and to continually assess financial situation of the NCSP through the next financial year.

NCSP Budget 2025/26		
NCSP Cost	Income (£)	Cost (£)
Partnership contribution	75,000	
NCC contribution to management	103,000	
NCSP Budget carry forward	189,087	
NCSP management costs		
<i>50% Community Safety Manager £35,901</i>		
<i>2 FTE Community Safety Officer £99,144</i>		
<i>50% Community Safety Communication Officer £37,032</i>		
<i>0.6 FTE Community Safety Support Officer - £23,769</i>		195,846
Expenses		594
Belong Network Community Cohesion Project		10,000
Communication		460
Fire and rescue engagement		1,000
DARDR costs		
<i>6 DARDRs committed to in 2025/26 - £68,634</i>		
<i>Unspent DARDR commitments - £29,035</i>		
<i>DARDR reports and related costs in 2025/26 - £19,659</i>		117,328
Total before carry over to 2026/27	367,087	325,228
Carry over to 2026/27		41,859
TOTAL	367,087	367,087

Home Office Serious Violence Duty Grant Budget		
Serious Violence Duty	Income (£)	Cost (£)
Home Office Serious Violence Duty Grant	453,606	
Home Office Serious Violence Duty Expenditure		451,747

Our partnership structure

Strategic and Scrutiny

Norfolk Community Safety Partnership (NCSP): a partnership made up of Police, local authorities, fire and rescue service, integrated care board and the Probation Service. Voluntary and other agencies are invited to multi-agency groups.

Chaired by the CEO of the OPCCN. Provides strategic coordination of the Norfolk CSP, including ensuring delivery of statutory responsibilities:

- Developing a strategic assessment
- Agreeing NCSP priorities
- Developing a partnership plan
- Domestic Abuse Related Death Reviews
- Coordinating the ASB Case Review process
- The multi-agency response to the Prevent Duty
- Multi-agency response to Serious Violence Duty

NCSP Scrutiny Panel: Chair and membership made up of elected members. Provides scrutiny of the activity of the NCSP in a publicly held meeting, attending by the NCSP Scrutiny Panel, whose membership is the same as the Police and Crime Panel.

Wider partnerships: Norfolk has established and developed partnerships whose work complements and is integrated with that of the NCSP. These partnerships include:

- Norfolk Safeguarding Children Partnership
- Children and Young People Strategic Alliance
- Health and Wellbeing Board
- Norfolk Safeguarding Adults Board
- Norfolk Youth Justice Board
- Norfolk Criminal Justice Board

Priority response

The partnership has a subgroup structure that responds directly to the priorities set out on page 31. Specifically, the following priorities are responded to by the corresponding multi-agency subgroups:

- Serious violence, including domestic abuse and sexual violence > Serious Violence Programme Delivery Group and Domestic Abuse and Sexual Violence Group (DASVG)
- Modern slavery and criminal exploitation > Norfolk Exploitation and Anti-slavery Group
- Fraud > Norfolk Against Scams Partnership
- Violent extremism and community cohesion > Community Relations and Prevent Strategic Group
- Water safety > Water Safety Forum
- Places and spaces > ASB Partners Group

The partnership also manages operational delivery subgroups sitting under the above strategic groups:

- DASVG:
 - Training
 - DARDR Oversight
 - Perpetrators
 - Children and Young People
 - Provider Forum, Comms Group
 - CAPVA Task-and-Finish
- Serious Violence:
 - Cuckooing

There are also strategic groups outside of the NCSP structure that lead the delivery of NCSP priorities. They are

- Tackling drug and alcohol related crime > Norfolk Drug and Alcohol Partnership
- Road safety > Road Safety Partnership

There are also further local partnerships responding to community safety issues:

- Norfolk Domestic Abuse Partnership Board
- Local Serious and Organised Crime Group
- Vulnerable Adolescents Group

Locality response

District, borough and /city council and police collaborate to apply Scanning Analysis Response Assessment model to local community safety issues. Probation, Fire, and the Integrated Care Board are also included where needed.

These agencies collaborate to provide locality reports to the NCSP. The reports set out local activity and identify local need. The Community Safety and Violence Reduction Coordination Team identify where strategic partnership response needed, feeding this into the NCSP which directs multi-agency subgroups to respond.