

Police and Crime Commissioner for Norfolk's

Annual Report 2022/23

Monitoring the delivery and progress made against
Giles Orpen-Smellie's 'Police, Crime and Community
Safety Plan for Norfolk 2022 – 2024'

Office of the Police and Crime Commissioner for Norfolk
www.norfolk-pcc.gov.uk

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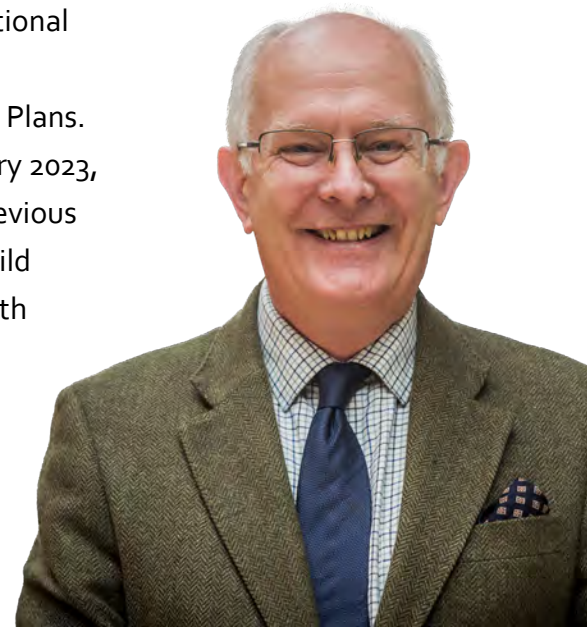
Foreward

Norfolk is one of the safest counties in the country in which to live, work and relax. This does not mean that Norfolk has no crime or community safety concerns. Sustaining the level of safety that the county enjoys requires a huge amount of work by Norfolk Constabulary and all the partners and volunteers who support the Constabulary. I must begin by congratulating and thanking everyone involved for their extraordinary commitment and contribution to public service.

This report summarises the state of policing in Norfolk during the Financial Year 2022/23. It is the first such report based on the streamlined quarterly reporting process that I introduced soon after my arrival in May 2021. This process underpins my statutory scrutiny of the Constabulary, which I exercise formally at quarterly Strategic Governance Boards and PCC Accountability Meetings, and less formally through scrutiny panels acting on my behalf and my own routine dialogue with the Chief Constable and others in both policing and the wider 'And Crime' arena. My reason for reducing the frequency of reports and meetings was to create more time for work to deliver practical effects on the ground.

The report presents information against the six pillars of my Police, Crime and Community Safety Plan for Norfolk. This Plan is intended to collate the many sources of guidance and translate them into the context of Norfolk. It was developed in close consultation with the Chief Constable, and I am pleased that his Force Management Strategy dovetails neatly with this Plan.

I am also required by law to 'have regard' to the Strategic Policing Requirement (SPR). The SPR enables the Home Secretary and National Policing Board to identify those threats that they consider require particular consideration by PCCs when preparing Police and Crime Plans. The Home Secretary issued a revised version of the SPR in February 2023, which identified seven national threats: the six identified in the previous SPR, which are Serious and Organised Crime, Terrorism, Cyber, Child Sexual Abuse, Public Disorder; and Civil Emergencies; and a seventh



identified in the latest version, which is Violence Against Women and Girls (VAWG). This report will not comment in detail on the revised SPR. My Police and Crime Plan gives due regard to the six threat areas identified in the previous SPR, while VAWG was also high on my agenda before it was added to the SPR.

Looking forward, the current year, Financial Year 2023/24, will be the subject of my next annual report. By the time it is written there will have been a PCC election, which takes place on 2 May 2024, and perhaps also a General Election. Despite the potential for significant change the public will expect continuity of the policing and community safety services and I am confident that current plans and arrangement would provide that continuity.

A handwritten signature in blue ink, reading "Giles Orpen-Smellie". The signature is written in a cursive style with a large initial "G".

Giles Orpen-Smellie

Police and Crime Commissioner for Norfolk

1

Police and Crime Plan Priorities

The Police and Crime Commissioner (PCC) had a statutory duty to produce and publish a Police and Crime Plan within the first year of taking up office. Following extensive public and stakeholder consultation which asked people about their priorities for policing and safety in Norfolk, along with the input of partners including Norfolk Constabulary's Chief Constable, the PCC published his plan on 31 March 2022 which set out his strategic direction for policing our county.

The '[Police, Crime and Community Safety Plan for Norfolk 2022–2024](#)' included objectives for how policing services will be delivered in the county, along with six outcomes which the PCC refers to as 'pillars' within the plan.

These six pillars are the PCC's areas of focus during his term of office:

- > Sustain Norfolk Constabulary
- > Visible and Trusted Policing
- > Tackling Crime
- > Prevent Offending
- > Support Victims
- > Safer and Stronger Communities

This annual report shows the progress made against each of the Plan's six pillars. More information on the [Police, Crime and Community Safety Plan for Norfolk 2022–2024](#) can be found on the [OPCCN website](#).

2

Executive summary

The Police and Crime Commissioner (PCC) has a legal requirement to produce and publish an annual report which informs the public, partners and key stakeholders in the criminal justice system about the achievements over the last year. It also presents an update of the progress which has been made during the last financial year in delivering strategic policing objectives, including those set out in the PCC's 'Police, Crime and Community Safety Plan for Norfolk 2022–2024'.

In accordance with Section 12 of the ['Police Reform and Social Responsibility Act 2011'](#), each elected local policing body must produce a report on:

- > the exercise of the body's functions in each financial year, and
- > the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.

This annual report focuses on the twelve-month period from 1 April 2022 to 31 March 2023 (unless otherwise stated) and provides members of the public and the Norfolk Police and Crime Panel with an opportunity to monitor and review the delivery and progress made against the six pillars of the PCC's plan. The PCC published this on 31 March 2022, therefore this annual report covers the first year of his new plan. The report will be formally presented to the Norfolk Police and Crime Panel for their consideration, before being published on the PCC's website along with the PCC's response to any report or recommendations from the Police and Crime Panel.

The annual report also provides a financial update on income received and funding allocated to Norfolk Constabulary and the Office of the Police and Crime Commissioner for Norfolk (OPCCN), including an overview of grants that have been issued along with a range of commissioned services to support victims and those impacted by crime and work with perpetrators of crime to prevent offending.

In terms of finances, the total revenue budget for 2022/23 was £193.7m. This was funded by £105.6m government funding and £88.1m Council Tax, which equated to a split of 55% government funding and 45% Council Tax. Most of the growth in the Home Office grant funding related to the Police Uplift Programme to increase police officer numbers nationally by 20,000, so any savings that were required came from non-pay or police staff savings. In recognition of funding challenges and increased demand on policing, the Home Office grant settlement for 2022/23 came with the ability to request an increase in council tax above inflation, and the PCC increased this by 3.59% following extensive consultation with members of the public, ratepayers and community representatives within Norfolk. In the last year, several global and national economic factors pushed up energy prices resulting in sustained high levels of inflation, which also led to significant rises in interest rates. In addition, partially funded pay awards put pressure on the budget and there was a requirement to transfer funds from reserves. It is anticipated the funding outlook will still be challenging, however, there is continual work ongoing looking for efficiencies and taking opportunities for transformation to improve systems and processes and generate savings.

The PCC continued to publish certain information to demonstrate transparency and openness, which allowed the public and the Norfolk Police and Crime Panel to hold him to account. An independent internal audit was undertaken to assess compliance of the Specified Information Order and a new process was introduced to replace the previous CoPaCC (Comparing Police and Crime Commissioners) award using the services of the Norfolk Independent Advisory Group (IAG). Their findings were positive, and they found the OPCCN website is well presented, easy to navigate and contains a large volume of useful information. The OPCCN will seek to continue this method of independent annual auditing and will work with the IAG members who choose to volunteer their time for this

project. As part of the police integrity reforms, the OPCCN continued to manage Police Complaint Reviews, and although the number of reviews received and valid reviews have decreased compared to previous years, the complexity and volume of information reviewed has increased which made the cases more time-consuming and complicated. PCC Accountability Meetings (PAMs) with the Chief Constable continued to take place on a quarterly basis, and these were held in an open public setting which allowed for members of the public to attend and observe. PAMs were also recorded so each meeting was filmed and uploaded to the PCC website along with agendas, reports and minutes to ensure that the public could view the PCC holding the Chief Constable to account for the policing service delivered in the county. The PCC continued to invite residents to submit questions to be put to the Chief Constable and other senior officers, and 21 submissions were received from members of the public covering a wide range of local issues and concerns.

Engagement and accessibility remained a key priority to the PCC, and he undertook a variety of public events whilst touring the county to ensure he held events in each of the seven districts across Norfolk. These included Q&A sessions in public spaces, with the Norfolk Association of Local Councils (NALC) and with the Chief Constable, which presented the opportunity for members of the public, local councillors and residents' groups to provide feedback on how they felt the police were performing. Local town centre walkabouts were conducted across the county, and the PCC ensured he was accessible at different times of the day by attending local Safer Neighbourhood Action Panel meetings and other community meetings in the evenings and late afternoons. The PCC continued his online 'Time to Talk' sessions which were held either virtually or over the telephone and provided people with direct one-to-one contact to the PCC. Those from the rural community were also provided with an opportunity to have their say on their local policing issues through the PCC's bespoke Rural Crime Briefing events. The PCC



had a stand at the Royal Norfolk Show in the Emergency Services Village and hosted an event in partnership with the Country Land and Business Association (CLA), which brought together organisations representing the rural and farming communities and Norfolk Constabulary, to promote partnership working. The Constabulary's Engagement Plan was launched and provided police officers with greater clarity and direction around why engagement is important and how they could achieve the best engagement with their communities. Four Local Communication Officer (LCO) posts were also introduced to increase visibility, improve public engagement and support the work of neighbourhood policing officers and wider policing teams by showcasing the Constabulary's work at a local level.

The OPCCN and Norfolk Constabulary performed well against the six pillars included in the 'Police, Crime and Community Safety Plan for Norfolk 2022–2024'. Across both organisations, officers and staff worked with a wide range of partners across several strategic boards and partnership groups to safeguard vulnerable adults and children, ensure offenders are managed effectively in the community, and to reduce the revolving door of crime by putting in place the support needed to reduce re-offending, including developing and delivering effective diversionary schemes for offenders. The OPCCN played a leading role in ensuring vital support and services are in place across the county and showed its commitment to ending Violence Against Women and Girls (VAWG) by achieving [White Ribbon Accreditation](#). White Ribbon is the UK's leading charity engaging men and boys to end VAWG and their aim is to change long established, and harmful, attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women. Norfolk Constabulary developed its own strategy and bespoke action plan to improve the local policing response to VAWG based on the work of the National Police Chiefs' Council (NPCC) and is committed to the relentless pursuit of perpetrators by increasing the number of offenders brought to justice. Both organisations also worked together to ensure that appropriate support was in place to support victims, including working in partnership to commission effective services that support

victims of high harm crime, development of the Norfolk Integrated Domestic Abuse Service (NIDAS) and review the provision of services for sexual violence victims, and development of a new Victims' Code of Practice analytical dashboard to ensure compliance with the Victims Code.

Norfolk Constabulary performed well in many key areas – the overall volume of crime reduced, detection rates increased, emergency 999 calls were answered swiftly, the number of killed or seriously injured collisions on Norfolk roads reduced, and public perceptions survey data remained broadly positive, despite some national policing challenges. Data presented by the Office for National Statistics (ONS) showed that total police recorded crime in Norfolk (excluding fraud) fell by 2.9% during the last year, from 69,188 offences to 67,185. This ranked Norfolk Constabulary in 12th place nationally (up five places), and 6th place in its Most Similar Group (up one place).

Note: Most Similar Groups (MSGs) are groups of police force areas that have been found to be the most similar to each other using statistical methods, based on demographic, economic and social characteristics which relate to crime.

The Constabulary prioritised delivery of the core services the public value the most: answering calls swiftly, getting to incidents quickly, investigating crime well, relentlessly targeting criminals and providing exceptional services to victims of crime. The Constabulary continued to invest in and support officer and police staff's health and wellbeing, provided an efficient and effective estates programme, and equipped its workforce with the essential tools and technology to ensure it met the demands of modern-day policing. Also, with over 40% of all crime reported in the UK being related to fraud, the Constabulary developed a Fraud Investigation Model to ensure that a structured and logical approach was applied to the investigation of economic crime and to improve outcomes for victims. Enforcement activity continued into 'County Lines', a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin, with 25 County Lines being closed in Norfolk and 39 people charged.

Rural crime continued to be an important area of policing locally. The Operation Randall team maintained their efforts to tackle agricultural crime by training colleagues to better equip them to understand the needs of rural communities and respond appropriately to ensure the right response is provided first time, which created a network of 'Rural Crime Champions' spread geographically across the county. The Constabulary continued to see significant reductions in reports of hare coursing, which was tackled under Operation Galileo, following months of co-ordinated work with partner agencies and police forces both regionally and nationally. Also, the recruitment of a Special Constabulary Inspector aligned to the Community Safety team helped to ensure a stronger focus on rural matters by the Special Constabulary. Volunteers continued to provide invaluable support to the Constabulary across a range of roles.

The Constabulary's Contact and Control Room (CCR) continued to manage increasing demand for responding to 999 emergency calls and, for the first time, recorded over 13,000 calls in a month. Norfolk continued to perform well against other forces nationally, however the increasing volume of 999 emergency calls that the CCR handled had an adverse impact on the secondary abandonment rate for 101 non-emergency calls. This occurred when a person terminated a call for service after a switchboard operator assessed that it needed to be passed through to a Control Room operator for further action, so the Constabulary is looking at ways to mitigate this.

The last year also saw the CCR develop its digital platform with a 24/7 Live Chat function being made available to the public. The number of incidents reported to police which were mental health-related also continued to increase. One in six calls (over 27,000 calls) received by Norfolk Constabulary were for concern for welfare, which included concern for safety calls and calls with a mental health, self-harm or suicide risk marker. The increasing mental health-related demand on policing prompted the Constabulary to begin the implementation of the 'Right Care, Right Person' approach, which has been advocated by the National Police Chiefs' Council as recommended practice.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assessed the Constabulary as part of the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection, and rated it as 'Outstanding' for its Good Use of Resources, and 'Good' for Preventing Crime, Managing Offenders and Developing a Positive Workplace. No areas were ranked as 'Inadequate', however two areas – Treatment of the Public and Disrupting Serious Organised Crime – were rated as 'Requires Improvement', and eleven 'Areas For Improvement' (AFI) were identified. Progress against each area is monitored through a monthly meeting and discussed in public in the PCC Accountability Meeting. HMICFRS also published regular national thematic inspection reports, which included recommendations and AFIs for all forces in England and Wales. The Constabulary assessed its position against all the national recommendations and AFIs that were published in the past year and developed clear plans to achieve them to the standards and within the timescales outlined by HMICFRS. The OPCCN published these reports and findings, along with the Chief Constable's comments and the PCC's response to the Home Secretary, on its website within 56 days of report publication in accordance with its statutory obligations.

National events and increased media reporting of police misconduct could have impacted public trust and confidence in policing locally. However, the Norfolk Public Perception Survey data showed either improvements or unchanged rates in public perceptions of policing in the county across a range of measures, including 85% of respondents who felt that Norfolk Constabulary were doing a good or excellent job, and 79% of respondents indicated they had confidence in the police in their local area. This demonstrated strong confidence in general policing across Norfolk, which was delivered against a backdrop of challenging national reputational issues for the police service. The Constabulary recorded a decrease in public complaints in the last twelve months compared to the same period last year, however there was a significant increase in reported conduct cases, which can be attributed in part to a higher level of confidence from police officers and staff in reporting concerns. Details of finalised conduct cases were communicated to the wider organisation to ensure that the consequences of inappropriate behaviour are known, and lessons learnt.

The Norfolk Community Safety Partnership (NCSP) brings together organisations from across the county to tackle crime and disorder, to ensure that Norfolk remains a safe place for people to live, work and visit. The NCSP is the only community safety partnership in the country that is delivered through the Office of the Police and Crime Commissioner by fully integrated teams, and the OPCCN continues to enjoy an excellent working relationship with all responsible partners, working together to improve community safety for local communities.

In terms of road safety, despite Norfolk being the fifth largest county in England with a road network covering 2,074 square miles and an ever-increasing number of road users, the number of people killed or seriously injured on Norfolk roads has reduced significantly over the last twenty years, from 710 people in 2001 to 416 in 2022. The Roads and Armed Policing Team and Road Casualty Reduction Team, supported by officers from across the County Policing Command and Special Constabulary, took part in numerous road safety partnership events and the campaigns targeted what is referred to nationally as the 'Fatal 4': not wearing a seatbelt, using a mobile phone, drink/drug driving, and speeding. The last year saw the launch of Norfolk Constabulary's Commercial Vehicle Unit, which provided specialist enforcement, knowledge and investigative capability in respect of commercial vehicle activity and enhanced opportunities to disrupt serious and organised crime. Also, in conjunction with key road safety partners, Norfolk Constabulary continued to deliver road safety education to young people with 'blind spot' events, advising vulnerable road user groups of the dangers presented by larger vehicles.



3

Business delivery plan

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) supports the Police and Crime Commissioner (PCC) to develop the Police, Crime and Community Safety Plan and set local priorities (in conjunction with the Constabulary and other partners) and provides funding, governance and oversight, and monitors outcomes and public satisfaction.

The OPCCN makes the most effective and efficient use of all its technical skills and experience and continues to develop a network of support at a national, regional and local level. Officers maximise opportunities to gain from best practice and lessons learned, and to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with our partner organisations in the public, private and voluntary sector.

The OPCCN also has a role in continuing to increase awareness and use the profile and influence of the PCC role to lobby nationally and regionally on key issues relevant to Norfolk, providing a platform in supporting the PCC to operate as an 'effective voice' for our local communities to ensure their needs are heard and understood, and that police, community safety and criminal justice services are responsive to local priorities.

This is essential to ensure that the PCC and OPCCN can deliver the policy expectations of a number of government departments including the Home Office and Ministry of Justice and fulfil its legal responsibilities and operate within complex legal and accountability frameworks that apply to local policing bodies.

Following the publication of the new 'Police, Crime and Community Safety Plan for Norfolk 2022–2024' on 31 March 2022, the OPCCN is evolving its Business Delivery Plan to ensure it can continue to support the PCC in delivering the key priorities for Norfolk. This includes the integration of the countywide community safety team.

The role of the PCC has had a significant impact on Community Safety Partnerships (CSP). The '[Police Reform and Social Responsibility Act 2011](#)' sets out a mutual duty to cooperate to reduce crime and disorder and that the PCC and CSP must have regard to each other's priorities within their respective plans.

The OPCCN is responsible for the leadership and management of the countywide CSP, known locally as the Norfolk Community Safety Partnership (NCSP). This has provided clarity to the community safety agenda in Norfolk, supporting the PCC's priority for 'Safer and Stronger Communities', providing a focus for integrated strategic commissioning, communications and engagement across all responsible authorities and stakeholders.

Performance will be monitored through future Annual Reports and performance updates to the [Norfolk Police and Crime Panel](#). The [Norfolk County Sub Committee](#) provides the scrutiny for the NCSP, where the OPCCN represents all partners.



4

Financial governance

The PCC is responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account. Funding for the policing of Norfolk and the day-to-day work of the office comes from two main sources – Government (Home Office) grants and the Council Tax precept levied on all households in the county. The amount of the policing element of the Council Tax (the precept) is a matter for the PCC's determination following consultation with the Norfolk community and endorsement by the Police and Crime Panel – a role the PCC takes very seriously.

Following constrained Home Office (HO) grant settlements, Norfolk experienced a real-terms drop in funding for policing since 2010 when taking inflation into account. From 2019/20 HO grants began to increase from £88.8m to £94.8m in 2020/21, £100.2m in 2021/22 and £105.6m for 2022/23 and this was welcomed after the challenging settlements.

However, these increases only returned Norfolk to the 2010 level of real terms overall funding by 2022/23. In addition, much of this increase related to the Police Uplift Programme to increase police officer numbers nationally by 20,000 and maintain those numbers, and the funding was required to be spent on officers and the associated kit and equipment. Ringfenced grants for the Police Uplift Programme have been in place but are only paid if forces meet their officer numbers. As the police officer numbers must be met and maintained, any savings that are required must come from non-pay or police staff savings.

In recognition of funding challenges and increased demand, the settlement for 2022/23 came with the ability to request an increase in council tax above inflation. The council tax in Norfolk increased by 5.68% for 2021/22 and 3.59% for 2022/23.

The total revenue budget for 2022/23 was £193.7m. This was funded by £105.6m government funding and £88.1m Council Tax. This equated to a split of 55% government funding and 45% Council Tax.



Budget 2022/23

The money is spent in a variety of areas and the table below shows how the budget was allocated to different areas:

| Sources of expenditure | Budget 2022/23 | % |
|------------------------------|---------------------|-------------|
| Employees | £166,217,858 | 85.80% |
| Premises | £17,300,000 | 8.93% |
| Transport | £3,500,000 | 1.81% |
| Supplies, services and other | £24,900,000 | 12.85% |
| Capital financing | £3,900,000 | 2.01% |
| Gross budget | £215,817,858 | 111.41% |
| Other income | (£22,100,000) | (11.41%) |
| Net budget | £193,717,858 | 100% |

Outturn 2022/23

At the end of the financial year, the outturn for 2022/23 was presented as follows:

| Sources of expenditure | Actual 2022/23 | % |
|------------------------------|---------------------|-------------|
| Employees | £170,836,730 | 88.19% |
| Premises | £19,142,120 | 9.88% |
| Transport | £3,946,557 | 2.04% |
| Supplies, services and other | £23,275,165 | 12.01% |
| Capital financing | £5,468,153 | 2.82% |
| Transfer from Reserves | (£868,842) | (0.45%) |
| Gross budget | £221,799,883 | 114.50% |
| Other income | (£28,082,028) | (14.50%) |
| Net budget | £193,717,855 | 100% |

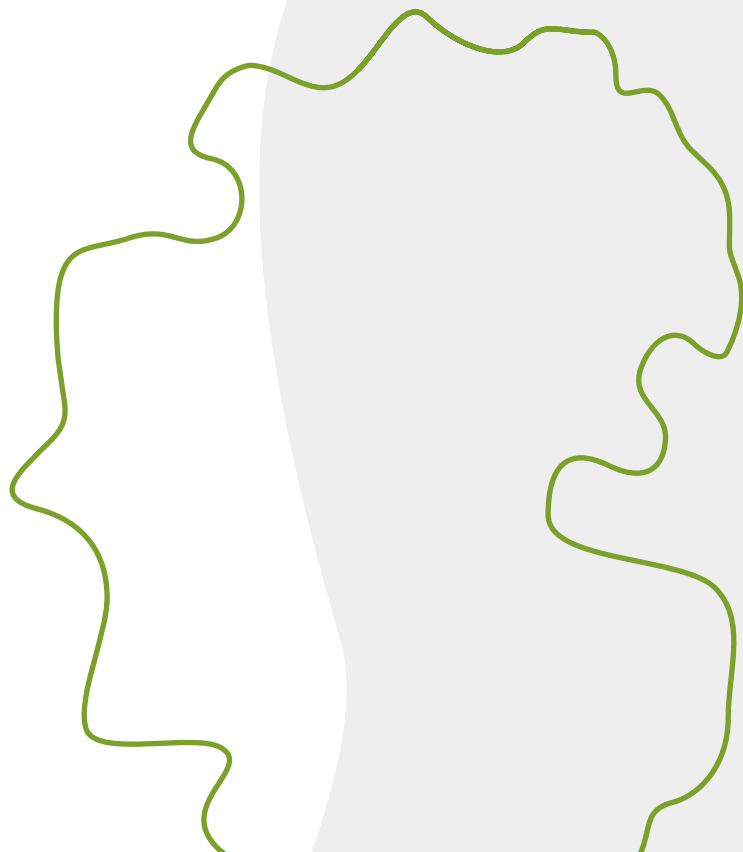
The Medium-Term Financial Plan (MTFP)

In the year 2022/23 several global and national economic factors pushed up energy prices resulting in sustained high levels of inflation. This has also led to significant rises in interest rates. On top of this, partially funded pay awards have put pressure on the budget and there was a requirement to transfer funds from reserves.

The MTFP published in February 2023 showed savings required of £2.08m for 2024/25 and a further partially funded pay award along with continued high levels of inflation are all increasing the pressure on savings required to balance the budget for 2024/25, raising the funding gap potentially to £3.9m. This is the last year of the current Comprehensive Spending Review and with a general election taking place no later than January 2025, it is difficult to forecast forward much further with any certainty. However, it is anticipated the funding outlook will still be challenging.

There is continual work ongoing looking for efficiencies and taking opportunities for transformation to improve systems and processes and generate savings.

Full details of [revenue and capital spending in 2022/23, the PCC's Budget Report to the Police and Crime Panel and Council Tax information can be found on the OPCCN website here.](#)



5

Transparency

Specified Information Order

PCCs are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the 'Police Reform and Social Responsibility Act 2011' requires an elected local policing body to publish any information specified by the Secretary of State by order.

['The Elected Local Policing Bodies \(Specified Information\) Order 2021'](#) sets out the information that must be published.

On 31 May 2021 an amendment was made to the Specified Information Order that required PCCs to provide information relating to the force's performance against the Government's national priorities for policing, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) performance reports on the force, and complaint handling must also be made available. The amended Order also specifies that this information must be published in a prominent place on the elected local policing body's website.

During stage one of the governments PCC Review it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. You can access all the information in relation to Norfolk PCC's compliance with the [Specified Information Order on the OPCCN website.](#)

Our achievements

The OPCCN had previously been the recipient of a prestigious national award for openness and transparency over several successive years. The award of the Open and Transparent Quality Mark was issued by CoPaCC (Comparing Police and Crime Commissioners) – an independent national organisation established shortly after the first PCC elections in November 2012, to monitor policing governance in England and Wales – based on their ‘mystery shopper’ transparency assessment of the information made available to the public on the OPCCN website.

No award process has not been in operation since 2021/22 due to CoPaCC no longer having the funding to deliver this service. As the PCC is the national lead for Transparency and Accountability it was vitally important that work does not stop in this area. During 2022/23 the OPCCN has undertaken a number of projects to ensure it continues to work in an open and transparent manner.

An independent internal audit was undertaken to assess compliance and a new process has been introduced to replace the CoPaCC award using the services of the Norfolk Independent Advisory Group (IAG).

In October 2022 the IAG produced their specified information audit report, and you can access [IAGs findings and the OPCCN response here](#). The second annual audit is scheduled to take place in October 2023.

You can read more on [how the OPCCN discharges its governance duties and commitment to transparency on the OPCCN website](#).

6

Engagement and accessibility

PCC District Visits and Pop-up Street Surgeries

As in previous years, one of the main priorities for the PCC this year was public visibility. A variety of public engagement events took place across 2022 and into early 2023, and the PCC continued his tour of the county to ensure he held events in each of the seven districts. Engagement sessions were delivered in a different way with the PCC hosting 'Question and Answer' (Q&A) sessions in public spaces such as libraries and community centres. These sessions took place in Dereham, Fakenham, Holt, Cromer, Gorleston, Wymondham, Diss, Swaffham, Kings Lynn, Hunstanton, Great Yarmouth, Attleborough, North Walsham and Downham Market. These pre-advertised events provided an opportunity for members of the public to come along and discuss policing matters in their local area. The PCC was accompanied by local Beat Managers who provided further support to residents if they wished to report a crime or seek further advice.

Two Q&A events were held in October 2022, with the PCC and the Chief Constable making themselves available on an evening to answer any questions directly from the public. Taking place in Norwich and Great Yarmouth, residents discussed topics from local policing concerns, such as ASB, speeding, drug misuse, to police budgets and funding. These sessions also provided the opportunity for local councillors and residents' groups to provide feedback on how they felt the police were performing in these two districts.

Local town centre walkabouts were also conducted across the county so the PCC could work with local officers to understand the extent to which local crime, such as ASB or speeding, affected residents. The PCC used these town walkabout sessions to visit community provision services, such as mental health cafés and food banks, to understand how residents are being supported and the partnership working that is occurring between Norfolk Constabulary and those vital local services. The PCC made himself available across each district and ensured he was accessible at different times of the day by attending local Safer Neighbourhood Action Panel meetings and other community meetings in the evenings and late afternoons.



Those from the rural community were provided the opportunity to have their say on their local policing issues, through the PCC's bespoke Rural Crime Briefing events, enabling him to listen to concerns of these communities across Norfolk. During the briefings the PCC heard that these communities were worried about the impact of hare coursing, fuel theft and machinery theft across Norfolk. The PCC ensured that these briefings were attended by the local rural Beat Manager and the rural crime policing team to provide support on prevention techniques and promote reporting crime.

In the summer of 2022, the PCC hosted an event at the Royal Norfolk Show in partnership with the Country Land and Business Association (CLA), which brought together organisations representing the rural and farming communities and Norfolk Constabulary, to promote partnership working. The event allowed members of the rural community to ask questions directly to the PCC, the Chief Constable and the rural policing team about rural crime, prevention techniques and the priorities for rural crime policing strategy in 2023/2024.

Alongside hosting this event at the Royal Norfolk Show, the PCC had a presence during both days of the show, by having a stand in the Emergency Services Village, making himself accessible to over 20,000 members of the public. Whilst attending the event the PCC spoke to members of the rural community and many other Norfolk residents, highlighting the numerous aspects of his role.

Online 'Time to Talk' Sessions

Since the launch of the PCC 'Time to Talk' sessions in February 2022, these engagement surgeries have grown and become very popular. In the last twelve months, the PCC had over 56 appointments with residents across Norfolk. The PCC launched his 'Time to Talk' sessions as a new method of engagement and to ensure that he remained accessible to residents across Norfolk. These sessions were held either virtually or over the telephone and provided people with direct one-to-one contact to the PCC. To access a fifteen-minute session, members of the public booked via the webpage or called direct into the OPCCN. The sessions were very popular amongst residents who were rurally isolated or who had difficulties attending organised public events.

Norfolk Association of Local Councils 'Q&A' Sessions

The PCC continued to work with the Norfolk Association of Local Councils (NALC) and held a series of virtual 'Question and Answer' sessions across 2022 and into early 2023. NALC is a not-for-profit membership association of parish and town councils and provides specialist information, advice and training. The Q&A sessions were held virtually to ensure the PCC was accessible to as many parishes as possible throughout the year. Alongside these online sessions, the PCC attended and spoke at the NALC Annual General Meeting in July 2022.



Precept Consultation

There is a duty on the PCC to consult with members of the public, ratepayers and community representatives within Norfolk when setting the policing precept in the council tax, in accordance with section 14(3) (1B) of the 'Police Reform and Social Responsibility Act 2011'.

The consultation period ran from 3 January 2023 until 16 January 2023, with the focus of the consultation being an online survey supported by public engagement sessions. These sessions were held across the county in local libraries to allow for members of the public to discuss the proposals. During these sessions the PCC spoke to over 200 people, explaining how the increase in precept would be spent in the forthcoming financial year and how that would affect the policing service they receive. Precept consultation packs, including easy read information and paper copies of the survey, were left in libraries and community centres across the county to encourage residents to have their say.

During the precept consultation period, the PCC held an online Q&A session with the NALC which provided local councillors an opportunity to ask questions regarding his plans for the upcoming policing precept. The PCC also held live Q&A sessions with the Chief Constable to allow residents to ask direct questions of them both regarding the budget proposals. These sessions were held of an evening to allow for those who have daytime commitments to come and discuss the proposals.

The OPCCN worked with various media outlets, including BBC Radio Norfolk, Eastern Daily Press and Heart Radio, to ensure that the consultation was promoted and allowed all members of the public in Norfolk to have their say. It was highlighted on the OPCCN website and during various press releases that those residents who did not have access to a computer could be posted hard copies of the consultation documents and a survey response form with a free post returning envelope included in the pack, so their views could be included too.

The OPCCN also worked with a variety of stakeholders to hold focus groups which allowed for feedback to be provided from the hardest to reach communities, and these focus groups included members of the Norfolk Independent Advisory Group (IAG) – see Appendix B for more information on the IAG.

Youth Engagement

In the past year the PCC worked closely with Easton College and City College to engage with students on the pre-uniformed services course. The PCC gave a presentation to students who were interested in joining the police and answered questions about his role as the Commissioner. This event allowed the PCC to listen to the views of young people on policing and crime in Norfolk.

In April 2022 the PCC visited a 'Step in, Speak up' workshop at Hellesdon High School, engaging with the young people taking part in an interactive workshop to highlight attitudes, behaviours, and misconceptions around sexual violence against women and girls.

Throughout the year, two young people have been dedicated members of the Independent Advisory Group, representing the voice of young people on policing matters.

In November 2022, the PCC judged a competition for pupils at local primary schools, which asked children to draw what they thought policing would be like in the future. The winner and his parents were given a guided tour by the PCC of the new Broadland Police Station. This was a unique way of engaging with children at an early age and building a positive relationship with the Constabulary.

In February 2023, the PCC visited the Broadland Police Cadets in Aylsham. As well as doing some great work in their communities, these cadets provided the PCC with great insight into issues for young people on policing and community safety in Norfolk.



7

Police and Crime Plan priorities

On 6 May 2021, the people of Norfolk elected Giles Orpen-Smellie as its Police and Crime Commissioner (PCC). As the new PCC, he was required to design and deliver a Police and Crime Plan in consultation with residents across Norfolk within his first year of office. The PCC's Police and Crime Plan, which was published on 31 March 2022, set out his strategic direction to prevent and reduce crime in Norfolk. The priorities included in the Plan followed extensive consultation with residents, local businesses and other organisations working to support criminal justice and community safety.

The '[Police, Crime and Community Safety Plan for Norfolk 2022–2024](#)' included objectives for how policing services will be delivered in the county, along with six outcomes which the PCC refers to as 'pillars' within the plan.

These six pillars are the PCC's areas of focus during his term of office:

- > Sustain Norfolk Constabulary
- > Visible and Trusted Policing
- > Tackling Crime
- > Prevent Offending
- > Support Victims
- > Safer and Stronger Communities

The following pages show the progress made against each of the Plan's six themes.

7.1 Sustain Norfolk Constabulary

The first priority focuses on:

- > Maintaining an effective and efficient policing service
- > Continue to invest in and support officer and all police staff health and wellbeing
- > Equipping all the workforce with modern and innovative tools and technology
- > Achieving best value from police and OPCC funding
- > Delivering an effective Estate Management Strategy
- > Designing policing services to 2030 and beyond
- > Continued collaboration with other blue light services

Maintaining an effective and efficient policing service

The need to maintain an effective and efficient policing service is at the heart of sustaining Norfolk Constabulary, and the sections that follow will give more detail on this.

Both the Police and Crime Commissioner and Chief Constable are committed to this aim and the medium-term financial plans of recent years, including the budget for 2022/23, ensured this commitment was backed by suitable and sustainable investment.

In 2022/23 £11.5m was invested through the capital programme with over half of that being invested into the estates plan. This investment will enable the rationalising of the estate generating millions of pounds of savings in the medium to long term, creating capital receipts to reinvest, reduce backlog maintenance and increase the overall asset value of the estate.

The programme also funded key Information and Communications Technology infrastructure and kit replacement programmes, as well as investment into key projects which helped to deliver increased efficiency and productivity. The programme also enabled key vehicle replacements to be made.

The capital programme remains proportionate and affordable as set out in the Budget Report to the Police and Crime Panel in February 2023. A high-level summary of the Group Revenue Budget as of 31 March 2023 is included at Appendix C.

In the last twelve months the Constabulary prioritised delivery of the core services the public value the most: answering calls swiftly, getting to incidents quickly, investigating crime well, relentlessly targeting criminals and providing exceptional services to victims of crime. Having surpassed the Police Uplift Programme target by 15%, the Constabulary prioritised deploying its new officers into departments which deliver these core services. Establishment data for Police Officers and Police Staff is included at Appendix C.



Continue to invest in and support officer and all police staff's health and wellbeing

Demand for wellbeing services is rising, with a changing workforce demographic leading to increasingly diverse support needs.

A Wellbeing Strategy was developed which was linked to the Constabulary's People Strategy and cultural objectives and focussed on supporting individuals and managers to achieve work wellness for themselves and their teams. The Blue Light Framework is used on an annual basis to assess areas of development and need.

Workplace Health are responsible for the aspects of wellbeing which fall into the clinical remit, including Trauma Risk Management (TRiM), specialist role support, and psychological screening, with interventions delivered by appropriately trained professionals. Workplace Health referrals have stayed consistent year-on-year but demand for trauma focussed (TRiM) services has increased. The People Directorate are responsible for non-clinical aspects of wellbeing, working alongside Departmental Senior Management teams to deliver workplace wellbeing that is aligned to broader people management initiatives.

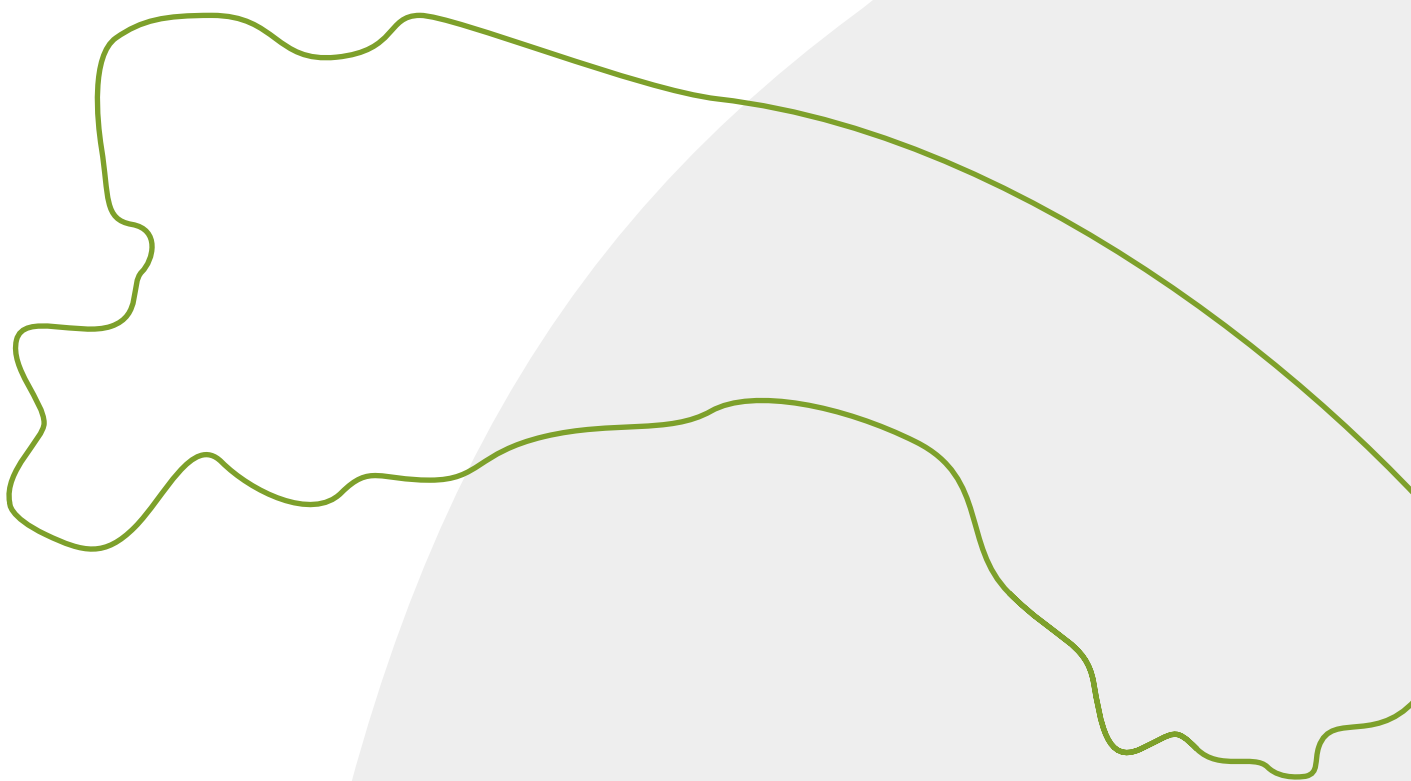
As part of the Employee Assistance Programme (EAP), MCL Medics provided support and guidance to help individuals manage work and personal stressors. Quarterly monitoring reports show that 700 individuals accessed EAP support in the 2022/23 financial year, with over 310 counselling sessions being provided. A consistent number of contacts are made to the EAP provider each month, with an increase in the proportion of individuals seeking counselling or financial advice.

The Constabulary previously participated in the National Police Wellbeing Survey and received a localised report delivered by Durham University. During 2023 the force will be developing its own wellbeing survey, which will allow for more detailed understanding of needs and demand for service delivery.

During 2022/23 the Workplace Health department:

- > Launched the Wellbeing and Trauma Prevention Dogs Network, with visits to stations and offices.
- > Signed the Mental Health at Work Commitment.
- > Ran a successful pilot of Op Surfwell in partnership with Devon Police, delivering trauma prevention therapy to officers and staff.
- > Created six peer support groups, supporting a range of subjects including cancer, bereavement, long covid and menopause.
- > Launched Menstruation Matters boxes, making sanitary products available for free across all offices and stations.
- > Covered 650 miles with the Financial Wellbeing Roadshow, having over 250 conversations about financial wellbeing, using the National Police Wellbeing Service Oscar Kilo vehicles.
- > Delivered a programme of events during Mental Health Awareness Week, with over 600 officers and staff participating.

Looking forwards, a priority for the Workplace Health Department during 2023/24 will be a focus on pre-emptive physical health for employees, including checks to identify early warning signs to be followed up with primary care providers.



Equipping all the workforce with modern and innovative tools and technology

In terms of Information and Communications Technology (ICT), the Constabulary ICT team had a busy year supporting and delivering key ICT services. These included:

- > The rollout of the Intune Mobile Data Management solution. This allowed the Constabulary to end some existing old expensive BlackBerry mobile contracts and delivered a more cost-effective and efficient mechanism for managing mobile devices.
- > The development of an in-house mobile application to record assaults on police officers and police staff, and record Use of Force. The app avoided the need for front-line officers to return to police stations to record an incident and improved the capture of management information.
- > OPTIK, the integrated mobile solution for frontline officers, delivered several enhancements, including the Domestic Abuse module and the new International Law Enforcement access platform.
- > The launch of the new National Identity Access Management solution, which delivered significant benefits by connecting to national ICT solutions more efficiently. It is currently limited to the Property Enquiries and Driver Enquiries modules of the Law Enforcement Data Service (LEDS), the new national cloud-based data service which is being introduced to replace the Police National Computer (PNC), but more national systems, including Athena (the nine-Force record management solution) and Holmes (a computer system used by the police to manage serious and complex crime investigations) are expected to go-live later in 2023.
- > Roll-out of the new chatbot ICT support service, which delivered significant improvements in how quickly internal ICT support calls are handled.

A new ICT Strategy was also launched which focuses on the core architecture, strategic principles, deliverables and metrics needed to meet the Constabulary's future national and regional digital needs.

On the national and regional delivery side of ICT solutions, and looking ahead, the new 5-Force Digital Asset Management System to store, analyse and index digital media from a single repository (i.e. CCTV, Body Worn Video, smartphones, digital interviews and dashcams) is expected to go-live in October 2023. In addition, the new Digital Case File release on Athena is expected to go-live in January 2024.

In terms of Joint Transport Services, new vehicle supply was hindered during 2022/23 due to issues outside of the Constabulary's control, including long delivery lead-in times from suppliers. It is hoped this will improve during the latter part of 2023. Several new Volvo models were successfully introduced to the vehicle fleet, together with the latest diagnostic equipment and tooling.

Vehicle telematics continued to be used effectively and enhancements to the monitoring of driver behaviour was progressed through the Driver Standards Group. The group contributed to the 10-Force regional model for motor insurance, which improved the management of motor-risk across all ten forces. Work progressed to determine the most cost-effective way to deliver a seamless change from the existing telematics contract to a new one during the 2023/24 financial year.

Looking ahead, a new Transport Strategy will be published in 2023/24, with consultancy planned to help develop an Electric Vehicle and Infrastructure Plan as part of this strategy.

Achieving best value from police and OPCC funding

His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses and reports on the effectiveness and efficiency of police forces and fire and rescue services. The Constabulary was subject to a Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection by HMICFRS in 2022 and their findings were published in October 2022. [PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of Norfolk Constabulary](#). The following gradings were awarded:

| Outstanding | Good | Adequate | Requires improvement | Inadequate |
|-----------------------|---------------------------------|------------------------------|------------------------------------|------------|
| Good use of resources | Preventing crime | Investigating crime | Treatment of the public | |
| | Managing offenders | Responding to the public | Disrupting serious organised crime | |
| | Developing a positive workplace | Protecting vulnerable people | | |

In addition to these gradings, the Inspectorate set out eleven 'Areas For Improvement' (AFIs). Progress against each AFI is monitored through a monthly meeting chaired by the Deputy Chief Constable and these were discussed in public in a PCC Accountability Meeting.

The PEEL inspection is a process of continuous assessment. The assessment model enables HMICFRS to gain a broader and more comprehensive understanding of force performance. When the Constabulary is next inspected in 2024, it will be assessed against the [2023–2025 PEEL Assessment Framework \(PAF\)](#) and the eleven AFIs from the last inspection report will be re-inspected.

HMICFRS also published regular national thematic inspection reports, which included recommendations and AFIs for all forces in England and Wales. The Constabulary assessed its position against all the national recommendations and AFIs that were published in the past year and developed clear plans to achieve them to the standards and within the timescales outlined by HMICFRS.

Delivering an effective Estate Management Strategy

In the last year, key estate projects included construction works for the new Broadland Police Station. The works were completed on 3 October 2022 and the new site is now fully operational. Design work was also completed, and planning permission obtained, for the refurbishment of Norwich City Police Station on Bethel Street. Contractor tenders for the required site and building refurbishment works were received and are currently under evaluation prior to contract award.

The Emergency Services Estates Collaboration Programme continued to progress, with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations. This will enable Beat Managers to have desk space within a secure environment on the area they police.

With regards to estates property disposal, outline planning permission for residential use is being sought on the surplus former Acle Police Station and Sprowston Police Station sites. The former Holt Police Station, Swaffham Police Station and surplus land at Stalham were put up for sale.

Carbon emissions reduction works were completed at Aylsham Police Station to provide additional solar panels. New electric air source heat pumps were installed at Harleston Police Station and Long Stratton Police Station, and works were undertaken at Dersingham Police Station and Diss Police Station to provide new LED lighting.

A new Carbon Reduction and Environmental Action Plan 2023–2030 and a new Biodiversity Action Plan 2023–2030 were agreed. Both documents will be published on the OPCCN website in due course.

Looking ahead to 2023/24, a review will take place for a new North Norwich/South Broadland Police Station. The availability of sites will be explored, subject to future funding settlements. Looking even further ahead into 2024/25, the future operational needs of the Great Yarmouth and Gorleston area are under review. The impact of the Great Yarmouth third river crossing will be assessed once it has opened, however any development will again be subject to future funding settlements.



Designing policing services to 2030 and beyond

The last twelve months was another exciting year for the Change and Improvement Team (known as the Horizons Team), which is part of the Local Policing Delivery Unit. The team focussed on the HMICFRS Area for Improvement regarding the quality and timeliness of crime investigations. A project led by the team in the west of the county (in King's Lynn and Breckland districts) recorded dramatic improvements in timeliness of volume crime investigations and an increase in positive outcomes. As a result of the pilot, District Crime Units will be rolled out across the county in the financial year 2023/24.

The last year also saw the launch of four new Community Support Units across the county. These units were established so that officers who have completed their initial training and tutorship can be closely supervised whilst they embed the skills they have learnt prior to moving into Neighbourhood Patrol roles, where they will complete their first two years of service. This is another key element of the transformation of recruitment for policing, following the introduction of the Police Education Qualification Framework, and aligning with the Constabulary's strategy to recruit the best people, provide them with the best training and then provide the best coaching to embed their skills for their future career within policing.

The previous year also saw the rollout of a pilot called Rapid Video Response, which saw the use of video calls for incidents relating to domestic abuse of a low-risk nature (such as domestic incidents assessed by call handlers as requiring a non-urgent response). Caller satisfaction averaged 4.5 out of 5 with regards to this service, and the Change and Improvement Team will consider expansion of the service if funding is available.

2022/23 also saw the culmination of the Contact and Control Room change implementation programme. Demand continued to rise in this area, but the revamped switchboard achieved the national standards of 95% of 101 calls answered, and the 999 call service maintained good service levels.

Continued collaboration with other blue light services

The [‘Policing and Crime Act 2017’](#) introduced a statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.

Following a formal agreement signed by the PCC and the leader of Norfolk County Council in 2018, a collaboration board was formed to explore ways for Norfolk’s Police and Fire and Rescue Services to better work together.

The PCC continued to be a member of the Norfolk Fire and Rescue Service Authority and attended Cabinet meetings at Norfolk County Council when items relating to the strategic governance of the Fire and Rescue Service in Norfolk were discussed. In addition, the Chief Executive of the OPCCN met regularly with the head of the Norfolk Fire and Rescue Service where progress on existing collaboration arrangements were discussed, along with exploring future opportunities.

A number of sector-focussed collaboration arrangements are already in place. For example, the Police Partnership collaboration between Norfolk and Suffolk Constabularies, and the East Coast and Hertfordshire Control Room collaboration between Norfolk Fire and Rescue Service and three other fire and rescue services.

Since the signing of the formal agreement back in 2018, a lot has been achieved together. Examples include, enabling further shared use of estates, supporting the East of England Ambulance Service and putting a joint emergency control room in place. Further details are set out in previous [Annual Police and Fire Collaboration Reports which can be viewed on the Norfolk County Council website](#).

7.2 Visible and Trusted Policing

The second priority focuses on:

- > Improving public trust and confidence in policing
- > Delivering effective neighbourhood policing
- > Delivering accessibility through active and focused engagement in our communities
- > Delivery of a responsive and modern first contact to calls for service
- > Raise the profile and public awareness of the role of the PCC/OPCC
- > Active promotion of national and local campaigns across the county

Improving public trust and confidence in policing

The Norfolk Public Perception Survey is a telephone-based survey which provides a quarterly insight into the views of the public on key policing and personal safety matters. The survey data for the last twelve months showed pleasing improvements in public perceptions of policing in Norfolk across a range of measures, which demonstrated strong confidence in general policing across the county. This was delivered against a backdrop of challenging national reputational issues for the police service.

Headlines from the surveys conducted in 2022/23 compared with the previous twelve-month period include:

85%

of respondents felt that Norfolk Constabulary were doing a good or excellent job (one percentage point decrease)

79%

of respondents indicated they had confidence in the police in their local area (one percentage point increase)

63%

of respondents felt police understood the issues affecting their community (two percentage points increase)

59%

of respondents had confidence that Norfolk Constabulary will deal with crime and anti-social behaviour issues that matter (four percentage points increase)

56%

of respondents were satisfied with the level of policing in their local area (five percentage points increase)

Effective local policing and community engagement are fundamental to maintaining and building trust and confidence. The results of the public satisfaction surveys were used to inform and direct activity across the county. The Constabulary continued to explore better ways to engage with the public through both online and offline forums to provide communities with information and reassurance when they needed it, and gained feedback about the issues that mattered most to them.

In terms of police complaints and conduct, Professional Standards Department (PSD) data is included at Appendix C.

PSD recorded a decrease in public complaints in the last twelve months (406) compared to the same period last year (470). However, there was a significant increase in reported conduct cases, with a total of 67 cases recorded in the past year compared to 44 in the previous year, equating to an annual increase of 52%.

The increase in conduct cases can be attributed in part to a higher level of confidence from police officers and staff in reporting concerns. Regular training inputs were delivered to police officers and staff of all ranks, which reinforced the message that inappropriate behaviour must be challenged and should be reported. As an additional proactive measure, all members of police staff, all police officers, and all Special Constables have been re-checked against the Police National Database for criminal offences to ensure that records are accurate. In addition, a review of all complaint and conduct data held about serving police officers and members of police staff was instigated to identify any behaviour trends, so that mitigating action and appropriate safeguards could be put in place.

The Constabulary continued to identify any lessons learnt from conduct cases and shared these with the workforce. The details of finalised conduct cases were also communicated to the wider organisation to ensure that the consequences of inappropriate behaviour are known, and lessons learnt.

Delivering effective neighbourhood policing

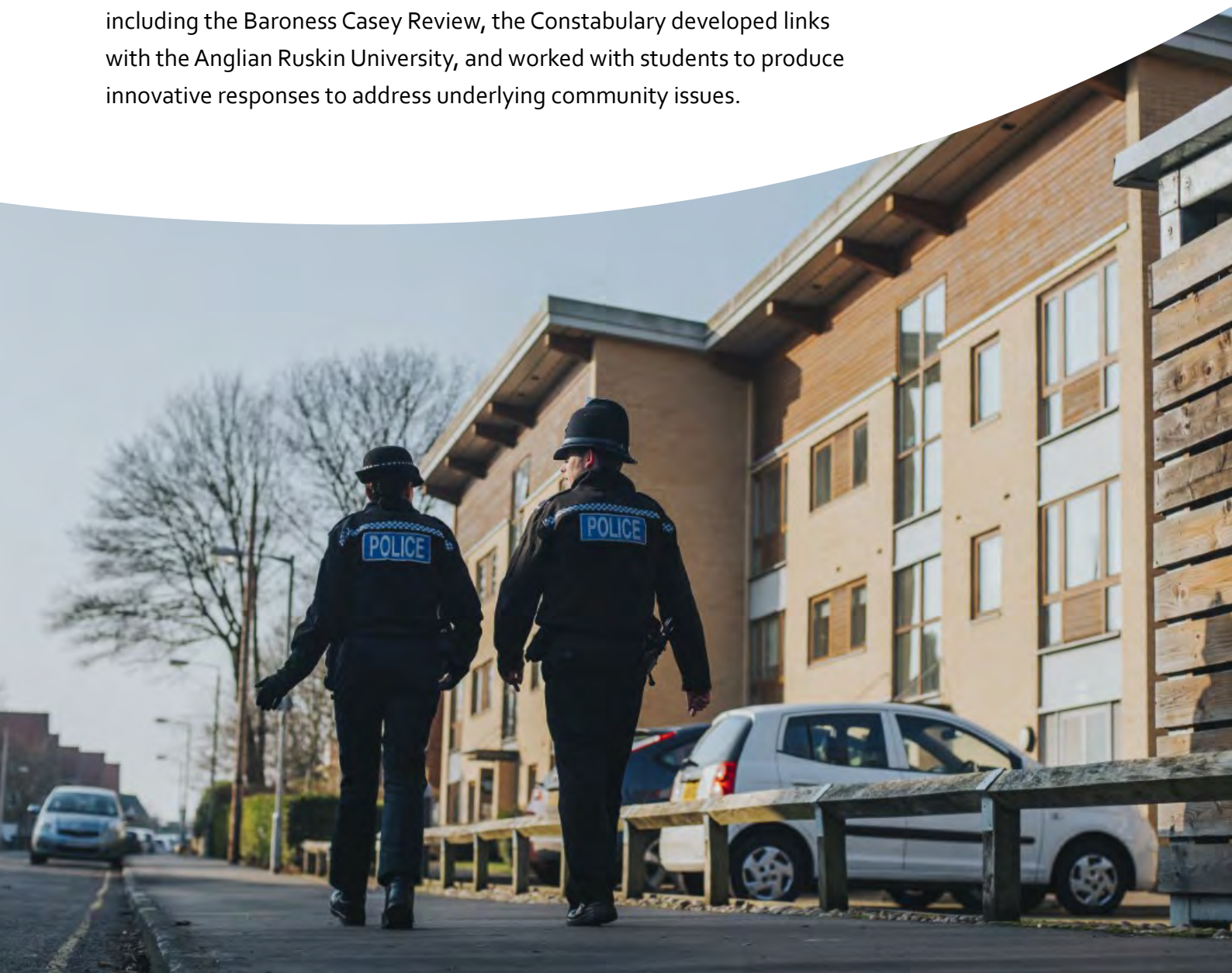
In the last year the Constabulary maintained its establishment of Beat Managers and Local Policing Neighbourhood Sergeants as part of its commitment to deliver effective local neighbourhood policing. These continued to be protected assets, with ownership and accountability for dealing with local crime and anti-social behaviour issues. The officers worked visibly in their communities, patrolled their local neighbourhoods, responded to community concerns, and provided reassurance. Visibility and engagement were delivered through many different approaches, including 'Park, Walk, Talk' patrols and street surgeries, and the Constabulary used data from the [StreetSafe public reporting digital application](#) to target patrols in areas where people raised concerns that they felt unsafe.

Safer Neighbourhood Action Panel priority setting meetings continued to evolve in the wake of the Covid-19 pandemic. The ability to participate in these meetings online during the pandemic saw increased public representation in some areas. Whilst the meetings returned to their traditional in-person format, in many areas there was also an option to join virtually, if this was preferred.

A new Neighbourhood Policing Improvement Board was created and led by the Community Safety Superintendent to ensure the seven pillars of Neighbourhood Policing defined by the College of Policing were being addressed. In support of this, a new Norfolk Constabulary Neighbourhood Policing Strategy will be published next year which will encompass the recent new guidance on community policing in response to public consultation.

To develop and support Beat Managers and Local Policing Neighbourhood Sergeants, the Constabulary provided twice-yearly training sessions on relevant topics such as engagement, problem-solving and the use of Civil Orders to deal with offenders. Problem-solving training was also delivered to over 283 Neighbourhood Patrol officers and all new Student Officers.

In response to some of the concerns highlighted in recent public reports, including the Baroness Casey Review, the Constabulary developed links with the Anglian Ruskin University, and worked with students to produce innovative responses to address underlying community issues.



Delivering accessibility through active and focused engagement in our communities

Community engagement is at the heart of effective neighbourhood policing delivery and was used by the Constabulary to identify problems and target policing activity. Engagement is more than broadcasting key messages; it must be two-way communication with individuals and groups. The Constabulary's Engagement Plan was launched at the start of October 2022 and provided police officers with greater clarity and direction around why engagement is important and how they could achieve the best engagement with their communities. To monitor and assess performance, the Force Engagement App is being further developed to record officers' engagement with their communities, and the outputs of the conversations they are having. Where gaps in engagement activity are identified, the local policing Commander can task appropriately.

Four Local Communication Officer (LCO) posts were introduced in the last year to increase visibility and improve public engagement. LCOs supported the work of neighbourhood policing officers and wider policing teams and showcased the Constabulary's work at a local level. They also delivered timely two-way engagement with people who interacted on the Constabulary social media channels, which resulted in improved response rates for calls to service made through these platforms. With their knowledge and experience of communications, the LCOs could judge where best to promote police activity to make sure it was promoted in the right place to reach the right audience. As well as using the Constabulary's digital platforms, this included reaching out to local independent publications, town and parish newsletters, and community radio stations. LCOs played an active role in promoting Safer Neighbourhood Action Panel priority setting meetings by advertising events, promoting agreed priorities, and updated communities on work that was being undertaken to address the priorities as it happened, showing that the Constabulary listened and responded to concerns.

Traditional methods of communication such as posters and leaflets still had a role to play in updating communities, especially in more rural areas. A new toolkit was created for LCOs and police officers with templates that they could use to share information with their local communities.

Delivery of a responsive and modern first contact to calls for service

The last twelve months was an incredibly busy time for the Contact and Control Room (CCR) with month-on-month demand increasing significantly. 999 calls increased from an average monthly total of 10,246 calls in 2020 to 11,385 calls in 2022. In July and August 2022, the CCR received 13,709 and 13,605 emergency 999 calls respectively. This was the first time that the force exceeded over 13,000 calls in any one month. Prior to this, the record volume of 999 calls was 12,336 in August 2021. This was a national trend across all police forces and analysis predicts that call demand will continue to increase in 2023/24 and beyond. Call handling and emergency response data is included at Appendix C.

Despite these challenges, the CCR modernisation programme is beginning to deliver the national Service Level Agreement for 999 calls and 101 calls at Switchboard consistently every month. However, the increasing numbers of 999 emergency calls that the CCR handled had an adverse impact on the secondary abandonment rate for 101 non-emergency calls. This occurred when a person terminated a call for service after a Switchboard operator assessed that it needed to be passed through to a Control Room operator for further action. The Constabulary is looking at ways to mitigate this.

999 calls are currently the only nationally benchmarked performance metrics for Control Rooms, and Norfolk continued to perform well against other forces in this area. The Constabulary was consistently in the top ten performing police forces on a rolling twelve-month basis, but the latter months of this reporting period saw the Constabulary moving into the top five forces, which demonstrated steady and sustainable progress against the national targets.

The last year also saw the CCR develop its digital platform. A 24/7 Live Chat function was made available to the public, and this grew in popularity with 4-5% of all contact for service going through this channel.

Looking ahead into 2023/24, online reporting options will increase further with Single Online Home being adopted in August 2023. This 'digital police station' will allow the public to report additional crime types online such as domestic abuse and sexual offending, and incidents such as missing people at any time of the day, week or year.

Raise the profile and public awareness of the role of the PCC/OPCC

The PCC was supported by a comprehensive communications and engagement plan in 2022/23 to make sure he was able to reach, communicate and engage with a range of audiences and stakeholders across the county on numerous important police, crime and community safety topics.

In early summer 2022, the PCC continued to publicise his new Police, Crime and Community Safety Plan for Norfolk, setting out the priorities for policing and tackling crime, and how he would hold the Constabulary to account and work in partnership to deliver these.

The Commissioner held PCC Accountability Meetings on a quarterly basis, in which he held the Chief Constable to account in a public setting by scrutinising police performance and reported outcomes to residents through news releases and articles in the media, including through his social media platforms.

To help people stay updated with the roles and activities of the PCC and OPCCN, a monthly newsletter was published throughout the year which provided further detail on how the PCC had been fulfilling his role and making a difference in communities.

The commissioning of services to prevent crime and support victims of crime is an important part of the role of the PCC and OPCCN, and throughout the year news releases and articles were published to inform the public of the decisions that had been taken and what services had been established, ranging from services to support victims of child sexual abuse to women at risk of offending or already in the criminal justice system.

Active promotion of national and local campaigns across the county

During the past year the Constabulary supported a wide range of national and local campaigns to raise awareness and educate the public on key policing priorities.

This included promoting National Police Chiefs Council campaigns relating to safety on the roads through the Norfolk Constabulary website, social media channels and through local media, both pre-and post-campaign. These campaigns addressed drink-driving, using a mobile phone whilst driving, speeding, driving without a seatbelt, and targeting HGV drivers committing offences.



Other campaign promotions included:

- > National County Lines Intensification Week – between 3-10 October 2022 seven arrests were made, and three supply routes disrupted, while multi-agency teams conducted home visits to people known to be vulnerable to exploitation by drug traffickers, or who had had previous involvement in County Lines.
- > Cyber-crime event – police and partners came together on 15 October 2022 to host an event at The Forum in Norwich, offering advice on how to protect yourself from cyber-crime and understanding digital footprints. The experience and impact of this was also shared from a victim of an online auction scam.
- > Operation Sceptre – a national knife crime week of action between 14-20 November 2022. Local activity led to ten people being arrested for knife related offences.
- > White Ribbon campaign – on 25 November 2022 the Domestic Abuse and Sexual Violence Group partners joined forces to promote messages encouraging men and boys to end violence against women and girls.
- > Christmas e-scooter campaign – a Norfolk Constabulary-led partnership campaign highlighted laws around the use of e-scooters on public roads, published ahead of Black Friday and the main Christmas shopping period.
- > Sexual Abuse and Sexual Violence Awareness Week – in February 2023, Police and partners worked with UEA students to share the film 'The Conversation' online, encouraging difficult conversations about violence against women and girls.

In September 2022 the Constabulary's Corporate Communications Team provided considerable support in response to the activation of Operation London Bridge following the death of Her Majesty Queen Elizabeth II. Local activation plans were put in place with appropriate condolence messages published and information shared to help the public wishing to pay their respects at Sandringham.

7.3 Tackling Crime

The third priority focuses on:

- > Promote a co-ordinated countywide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences
- > Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)
- > Delivering an effective response to the County Lines threat affecting Norfolk's communities and the vulnerable
- > Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Promote a co-ordinated countywide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape, and serious sexual offences

The countywide response to Violence Against Women and Girls (VAWG) is co-ordinated through the Norfolk Community Safety Partnership (NCSP), and more specifically the Domestic Abuse and Sexual Violence Group (DASVG). The NCSP and the DASVG are managed and lead by the Office of the Police and Crime Commissioner for Norfolk (OPCCN), and the outcomes achieved in the last year are set out in the NCSP section later in the report.

Through the DASVG, the Norfolk Integrated Domestic Abuse Service was developed and as the OPCCN is lead commissioner for the service, information on the service is contained in the 'Support Victims' section of this report.

The OPCCN showed its commitment to ending violence against women and girls by achieving White Ribbon Accreditation in 2022. White Ribbon is the UK's leading charity engaging men and boys to end VAWG and their aim is to change long established, and harmful, attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women.

The announcement of achieving the accreditation came during national White Ribbon Day on 25 November 2022 when men and boys across the county were encouraged to make the White Ribbon Promise to never use, excuse or remain silent about men's violence against women. The annual event, led by White Ribbon UK, fell on the same week as the start of the FIFA men's World Cup and the charity urged people to come together, work as a team and achieve #TheGoal of ending VAWG.

To achieve accreditation, the OPCCN developed a three-year action plan which focused on four core criteria and offered achievable goals to bring about genuine change, which included: strategic leadership, engaging men and boys, changing culture, and raising awareness. A steering group was formed by members of staff within the OPCCN who signed up to be either a White Ribbon Ambassador or Champion and made the White Ribbon promise to abide by its Code of Conduct. The group met regularly to gain, sustain and drive White Ribbon accreditation and developed an action plan to hold the group to account and make progress on actions, which included:

- > Reviewing office policies and procedures
- > Producing a new starter induction training pack
- > Providing training inputs to the wider office
- > Scrutinising Norfolk Constabulary's performance regarding VAWG
- > Developing victim service packs which can be distributed to partners on request
- > Providing effective management to the Norfolk Community Safety Partnership, including the Domestic Homicide Review process.

All organisations, large or small, can become White Ribbon UK Accredited and the OPCCN was delighted to join partners across the country to spread this vital message. The OPCCN encourages other local partners to follow suit in becoming accredited, [further information on the White Ribbon scheme can be found on its website](#). In terms of monitoring the Constabulary's performance regarding VAWG, domestic abuse, rape and serious sexual offence volumes, outcomes and arrest data is included at Appendix C.

After an increase in domestic abuse crimes in the second half of 2020, volumes of domestic abuse decreased in the last year compared to the previous twelve months (-7.4%) and the long-term average (-3.5%). The reason for this reduction is not fully understood, but it is reflected in the data of regional police forces who are also reporting decreased domestic abuse crime in the last year. Checks with local partner agencies appear to rule out the theory that victims have become more likely to seek support from other agencies, so a genuine reduction in prevalence of domestic abuse crime remains a real possibility.

The rate and number of solved domestic abuse crimes increased in 2022/23 when compared to 2021/22 (10.9% against 9.6%), and against the long-term average (9.7%). This was attributed to the continual improvement programme that has been ongoing under the Domestic Abuse Delivery Group.



Volumes of rape and serious sexual offences continued to increase in the last year compared to the previous twelve months and the long-term average. This trend was also seen nationally, particularly with large volumes of historical crimes reported during the pandemic. Volumes of rape and serious sexual offences increased by 1.2% in the last year compared to the previous year, however the rate of increase is slowing against the long-term average.

With the increase in volumes of offences slowing, solved rates of rape and serious sexual offences increased by 0.4 percentage points in 2022/23 when compared to 2021/22, and increased by 0.6 percentage points against the long-term average. This was also attributed to the Constabulary's continued work with partner agencies.

In terms of Violence Against Women and Girls (VAWG), Norfolk Constabulary developed its own strategy and bespoke action plan to improve the local policing response to VAWG based on the work of the National Police Chiefs' Council (NPCC). The measures assisted the Constabulary to track key crime types within this area to maintain an oversight as to how activity affected the reporting and investigation work being undertaken. The Constabulary's VAWG action plan was overseen by the Assistant Chief Constable for Local Policing, and progress against the action plan was regularly scrutinised at performance meetings.

Norfolk Constabulary's approach was based on three pillars:

- > Building trust and confidence
- > Relentless pursuit of perpetrators
- > Safer spaces

The intention is that through building the confidence of women and girls around the police response, through pursuing those who would do them harm, and by providing safe spaces to live and work, the Constabulary will bring about reductions in violence and increased feelings of safety.

It is recognised that the police do not, in all cases, have the confidence of women and girls that matters will be dealt with sensitively and that protective action will follow when offences are reported. The Constabulary's plan to improve in this area is based on a continued commitment to develop the most effective possible safeguarding service in partnership with the Norfolk Integrated Domestic Abuse Service (NIDAS), which sees a seamless handover from initial police contact to third sector providers who continue to support the victim. This is complemented with a victim engagement subject matter expert team called Operation Engage, who provides tailored support to victims of rape and serious sexual offences. Further information about the work of the Operation Engage team is included in Pillar 5 'Support Victims'.

The Constabulary is committed to the relentless pursuit of perpetrators by increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to enhance evidence-gathering opportunities.

Operation Soteria is a Home Office funded programme led by the NPCC to improve outcomes in rape investigations by supporting officers to conduct investigations which are victim-centred and suspect-focused. Over the last twelve months, the Constabulary has worked to embed the national Operation Soteria principles into Rape and Serious Sexual Offence investigations.

Even though Norfolk is overall a safe county, not all public spaces feel safe for women and girls. As well as working with partner agencies to address environmental issues, the Constabulary continued to put uniformed officers into the areas that the public identified as causing concern through the StreetSafe digital reporting application. This has been cited by the Police Foundation as being an effective way to use StreetSafe data. In addition, an evidenced based approach was applied and the top ten locations across the county were identified through the monthly Tactical and Tasking Co-ordination Group, where teams came together across the Constabulary to collectively problem-solve the locations, addressed VAWG offending, and made the spaces feel safer to the public.

Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)

Norfolk Constabulary has a layered capability for tackling serious and organised crime, with the Local Serious Organised Crime team supported by the joint Protective Services Specialist Crime and Intelligence Command, and other local proactive capabilities, including Operation Moonshot teams.

Organised Crime Groups (OCGs) are managed through the joint force Serious Organised Crime Board chaired by the Head of Specialist Crime. A key success in tackling serious and organised crime was the allocation of a Lead Responsible Officer, the officer responsible and accountable for disrupting and dismantling an OCG using a '4P' approach – prepare, prevent, protect and pursue. Work continues to enhance the capabilities of this role.

During the last year Norfolk Constabulary investigated a total of 62 serious and organised crime threats. The table below shows the total recorded number of disruptions across the 4P pillars:

| SOC Threat | Prepare | Prevent | Protect | Pursue | Grand total |
|-------------------|----------------|----------------|----------------|---------------|--------------------|
| Grand Total | 2 | 68 | 21 | 198 | 289 |

Significant attention was paid to the issue of disruption and the recording of disruptions since the last Serious and Organised Crime inspection by HMICFRS. The Local Serious Organised Crime team looked at how disruptions are identified and recorded, and engaged with senior managers across the Constabulary to ensure all opportunities are taken. The Local Serious Organised Crime team also worked with the Eastern Region Specialist Operations Unit (ERSOU) to ensure that, where appropriate, criminal groups are classified as OCGs, thereby increasing the number of disruptions that can be claimed, which accounted for the significant increase recorded last year.

The joint Cybercrime Unit's mission is to contribute alongside regional, national, and international partners towards the provision of a safer and more secure cyber environment in support of the National Cyber Security Strategy and the Serious and Organised Crime Strategy. The unit investigated all Computer Misuse Act offending within Norfolk Constabulary and provided support to frontline departments across the organisation.

One of the core objectives of the Cybercrime Unit is to pursue those individuals who engage in cyber and serious crime and seek criminal justice outcomes. In the last year, the Cybercrime Department Pursue Investigators received, assessed and processed more than 260 referrals from the City of London Police, the national lead force for fraud.

The Cyber Security Advisors provided external and internal preventative advice to businesses, charities, business events and police teams across Norfolk and Suffolk. Since January 2020, Cyber Security Advisors have directly engaged with over 21,000 individuals from across both counties, with 2022/23 seeing over 5,000 members of the public receive cyber-related advice.

Digital Media Investigators provide specialist resources to combat the threat posed from cyber-enabled and cyber-dependent crime, and they supported local policing in over 350 investigations during 2022/23 that encompassed a wide range of specialist provision.



With over 40% of all crime reported in the UK being fraud related, the Constabulary developed a Fraud Investigation Model to ensure that a structured and logical approach was applied to the investigation of fraud and to improve outcomes for victims. The Constabulary is also assessing the suitability of a local Fraud Assessment Unit to provide investigative support for serious and complex offences, and to triage and advise on volume fraud offences.

The response to high-harm fraud types (romance, courier, investment and payment diversion frauds) in Norfolk is victim focussed, with all who consent receiving enhanced support from the [National Economic Crime Victim Care Unit](#). The Constabulary promoted national fraud campaigns, including Operation Radium which targeted 'courier' fraud. This involved treating reported courier fraud incidents as a priority, with a dedicated planned response, co-ordinated media strategy, agreed banking protocol, and regional working to bring offenders to justice. In the past year Norfolk successfully took part in Operation Duper, a national operation to tackle high-harm fraud.

Delivering an effective response to the County Lines threat affecting Norfolk's communities and the vulnerable

'County Lines' is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the United Kingdom. A dedicated mobile phone number known as a 'deal line' is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

Norfolk Constabulary's biggest homicide threat, equal with domestic abuse, is young people involved in County Lines. The force, therefore, invested significant resource in County Lines harm reduction activity. In the past year, the Constabulary has continued with its unrelenting pursuit of those who control the County Lines Class A drug supply in Norfolk.

Notably the number of active County Lines in Norfolk has reduced by 59% since 2019, compared to the national average increase of 17% per year. In the last twelve months 25 County Lines have been closed in Norfolk and 39 people charged. These concerted efforts of enforcement saw Norfolk Constabulary bring its total of County Lines investigated to 104, with 72 Lines closed. 122 people have been charged, with 80 people already convicted, and several individuals are awaiting criminal justice outcomes. Those 80 people convicted have received a total combined sentence of 309 years and 8 months imprisonment.

Enforcement efforts were complemented by the ongoing partnership work of focussed harm reduction and diversion through Project ADDER (Addiction Diversion Disruption Enforcement and Recovery). Through this partnership work 20 disruptions were recorded around 'cuckooing', a term used to describe the practice of criminals taking over the home of a vulnerable person to use it for drug trafficking activity. 70 cases were discussed in relation to multi-agency safeguarding for those most at risk of drug related harm, and 90% of children who were detained at Wymondham Police Investigation Centre were offered immediate diversionary interventions via the Youth Justice Service in-reach team. When looking at the overall picture of drug enforcement activity in the ADDER area of Greater Norwich, 59 Misuse of Drugs Act warrants were issued and a combined total of 5,499 drug seizures, with 3,313 of these seizures being for cannabis.

In the last twelve months, the diversionary opportunities available via drug testing on arrest in custody resulted in 727 arrestees being tested for Class A drug use, with a 51% positive test result. 278 of those who tested positive were referred to treatment providers to try and divert those with drug addiction away from the Criminal Justice System and into recovery.

Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

The last year saw significant advances by the Operation Randall team in their efforts to tackle agricultural crimes. The team undertook training of colleagues to better equip them to understand the needs of rural communities and respond appropriately, to ensure the right response is provided first time. This created a network of 'Rural Crime Champions' spread geographically across the county, who acted as local experts and assisted other officers on their districts. Training was also delivered to local investigators and Control Room staff.

During the last twelve months the Operation Randall team led several key investigations and offered expert support and advice to colleagues, other police forces, partner agencies and other stakeholders. Both rural and wildlife offending was addressed with several significant court outcomes being achieved.

Investigations into the theft of farm equipment and GPS devices remained a priority. The team were active in local, regional and national working groups to address the problem and implement a preventative approach. In addition, the team met with prominent local equipment and machinery suppliers to optimise crime prevention methods and the provision of crime prevention advice.

In the past year, Norfolk Constabulary continued to see significant reductions in reports of hare coursing, which was tackled under Operation Galileo. The number of hare coursing reports reduced from 188 in the previous year to 131 last year. This was a result of many months of co-ordinated work with partner agencies and police forces both regionally and nationally. Additional powers from the recently introduced '[Police, Crime, Sentencing and Courts Act 2022](#)' will continue to enhance the response to this form of offending.

Relationships with key partners continued to grow with attendance at numerous briefings and engagement events throughout the year. This was underpinned by the successful Community Rural Advisory Group (CRAG) meetings hosted bi-monthly by the Operation Randall team. These meetings brought together partner agencies from across the rural community to address rural crime matters. The CRAG was enhanced with the introduction of a Heritage CRAG, due to the significant number of heritage assets in the county.

Sitting within the Community Safety Operational Unit (CSOU), the force Drone Team are aligned to the rural crime team which ensured that preventative proactive tasked patrols were undertaken at key locations and crime hotspots. The use of drone technology continued to increase the capability of the CSOU team, who tackled a wide range of criminality. Also, the recruitment of a Special Constabulary Inspector aligned to the Community Safety team helped to ensure a stronger focus on rural matters by the Special Constabulary.

The implementation of the National Rural Crime Unit was embraced by the team, as supervisors attended national events, established nationwide contacts, and made best use of the collaborative effort to tackle the many aspects of rural crime.



7.4 Prevent Offending

The fourth priority focuses on:

- > Develop and deliver effective diversionary schemes for offenders (high harm and volume)
- > Work in partnership to safeguard vulnerable adults and children
- > Work in partnership to ensure offenders are managed effectively in the community
- > Reduce the revolving door of crime by putting in place the support needed to reduce re-offending
- > Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice

Develop and deliver effective diversionary schemes for offenders (high harm and volume)

There is a requirement for all police forces to have an Integrated Offender Management (IOM) Scheme under the National Strategy for IOM. Norfolk and Suffolk Constabularies have a joint IOM team which works in partnership with the Probation Service, drug and alcohol treatment services, the Department for Work and Pensions (DWP), housing providers and other third sector agencies to assist the most prolific offenders to reduce their offending by working to address their criminogenic needs and behaviours. For example, the scheme can seek to address accommodation needs, help with substance misuse, and provide access to financial and debt management services. The IOM team also identifies positive social activities with the aim of diverting people away from criminal activity.

In the last year good partnership working and information sharing ensured that the police team were often instrumental in identifying where risk of reoffending had increased, where safeguarding for victims was required, or where license conditions were being breached. When this occurred, the partner agencies worked together to ensure that enforcement decisions were made swiftly and appropriately.

During the past twelve months there were an average of 132 offenders on the Norfolk IOM scheme, but this number fluctuated due to people being added or removed at a four weekly multi-agency case conference. An average of 50% of these offenders were being proactively managed in the community. During the same timeframe, 58 people were de-registered from the scheme with these individuals achieving an average of 72.6% reduction in their Crime Harm score, based on the score calculated for a year in the community prior to their adoption on the scheme (using the Office of National Statistics 'Crime Severity Score' system).

The overall crime reduction figure for offenders on the joint Norfolk and Suffolk IOM scheme during 2022/23 was 77%, compared to 85% for the previous year. There were felt to be two main reasons for this reduction: the type of offenders adopted onto the scheme changed because of the national strategy to focus on Neighbourhood Crime, with the Crime Harm score being higher for this cohort when they reoffend. Also, patterns of crime were affected by the coronavirus pandemic with periods of national and local lockdown and other limits on social contact between March 2020 and July 2021, resulting in decreased incidents of many types of crime, such as theft and robbery. This would have contributed to the high crime reduction figure in 2021/22. In addition, because the crime reduction score is based on conviction data, the backlogs in the criminal justice system that resulted from the pandemic meant that fewer people on the scheme were convicted at court in the past twelve months due to a reduced number of hearings.

Work in partnership to safeguard vulnerable adults and children

Across Norfolk Constabulary, officers and staff worked with a wide range of partners to safeguard vulnerable adults and children. Operationally, this involved the sharing of information and agreeing a course of action, which may include carrying out a joint investigation, with colleagues from Adult Social Services or Children’s Services as appropriate.

To ensure that resources were employed most effectively, and that partnership processes were fit for purpose, the Constabulary worked with a wide range of partner agencies across several strategic boards and partnership groups. The Constabulary was well represented at a senior level within all such groups, with the three key structures being the Norfolk Community Safety Partnership (NCSP), the Norfolk Safeguarding Children Partnership (NSCP) and the Norfolk Safeguarding Adults Board (NSAB). Within these groups, Norfolk Constabulary was represented by the Assistant Chief Constable for Local Policing, who in turn was supported by senior officers from the Safeguarding and Investigations Command, who were active members, and often leaders, of many of the sub-groups delivering against the various strategic priorities.

Within the NCSP, Norfolk Constabulary worked with partners to conduct a system-wide health check in relation to domestic abuse and sexual violence to fully understand the range and quality of service provision in the county. The Constabulary contributed towards several Domestic Homicide Reviews and led in the key areas of County Lines, the Serious Violence Duty and the development of the Norfolk Drug and Alcohol Partnership.

Within the NSCP, the Constabulary led the priority area of child exploitation, and ensured that operational processes worked effectively, and a countywide programme of training was in place. The Constabulary also supported several other key areas including those of child neglect, protecting babies and trauma informed practice. The Safeguarding Detective Superintendent was a standing member of the Safeguarding Practice Review Group, which helped to ensure that lessons could be learnt from serious incidents within the county.

Within the NSAB, Norfolk Constabulary helped to reconfigure its Business Delivery Plan to ensure that it was aligned with the NSAB's Strategic Objectives. The Constabulary supported work in several key areas including, improving understanding of the Mental Capacity Act, and a scrutiny exercise covering the Multi-Agency Safeguarding Hub (MASH). In parallel with the NSCP arrangements, the Safeguarding Detective Superintendent was a standing member of the Safeguarding Adults Review Group, which ensured that lessons could be learnt from serious incidents involving vulnerable adults within the county.

An example of the effective work that took place across the three main partnerships was the development of Norfolk's Introduction to Exploitation online training package. This was a piece of work that commenced in the NSCP's Vulnerable Adolescent Group, under the leadership of the Detective Superintendent for Safeguarding, but which was clearly relevant to the work of all three boards. As a result, through excellent collaborative working, the package was adapted to cover a range of exploitative situations that might affect children or vulnerable adults. The product received the endorsement of all three boards and was made available on both the NSCP and NSAB websites for anyone in Norfolk to participate in, whether they were a frontline practitioner, voluntary worker, senior manager or member of the public. This allowed everyone to have a shared understanding of how exploitation of vulnerable people may take place in a range of scenarios and allowed everyone to speak on the subject with a common language.



Work in partnership to ensure offenders are managed effectively in the community

The Domestic Abuse Perpetrator Partnership Approach (DAPPA), designed and delivered in partnership by Norfolk Constabulary and the OPCCN, is a multi-agency approach to addressing domestic abuse within Norfolk, managing perpetrators of domestic abuse, and thereby protecting the most vulnerable victims. In the last twelve months, the numbers of new referrals adopted by the DAPPA team reduced slightly due to staffing levels in the team, but a large number of perpetrators continued to be managed.

DAPPA nominals were scored according to the Recency, Frequency and Gravity (RFG) matrix. This approach resulted in a 97% reduction in DAPPA nominals RFG scoring. At six months after coming off DAPPA, 30% of perpetrators did not appear on the RFG, and 34% of perpetrators did not reoffend after being removed from DAPPA.

Perpetrator referrals to the scheme called 'Change' continued to increase. This was due to the modernisation of the Multi-Agency Risk Assessment Conference (MARAC) process where all associated perpetrators on a high-risk MARAC case were referred.

The DAPPA team continued to monitor stalking cases and provided guidance to investigating officers for cases where a Stalking Protection Order (SPO) should be considered. The team actively managed SPO offenders and acted as a single point of contact for any associated victims.

Multi-Agency Public Protection Arrangements (MAPPA) is a process for managing high risk sexual and violent offenders in the community. Panels of relevant partner agencies worked together to consider and devise detailed plans to protect the public, including previous victims of crime, from serious harm. Norfolk Constabulary's Public Protection Unit (PPU) were key stakeholders in this process. They devised plans to robustly manage Registered Sex Offenders within the community, ensuring that all conditions were being complied with and utilised Civil Orders where appropriate to further mitigate risk. Due to the increasing demands associated with managing Registered Sex Offenders, the establishment of the Public Protection Unit was increased by six posts in the last year.

Reduce the revolving door of crime by putting in place the support needed to reduce re-offending

Out of Court Disposals (OOCs) are a way of concluding criminal investigations without proceeding to a formal court prosecution. They are given to offenders to enable the police to deal proportionately with mainly, but not exclusively, low-level, often first-time offending.

OOCs can provide swift and meaningful justice for victims, improve victim care and satisfaction, address the offending behaviour and criminogenic or other needs of offenders, hold offenders accountable for their actions and have the potential to reduce re-offending. OOCs include Conditional Cautions and Community Resolutions.

A pilot commenced in December 2022 whereby the evidential review and decision-making process for OOCs was conducted centrally by the Offender Diversion Team (ODT). The pilot centralised decision-making, standardised the conditions set for Conditional Cautions, and ensured the process for Community Resolution was better managed. The ODT considered whether a referral for diversionary action was appropriate in cases suitable for Community Resolution. Whilst diversionary courses are not enforceable, they aim to address lower-level offending behaviours. This approach will be mirrored when Community Cautions are introduced later in 2023. An evaluation of the effectiveness of the diversionary measures in terms of repeat offending is ongoing. So far there has been an 83% compliance rate with the conditions attached to a Conditional Caution, including diversion.

The pilot sought to put the right offender on the right course to address their offending behaviour to reduce the likelihood of repeat offending. An evaluation of the pilot showed an increase in the use of OOCs as a percentage of all reported crime, and as a percentage of all recorded positive outcomes. The effectiveness of this approach will continue to be evaluated.

The WONDER+ service (Women of Norfolk Diversion, Engagement and Rehabilitation) is jointly funded by the PCC, Public Health and St Giles Trust, and it continued to provide support to women across the county who were at risk of offending, or who were already in the criminal justice system. Over one hundred clients, many with multiple needs, were supported through thousands of 1-2-1 sessions and over four thousand remote contacts.

Amongst the outcomes reported by clients were:

- > Reduced debts
- > Improved family relationships
- > Entry into paid employment
- > Improved mental health
- > Improved wellbeing
- > Access to substance misuse services
- > Improved access to medical support



Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice.

In the last year, the Norfolk Youth Justice Service (NYJS) and Norfolk Constabulary worked in partnership to successfully reduce the number of young people aged between 10-17 years old entering the criminal justice system. The Norfolk figure of 122 entrants per 100,000 was lower than the Eastern Region (131) and lower than the average for all forces in England and Wales (142).

During the past twelve months 545 young people were referred to the NYJS by the Constabulary. 312 of these young people were triaged to the NYJS outcome panel, in which 85 people received a Challenge 4 Change diversion outcome and 27 received a Community Resolution.

A weekly multi-agency Out of Court Disposal panel was established as the decision-making mechanism, with representatives from Norfolk Constabulary, NYJS and Children Services. This ensured that the appropriate outcome was administered, with clear emphasis on treating children as children first and offenders second. If a child was given a diversion, the NYJS ensured that the child was supported with a bespoke diversion package, with the aim of preventing reoffending. The panel was a key factor in securing the reduction in first-time entrants into the Criminal Justice System. During a recent inspection of the NYJS by His Majesty's Inspectorate of Probation, the assessments that NYJS undertake with children prior to panel to gain better understanding about their circumstances, and any trauma that could have an impact on their offending behaviour, which informs panel decision-making, was highlighted as best practice. In addition, the panel itself was recognised nationally as being best practice.

7.5 Support Victims

The fifth priority focuses on:

- > Improving the provision of entitlements set out in the Victims' Code of Practice
- > Deliver high quality investigations to support the right outcomes for victims
- > Work in partnership to commission effective services that support victims of high harm crime
- > Implement and develop the Norfolk Integrated Domestic Abuse Service (NIDAS) and review the provision of services for sexual violence victims
- > Improving victims' experience of the criminal justice system and raise confidence to report crimes
- > Safeguarding vulnerable victims of crime and Anti-Social Behaviour (ASB)

Improving the provision of entitlements set out in the Victims' Code of Practice

The Code of Practice for Victims of Crime (often referred to as the Victim Code or VCOP) is a statutory code that sets out the expectation of the service level a victim should receive from the criminal justice system.

A revised edition of the code was launched in April 2021 to drive up the standard of care offered to victims by the police and other agencies. Since April 2021, the Constabulary has undertaken considerable work to embed the new Victim Code, through the delivery of training and guidance, with a strong focus on monitoring compliance.

The twelve Victims' Code of Practice rights are as follows:

| | | |
|--|---|---|
| To be able to understand and to be understood | To have the details of the crime recorded without unjustified delay | To be provided with information when reporting the crime |
| To be referred to services that support victims and have services and support tailored to your needs | To be provided with information about compensation | To be provided with information about the investigation and prosecution |
| To make a Victim Personal Statement | To be given information about the trial, trial process and your role as a witness | To be given information about the outcome of the case and any appeals |
| To be paid expenses and have property returned | To be given information about the offender following a conviction | To make a complaint about your rights not being met |

Through his leadership of the Norfolk and Suffolk Criminal Justice Board (CJB), the PCC placed the strategic focus on outcomes for victims, and the Victim and Witness Sub-Group of the CJB continued to monitor and took action to improve the provision of entitlements under the Victims' Code across the criminal justice system.

A new VCOP analytical dashboard was introduced by the Constabulary in early 2023. This dashboard secured data automatically from the Constabulary crime and intelligence system called Athena. Access to the VCOP dashboard was rolled out to supervisors which allowed them to monitor their staff's performance.

Performance was also reviewed by a dedicated officer from the Joint Justice team to ensure that guidance and training was delivered when areas of low compliance were identified. Data from the dashboard, together with data from monthly audits completed by inspectors, was collated into a performance pack which was reviewed at monthly Force Performance meetings and by the Supporting Victims Subgroup. This has resulted in Norfolk Constabulary being in a strong position nationally in relation to compliance with the Victims Code.

Deliver high quality investigations to support the right outcomes for victims

The Constabulary has a long running investigations improvement plan called Operation Investigate, which continued to drive up investigation standards across the Constabulary.

In the past year the Operation Investigate team developed training and guidance which was delivered to a large number of officers and supervisors, with the clear objective of improving outcomes and victim satisfaction by ensuring that investigations are victim-focussed and evidence-led. Additional training was delivered to all newly promoted sergeants, with a focus on supervision of investigations and evidential review. The Operation Investigate team also provided evidential review training to sergeants on a one-to-one basis, and they developed a guidance package for supervisors which they can access at any time through the force intranet site.

In addition, briefing packs were developed and these were delivered by supervisors to police officers on their teams as part of shift briefings. These packs provided officers with guidance about legislative changes to National Crime Recording Standards, and non-crime hate incidents in relation to the recording and retention of personal data.

Operation Discovery, a pilot aimed at improving the timeliness and quality of crime investigations, was launched in June 2022 in the King's Lynn and Breckland districts, with the introduction of the District Crime Unit. The pilot saw a dedicated team of investigators examine crimes that broadly fit the more serious or series in nature. Investigations were selected through professional judgement, underpinned by live data, and were collectively managed with a 'one team' approach.

Successes achieved through the pilot included:

- > Patrol officer investigation lengths reduced, seeing a sustained drop in live caseloads whilst maintaining, and indeed steadily improving, outcomes.
- > There was a notable improvement in the overall district positive outcome rates for criminal investigations.
- > The Operation Discovery pilot team consolidated multiple investigations across the district, with some notable successes against volume offenders.

Following the successful pilot, District Crime Units will be rolled-out across the county in the next financial year.

A Rapid Video Response (RVR) pilot was launched in October 2022. This allowed victims to report low-risk domestic abuse incidents to a police officer by video appointment, at a day and time that was convenient to the victim. In the last twelve months 378 appointments were completed by the RVR team, with high victim satisfaction rates being reported. The pilot will continue into 2023/24 and wider benefits of the scheme are being explored.

In the last year the domestic abuse retraction form was revised and updated. As a result, the Crown Prosecution Service (CPS) were provided with more detailed information about a victim's reason for withdrawing their support for a case. This enabled more informed decision-making by CPS on the future progression of cases. Officers were also provided with an aide memoire to complete which assisted them in identifying and assessing risk factors following withdrawal of victim support, so that any additional safeguarding needs could be addressed.

Improvements were also made to police decision-making when no further action was proposed in high-risk domestic abuse cases, with the inclusion of a Detective Sergeant peer-review of the decision before it was finalised. This ensured that all available evidence had been gathered and considered.

Work in partnership to commission effective services that support victims of high harm crime

Under the Ministry of Justice (MoJ) Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services.

During the past twelve months, the OPCCN continued to secure additional national funds from the MoJ that complemented and enhanced those services that supported victims. The table below demonstrates funding programmes under the Victims' Fund, with all additional funding secured by the OPCCN. All underspends under HM Treasury rules dictate that they are returned to source, and this has been actioned. The underspend collectively was returned from three organisations due to the under-recruitment of staff, namely Sue Lambert Trust, Leeway Domestic Abuse and Violence Services, and The Harbour Centre.

| Fund | Allocation (£) | Year to date spend 1 Apr 22 31 March 23 (£) | Underspend (£) |
|------------------------------|---------------------|--|-------------------|
| Victims' Services Core Grant | 1,149,457.96 | 1,149,457.96 | |
| SV Test Funding | - | - | |
| ISVA/IDVA Baseline Funding | 276,313.00 | 252,261.51 | 24,051.49 |
| ISVA/IDVA Additional Funding | 79,350.00 | 2,618.18 | 76,731.82 |
| DA/SV Ringfenced Funding | 185,727.50 | 116,448.85 | 69,278.65 |
| Pre-trial Support Funding | - | - | - |
| MRSSF | - | - | - |
| RASAF | - | - | - |
| Extraordinary Funding | - | - | - |
| Total | 1,690,848.46 | 1,520,786.50 | 170,061.96 |

Notes

ISVA = Independent Sexual Violence Advisors

DA = Domestic Abuse

IDVA = Independent Domestic Violence Advisors

SV = Sexual Violence

Ministry of Justice Victims' Services Core Grant Funding

This fund was granted on a three-year basis subject to terms and conditions being met. The grant runs from 1 April 2022 to 31 March 2025, and the main services are:

- > Norfolk and Suffolk Victim Care Service – Victims' Assessment and Referral Service
- > Norfolk and Suffolk Victim Care Service – Norfolk Scam Prevention Service
- > Norfolk and Suffolk Restorative Justice Service
- > Brave Futures (formerly Fresh Start New Beginnings)
- > Norfolk Integrated Domestic Abuse Service (NIDAS) (also funded by the core OPCCN Commissioning budget and partnership contributions).

Victim Assessment and Referral Service

The Norfolk and Suffolk Victim Care Service delivered by Victim Support is a joint service commissioned by the Norfolk and Suffolk PCCs and supports any victim of crime. The service offers low-level practical and emotional support to allow the victim to better cope and recover from the crime committed against them. Within the service, the case managers have specialisms; Norfolk has two Domestic Abuse Case Managers, as well as Case Managers who specialise in children and young people, hate, complex needs and scams.

This service is paid by the MoJ Victims' Services Core Grant, and it should be noted that although the Norfolk and Suffolk Victim Care Service is a joint service with Suffolk, the figures below demonstrate Norfolk only referrals and spend:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|----------------|---|------------|-------------------------|---|
| Victim Support | Norfolk and Suffolk Victim Care Service | £315,000 | 13,097 | 13,665 |
| Victim Support | Scam Service | £27,119.78 | 1,518 | 1,558 |

It is important to reflect the victim's voice and below are examples of anonymised case studies of victims who have been supported by the service:

Case Study #1: Domestic Abuse Case

- > 24-year relationship, ex-partner left the family home then returned.
- > Checking on/hacking into social media, email, and tracking victim via app.
- > Recorded victim getting undressed without her consent.

Risks and needs identified:

- > Loss of confidence and self-esteem.
- > Parenting affected.
- > Unsafe link to suspect.

Support received:

- > My Support Space.
- > Support and reassurance – via phone calls.
- > Developed coping strategies, confidence and self-esteem building.
- > Assertiveness and setting boundaries.
- > Goal setting, reflection and gratitude.
- > Finding the joy in today.
- > Safety information/planning.

"He took my confidence and ability to cope. You've given it back to me, thank you. Your support has been great and helped me through the last year, I now feel I can tackle things on my own."

Case Study #2: Victim of Serious Violence

- > Client was violently assaulted and left with significant injuries to his head and body.
- > Following the attack, the victim was not able to return to work for eight months.

Risks and needs identified:

- > Current living arrangements were not suitable, and client felt distressed, sad, and upset due to crime.
- > He felt traumatised and had a lack of awareness to support services available.
- > The client had loss of confidence and self-esteem, had an overwhelming feeling of anger/frustration, and had trouble sleeping and loss of appetite.

Support received:

- > Immediate support and reassurance.
- > Beyond crime workbooks – managing anger and finding flow.
- > Advocacy with the police and housing.
- > Confidence and self-esteem building.
- > Developing coping strategies – managing anxiety, sleep, keeping a diary to recognise triggers.
- > Confirming other/alternative support networks and contact information GP, Wellbeing service.
- > Immediate signposting and introduction of other agencies.
- > Regular and frequent support sessions via telephone and email.
- > Single point of contact ensuring continuity to enable and empower client to move forward.
- > Listening without judgement.
- > Support and reassurance – Court/CJS support and information.

"I like that I get to choose how I receive my support. At first the weekly calls from you were great, now I am starting to feel more in control. I know where you are and how easy it is to contact you so for now, I will say thank you for everything."

Norfolk and Suffolk Restorative Justice Service

Restorative Justice is defined as a system of criminal justice which focuses on the rehabilitation of offenders through reconciliation with victims and the community at large. In some cases, it helps to reduce re-offending and offenders recognise the harm that they have caused. It also gives the victim the opportunity to ask unanswered questions of the offender in a safe space and format.

The Norfolk and Suffolk Restorative Justice Service is a joint service commissioned by both Norfolk and Suffolk OPCCs and is delivered by their respective forces, the figures below demonstrate Norfolk only referrals and spend:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|----------------------|---------------------|------------|-------------------------|---|
| Norfolk Constabulary | Restorative Justice | £42,540.62 | 27 | 38 |



Implement and develop the Norfolk Integrated Domestic Abuse Service (NIDAS) and review the provision of services for sexual violence victims

Norfolk Integrated Domestic Abuse Service

The Norfolk Integrated Domestic Abuse Service (NIDAS), which launched on 3 January 2022, is the county's domestic abuse support service for those assessed to be high or medium risk. It is a complete system change to the delivery of domestic abuse services in Norfolk and the OPCCN embarked on a programme that delivered a countywide consistent service which incorporated:

- > High and medium risk clients and their children.
- > Management/training of the County's Domestic Abuse Champion Network (996 active champions).
- > Therapeutic Group Programmes for victims.
- > Specialist support for those with protected characteristics that include a dedicated Independent Domestic Violence Advisor for:
 - Black and Minority Ethnic Groups (BAME)
 - LGBTQ+ Community
 - Older People
 - Complex Needs
 - Men
- > Victims Forum.
- > Training for professionals to those districts/partners who are funding partners of NIDAS.
- > Target hardening from locks to safe rooms for high-risk domestic abuse victims.

The service went out to tender for a £6.6m contract that was based on a 3+2 Year basis. The contract was awarded to Leeway Domestic Abuse and Violence Services in partnership with the Daisy Programme and Safe Partnerships.

Highlights from the first year of NIDAS service were as follows:

- > NIDAS received 3,487 referrals and managed 3,303 cases.
- > Medium risk waiting list was reduced from 166 clients to zero.
- > No waiting list for high-risk victims.
- > Received 3,033 professional referrals (most came from Norfolk Constabulary).
- > 454 of the referrals to NIDAS were self-referrals.
- > 948 of the referrals to NIDAS were repeat referrals, which equated to 27% of all referrals.
- > 254 of the referrals to NIDAS were for male victims, which equated to 7% of all referrals.
- > 838 service users completed outcome forms at the end of their service during April 2022 to March 2023, which highlighted that 78% of service users reported improvement to their safety and wellbeing, and 76% of service users reported increased confidence and self-esteem.
- > 121 children received NIDAS support.
- > 18 service users completed outcomes forms at the end of their service, which highlighted that 88% of the children supported reported improved quality of family relationship, and 72% reported an improvement at displaying harmful behaviours.
- > NIDAS completed the first two full cohorts of [The VOICE Programme](#), which is a ten-week psycho-educational programme for adults addressing domestic violence, coercive control and the behaviours that create the dynamic of intimate partner relationship abuse, and further cohorts have been scheduled.
- > NIDAS completed two Domestic Abuse Champion Networking events with national guest speakers.
- > NIDAS provided a schedule of DASH (Domestic Abuse, Stalking and Harassment) Assessment training to funding partners.

> NIDAS developed the following four training sessions which will be delivered to funding partners and the Domestic Abuse Champion Network:

- stalking and harassment
- male victims and domestic abuse
- technology facilitated training
- honour based abuse

The NIDAS service continues to develop and evolve and has, through additional funding secured by the OPCCN, recruited an additional 4.8 full-time employees. This added three Family Independent Domestic Violence Advisors (IDVA), one BAME IDVA and 0.8 LGBTQ+ IDVA. Recruitment of the special characteristic posts did not take place in 2022/23, but they will be in post from August 2023.

NIDAS is funded by the MoJ Victims' Services Core Grant Fund, the OPCCN Commissioning budget and contributions of funding from Norwich City Council, Broadland District Council, South Norfolk District Council, and Norfolk County Council Adult Social Services and Children's Services. [Further information on NIDAS can be found on its website.](#)



Ministry of Justice Fund for Independent Sexual Violence Advisors (ISVAs) or Independent Domestic Violence Advisors (IDVAs)

Additional Domestic Abuse support has been in place through a two-year grant from the MoJ which commenced in 2021/22, and from continuation funding for the Harbour Centre Sexual Assault Referral Centre:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|--|--------------------------------------|------------|-------------------------|---|
| The Daisy Programme (Breckland) | 1 x Children and Young Peoples IDVA | £36,937.00 | 61 | 54 |
| The Daisy Programme (Breckland) | 1 x Vulnerable Adults IDVA | £37,990.00 | 55 | 55 |
| Leeway Domestic Abuse and Violence Services (Countywide) | 1 x Vulnerable Adults IDVA | £43,499.51 | 26 | 47 |
| The Pandora Project (North Norfolk and West Norfolk) | 2 x Children and Young Peoples IDVAs | £53,596.00 | 121 | 131 |
| The Harbour Centre (continuation funding) | 2.5 x Protected Characteristic ISVAs | £80,239.00 | 9 | 35 |

These services were grant funded in full for the duration of the MoJ funding, which was from 1 April 2021 to 31 March 2023, and ran alongside NIDAS. As the NIDAS partnership incorporated two of the above organisations, these posts worked seamlessly to enhance capacity and specialisms.

Ministry of Justice Domestic Abuse/Sexual Violence Ringfenced Fund

This was a 3-year fund commencing 1 April 2022 to 31 March 2025, and was a competitive grant round which the OPCCN had to bid for funding. There were five projects in total that were awarded under this independent grant round:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|-------------------------------------|---|------------|-------------------------|---|
| Sue Lambert Trust | Group Worker | £33,641.40 | 21 | 60 |
| Leeway – NIDAS (note 1) | IDVAs BAME + LGBTQ+ | £5,733.45 | 17 | 17 |
| Advocacy after Fatal Domestic Abuse | Core funds to support victims of homicide | £10,500 | 3 | 9 |
| Norfolk Community Law Service | To support DA victims with legal support | £44,579.00 | 313 | 308 |
| Magdalene Group (note 2) | To support sex workers | £21,995.00 | 19 | 38 |

Notes

- 1 Due to problems with recruitment from these two communities, the charity was unable to appoint in the financial year 2022/23. However, they have now recruited staff and this information will be included in the next annual report.
- 2 1Year Funding only.

Ministry of Justice Additional Fund for Independent Sexual Violence Advisors (ISVAs) or Independent Domestic Violence Advisors (IDVAs)

This was a 3-year fund commencing 1 April 2022 to 31 March 2025, and was a competitive grant round which the OPCCN had to bid for funding. One project was awarded under this grant and this funding recruited three additional posts to the NIDAS service:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|--|---------------------|-----------|-------------------------|---|
| Leeway (Countywide) NIDAS (note 1) | 3 x Family IDVAs | £2,618.18 | 0 | 0 |

Notes

- 1 Due to problems with recruitment, the charity was unable to appoint in the financial year 2022/23. However, they have now recruited staff and this information will be included in the next annual report.

OPCCN Commissioning Budget

Four other services that support victims are funded under the OPCCN Commissioning budget:

- > The Rowan Project – a sexual violence pilot in Breckland.
- > The Lotus Programme – a sexual violence pilot in North Norfolk and West Norfolk.
- > The Phoenix Project – a countywide support service for victims of exploitation, slavery and trafficking.
- > Brave Futures – a countywide support service for children who have been sexually abused.

The Rowan Project (£39,832.00 grant)

[The Rowan Project](#) is a pilot project in the district of Breckland delivered by the Daisy Programme. The project delivers counselling and talking therapies to support victims aged 16 years old and over living in the Breckland district who are survivors of sexual abuse violence, both historic and recent.

The pilot was to establish if there was any crossover between domestic abuse and sexual violence. The pilot showed that there was, and that clients who used the sexual violence counselling could benefit from the domestic abuse therapeutic groups/support networks, and that clients who used the domestic abuse counselling could benefit from the sexual violence therapy. The pilot also showed it was the trauma that needed addressing and not necessarily putting victims into a category.

The project offers free counselling up to a maximum of 18 sessions and these are delivered either face-to-face in the charity's hub in Watton, online via Zoom or by telephone. The pilot accepted 150 service users into the service, with 75 users completing the counselling sessions. Not all service users wanted to take up the offer of counselling, as some disengaged and some were not ready to undertake therapy sessions.

Clinical Outcomes in Routine Evaluation (CORE-10) is used to measure psychological distress. This is important for assessing need and priorities for the projects therapeutic work. Each service user had their own personal score, but overall, the cumulative CORE-10 score was 1,716 on starting counselling and 922 on finishing the sessions, which represented a 46% improvement on psychological state. This moved the users from a severe/moderate measure of psychological distress to a mild measure.

"I have found true support in my counsellor, much more than any therapy I've previously had, she has helped me open up to the person I really am. This has made me happy."

"My counsellor was amazing she has really helped me change my thoughts and helped me realise the problem isn't always my fault. I am very grateful for her support and will miss her."

"My counsellor, the service, and everyone involved are truly amazing. You have all given me the power and strength to move through my experience."

"I feel like I have learned so much about myself and how to understand myself better thanks to you. I feel that I'm able to end my sessions and move on positively."

The Lotus Programme (£83,668.50 grant)

[The Lotus Programme](#) is a pilot project in the districts of West Norfolk and North Norfolk. The programme is delivered by the One to One Project based in King's Lynn and offers counselling services to those who have experienced sexual abuse/rape now or in the past.

The pilot was established in response to a lack of support in West Norfolk and North Norfolk for victims of sexual abuse/rape and to look at those victims who were slipping through the net. For example, there is a complete cohort of victims who do not identify that they are experiencing trauma caused through rape/sexual abuse, or who have been victims of childhood sexual abuse, but can identify as having problems with substance misuse, alcohol addiction, relationship issues or anger management. Once accepted by the service and after their initial consultation and needs assessment is completed, it's at this point that disclosure is made that they have previously experienced childhood sexual abuse or rape. The pilot therefore confirmed that there are other groups who do not see themselves as victims of rape or childhood sexual abuse, but this is the core trauma that is identified by the charity work through counselling sessions to address this.

One-to-one counselling sessions are based on 12 weeks, with a further 12-week extension of group work. In addition to this, counselling clients are offered the opportunity to join experiential groups which include creative crafts, mindfulness and medication that run throughout the year. Clients' journeys are measured by Clinical Outcomes in Routine Evaluation (CORE)-34 for counselling and CORE-10 for the experiential groups.

During 2022/23, the charity supported 59 clients who received a 24-week counselling service equating to 1,416 counselling hours, as well as six art groups that supported 35 people equating to 216 hours.

"I have been a client for around ten sessions of creative art therapy. The space, time, and care to allow me to express my emotions has given me profound insights into my past anxieties. The most surprises I have encountered have been that the exercise through the creative art medium and discussion have provided me with not only tools to deal with the past traumas, but also strategies to deal with the future."



An example of a piece of artwork a victim completed as part of their journey to recovery from sexual abuse.

The Phoenix Project (£38,420 grant)

The Phoenix Project is delivered by the [Pandora Project](#) and was established to work alongside Norfolk Constabulary and support victims who may have been exploited, trafficked or were in domestic servitude. A Phoenix Project worker would attend visits to properties with the Constabulary and be the link between the victim and the police. During the visits, the Phoenix Project worker supported the victim with sexual health information as well as facilitated support to attend a sexual health screening. If other needs are prevalent, the worker signposted or referred the victim to other partner agencies, for example for substance misuse or alcohol problems.

Visits are followed up by the Phoenix Project worker and clients reported that they felt more empowered knowing their rights and the legalities around sex work. They were also more aware of how to optimise personal safety and, with the knowledge provided, could make positive and informed choices.

The project also gave support and advice to off-street sex workers at risk of human trafficking or exploitation. This advice included information around safer working practices, sexual health and the law.

Brave Futures (£52,208)

[Brave Futures](#), formerly Fresh Start New Beginnings, are a children's charity that specialise in delivering therapy and practical support to children, their siblings and non-offending parent who have been sexually assaulted or where there is abuse. This includes activities that may involve physical contact, including abuse by penetration or non-penetration. It may also include non-contact activities, such as involving children in looking at, or in the production of sexual images.

This service supports children and young people aged 11 to 18 years old, and the OPCCN worked in partnership with colleagues from the Integrated Care Board who commission Brave Futures to provide services for those aged up to 10 years old.

The charity has several bases in Norfolk, including the Therapy Centre near Norwich Airport, Swaffham, Dereham, King’s Lynn, Great Yarmouth, and a new building in the grounds of the Sue Lambert Trust in Norwich.

It should be noted that although the charity receives a proportion of their funding from the MoJ (£20,000), their main funding of £52,208 comes from the OPCCN Commissioning budget:

| Organisation | Service | Amount | Number of new referrals | Number of victims supported (new and old) |
|---------------|---|---------|-------------------------|---|
| Brave Futures | Support for child victims of sexual abuse | £20,000 | 68 | 57 |

Improving victim’s experience of the criminal justice system and raise confidence to report crimes

Victims whose case is progressing through the criminal justice system are usually supported by the Witness Care Unit. Court backlogs resulting from the Covid-19 pandemic and strike action meant that many cases were re-arranged and there were significant delays in the judicial process. Where cases were going to court, the Witness Care Unit kept victims and witnesses updated on progress and ensured their availability for trial.

Due to the backlogs that were being experienced in the courts, the workload of the Witness Care Unit increased significantly. With the support of the Police and Crime Commissioners in Norfolk and Suffolk, eleven new posts were funded in this team which enabled them to maintain service levels for victims and witnesses whose cases were going to court. It is recognised that when court cases are regularly rearranged, this can cause distress and dissatisfaction for victims and witnesses, and sometimes leads to disengagement. These challenges were not unique to Norfolk and were mirrored nationally.

Joint working with partner agencies in the criminal justice system is essential for the continued improvement of victims' experiences of the criminal justice system. Criminal justice partners explored what data the police and partners held, which increased the understanding of when and why victims and witnesses disengaged from the criminal justice process, so that improved support could be provided.

Home Office funding was granted to employ a Special Measures Advisor (SMA), who worked jointly between Norfolk and Suffolk Constabularies and scrutinised and improved the quality of submissions to the courts by police officers and police staff investigators. This enabled victims and witnesses access to the measures which enabled them to deliver their best evidence in court. This role proved successful, with favourable feedback received from partners. Data is being collated to evidence the productivity and value of this role for future planning.

Operation Engage was introduced, which supported delivery of best practice in victim engagement and video recorded interviews for victims of rape and serious sexual offences (RASSO). This directly contributed to bringing offenders to justice by focussing on obtaining quality evidence from victims and adopting a trauma-informed approach, which helped build stronger cases. The Operation Engage team were integral to implementing the cultural change to improve how the Constabulary investigated RASSO offences, which enhanced the service delivered to the most vulnerable victims. The team are focussed on upskilling the investigations workforce and strive to ensure every victim receives exceptional service by putting support in place for them before they are interviewed so that the best evidential product can be secured.

Safeguarding vulnerable victims of crime and Anti-Social Behaviour (ASB)

High-risk anti-social behaviour (ASB) cases will always be a priority for Norfolk Constabulary, with oversight of active cases maintained through monthly Operational Partnership Teams supervisor meetings. In the last twelve months, a training programme to ensure that all frontline officers were aware of their responsibilities to implement immediate safeguarding for high-risk ASB investigations was completed. This ensured safeguarding was considered at the earliest opportunity to reduce risk. The Constabulary's Legal Services team also delivered training to frontline Neighbourhood Patrol officers, Beat Managers and Operational Partnership Teams around the application and use of Civil Ancillary Orders. This created shared situational awareness about the usefulness of civil orders in addressing crime and ASB and delivering victim safeguarding. The increase in the use of civil orders during the last year is a recognition of the success of this training.

For domestic abuse cases, a prioritisation matrix was introduced within the Multi Agency Safeguarding Hub (MASH) to identify high-risk indicators within the medium-risk cases. This ensured that additional support needs were identified and prioritised. The Multi Agency Risk Assessment Coordination (MARAC) process was also reviewed and updated. This resulted in more effective processing of MARAC referrals, with improved information sharing, and the addition of a perpetrator behaviour intervention offer.

The volume of Domestic Violence Disclosures ('Claire's Law') continued to increase, with 945 disclosures made by the MASH in the last year, compared with 750 made in the previous twelve months. Child Sex Offender disclosures also increased, from 98 in 2021/22 to 138 in 2022/23. This is likely to be a continuing result of schemes being made available for application online, as well as increasing awareness of both schemes. A Rapid Video Response pilot to support the delivery of disclosures by the MASH helped to manage the increased demand, ensuring that the timescales for disclosures that are outlined within statutory guidance were being met by the team.

Excellent working relationships continued with the co-located Norfolk Integrated Domestic Abuse Scheme (NIDAS), which ensures that all victims at high or medium risk of domestic abuse receive a well-coordinated, timely, multi-agency response.

7.6 Safer and Stronger Communities

The sixth priority focuses on:

- > Supporting road users to be safer on our roads
- > Working with partners and communities to prevent crime and harm
- > Early identification and diversion to the appropriate agencies for those suffering with mental health issues
- > Promote crime prevention initiatives
- > Increasing volunteering opportunities within the community to help policing

Supporting road users to be safer on our roads

Norfolk is the fifth largest county in England, with a road network covering 2,074 square miles and an ever-increasing number of road users. Despite this, since 2001 the number of people killed or seriously injured on Norfolk roads has reduced significantly, from 710 people in 2001 to 416 in 2022, when looking at the data per calendar year. This reduction is attributed to several factors including better road engineering, which has seen improvements made to many of the collision hotspots and dangerous stretches of road, increased police enforcement and visibility in vulnerable areas, and the impact of campaigns which target driver behaviour.

The last twelve months saw a slight reduction in Killed or Seriously Injured (KSI) collisions when compared to the previous twelve months and the long-term average. 392 KSI collisions occurred in 2022/23, eight fewer than the previous twelve-month period (equating to a 2% reduction) and three fewer than the long-term average (equating to a 0.8% reduction). 41 fatal collisions occurred across Norfolk in the last year, with 43 fatalities. There was a slight increase in Vulnerable KSI collisions compared to the previous twelve months and the long-term average, with 212 collisions in 2022/23, compared with 196 in 2021/22, and a long-term average of 198.

The National Police Chiefs' Council (NPCC) publish an annual road safety partnership calendar. Events are identified based on intelligence and are planned around key vulnerable times of the year. The campaigns target what is referred to nationally as the 'Fatal 4', with these offences being identified as the main contributory factors in collisions where there is a serious injury or a fatality:

- > Not wearing a seatbelt
- > Using a mobile phone
- > Drink/drug driving
- > Speeding

Norfolk Constabulary fully supported the NPCC programme, with the Roads and Armed Policing Team (RAPT) and Road Casualty Reduction Team (RCRT) leading the response, supported by officers from across the County Policing Command and Special Constabulary.



Activity in the last year included:

- > April 2022 – “2 Wheels” Operation
- > June 2022 – Child Safety Week and “Fatal 4” National Seatbelt Campaign
- > July 2022 – Commercial Vehicle Week
- > August 2022 – “Drug Drive” Operation
- > September 2022 – Project EDWARD and Vulnerable Road Users
- > December 2022 – “Fatal 4” National Alcohol and Drugs Operation
- > February and March 2023 – “Fatal 4” Using a Mobile Phone Whilst Driving Operation

January 2023 saw the launch of Norfolk Constabulary’s Commercial Vehicle Unit which provided specialist enforcement, knowledge and investigative capability in respect of commercial vehicle activity and enhanced opportunities to disrupt serious and organised crime. In the first quarter of 2023 the unit stopped a total of 329 vehicles, including 296 Heavy and Light Goods Vehicles. 333 offences were identified, including offences relating to drivers’ hours, carriage of dangerous goods and weight/load offences, with fines totalling £47,400.

In conjunction with key road safety partners, Norfolk Constabulary continued to deliver road safety education to young people with ‘blind spot’ events, advising vulnerable road user groups of the dangers presented by larger vehicles. The Young Driver Education Coordinator continued to assist with this delivery in addition to ‘Fatal 4’ education to young people aged 15-19 years old, which delivered 280 sessions to 14,659 students, including 41 e-scooter presentations.

The table at Appendix C shows the number of Traffic Offence Reports (TORs) that were issued in the last twelve months. This shows a continuation of high levels of enforcement associated to ‘Fatal 4’ offences.

The partnership approach to road safety in Norfolk remained positive with regular attendance by all partner agencies at both the Road Safety Operational Group chaired by Norfolk County Council and the Road Safety Performance and Tasking Group chaired by Norfolk Constabulary.

Working with partners and communities to prevent crime and harm

Partnership working is essential for preventing crime and reducing harm, so each district has an Operational Partnership Team (OPT). In these teams, police and partner agencies worked together to problem-solve local neighbourhood crime and anti-social behaviour issues. The OPTs have close links with Early Help Hubs which ensured there is a strong partnership focus on addressing emerging needs through early intervention. Neighbourhood Policing priorities were identified through Safer Neighbourhood Action Panel meetings in each Safer Neighbourhood Team area. These priorities were then jointly tackled with partners to reduce harm and improve community confidence.

The table at Appendix C shows the number of neighbourhood crimes that were recorded in the last twelve months compared with the number recorded in the previous twelve months and the long-term average. The table also shows the number of these offences that were solved.

For the month ending March 2023, Norfolk Constabulary had the second highest crime detection rate in the country, with an overall positive outcome rate of 15.7%.

The volume of Residential Burglaries continued to decrease in the last twelve months, being down 5.2% against the previous twelve months and down 14.7% compared to the long-term average. In addition, the solved rate from the last twelve months was 1.7 percentage points higher than the previous twelve months, and 1.3 percentage points above the long-term average. This equated to Norfolk recording one of the lowest residential burglary rates in the country.

Recorded vehicle crime increased during the last twelve months and was 9.3% higher last year compared to the previous twelve months, and 1.3% above the long-term average. Some of this increase related to catalytic converter thefts which was successfully targeted through Operation Postern.

Volumes of Arson and Criminal Damage offences showed a decrease of 1.8% in the last twelve months compared to the previous twelve months and was 0.4% below the long-term average.

Under the governance of the Norfolk Community Safety Partnership, a Community Relations and Prevent Strategic Group was established to co-ordinate the partnership response to Hate Crime, Community Tensions and the [Prevent Programme](#). This unique multi-agency approach was identified as good practice nationally. Recognising that hate crimes are often linked to community tensions, a situational risk assessment tool is being developed through this partnership to improve police and partners' understanding of risks and threats.

Volumes of hate crime started to return to pre-pandemic levels. Police officers and staff continued to encourage reporting from victims of 'hidden' crimes, and communities who may not typically report crime.

The rate of hate crimes with a 'positive' solved outcome in the last twelve months increased by 30.2% compared to the previous twelve months, and 22.7% against the long-term average. This was really pleasing to note and demonstrated the value of the additional scrutiny being focused on hate crime and non-crime hate incidents. There was also additional scrutiny of the use of police powers in relation to communities which have statistically seen disproportionality in arrests, use of Stop-and-Search, and use of force. This increased transparency and helps build trust and confidence amongst diverse communities.

Early identification and diversion to the appropriate agencies for those suffering with mental health issues

The number of incidents reported to police which were mental health-related continued to increase. In 2022, one in six calls (over 27,000 calls) received by Norfolk Constabulary were for concern for welfare, which included concern for safety calls and calls with a mental health, self-harm or suicide risk marker. Over 19,000 emergency and priority calls that Norfolk Constabulary police officers attended in 2022 were for concern for welfare. This equated to one in five of all police attended calls, which was around 50 per day.

If someone is in mental health crisis, police officers have powers under Section 136 of the Mental Health Act (MHA) to take them to a place of safety for assessment by mental health professionals. In the last twelve months there was a significant reduction of 26.3% in the number of people who were detained under Section 136 of the MHA by Norfolk police officers. This was felt to be in part due to the successful introduction of the five Wellbeing Hubs around the county (REST and STEAM cafés) and the introduction of two Mental Health Joint Response cars crewed by a Paramedic and Mental Health Nurse. Police officers have direct referral pathways into both services.

The Constabulary established a new mechanism with partner agencies which identified individuals who were repeatedly being detained under Section 136 of the MHA, to ensure timelier crisis-prevention support was put in place, and that crisis plans were communicated and implemented as an alternative to using Section 136 powers where appropriate. The Police Mental Health team also delivered training to all frontline officers over the past year, which raised awareness of the different crisis pathways that were available as alternatives to using Section 136 powers and highlighted the importance of consulting with a medical professional prior to making the decision to detain someone under Section 136. This increased consultation rates from 54% in August 2022 to 82% by the end of March 2023. These measures undoubtedly helped to reduce the number of people who were being detained under Section 136 MHA.

The number of Mental Health Act assessments that were completed in a police custody suite increased by 26% over the last twelve months. A multi-agency workgroup was created specifically to review this, to ensure the crisis concerns were addressed at an earlier stage before criminal offences might be committed and ensured that those who did come into police custody and were subsequently assessed as requiring admission to a psychiatric unit, were transferred to hospital as quickly as possible.

The increasing mental health-related demand on policing prompted the Constabulary to begin the implementation of the 'Right Care, Right Person' approach, first implemented by Humberside Constabulary, and subsequently advocated by the National Police Chiefs' Council as recommended practice.

Promote crime prevention initiatives

During the last year, the Constabulary delivered a wide range of crime prevention initiatives.

Crime prevention activity included:

- > Fraud prevention – fraud victims across the county were supported by the establishment of a new service delivered by the National Economic Crime Victim Care Unit. This new service provided victims with access to advice and support to reduce the likelihood of further victimisation. In addition, Police Support Volunteers supported vulnerable fraud victims through the delivery of fraud awareness talks to community groups, providing fraud prevention advice and reassurance.
- > Violence Against Women and Girls – as part of the Norfolk Constabulary Violence Against Women and Girls Strategy, targeted patrols took place in areas with the highest numbers of recorded offences, and the areas that the public reported through the StreetSafe online reporting tool that they felt most unsafe. The Community Policing Team delivered targeted 'Safer Spaces' operations in Norwich, Great Yarmouth and Kings Lynn, engaged with the public and gave out wallet cards to raise awareness of the Government's 'Enough' campaign and the StreetSafe public reporting tool.
- > Safety awareness for young people – the Children and Young People Team, who are based within the Community Safety Department, supported Norfolk Fire and Rescue Service to deliver the Crucial Crew multi-agency safety education programme to over 2,000 primary school children.
- > Knife crime and serious violence – Operation Sceptre is a national initiative that takes place twice a year with the aim of reducing knife-enabled crime and serious violence through education, engagement, prevention and enforcement. The Constabulary actively supported the initiative through two weeks of intensified effort in conjunction with partners, retailers, charities and educational establishments.

- > Vehicle crime – in response to an increase in catalytic converter thefts, a prevention and awareness raising campaign was implemented under Operation Postern. Activity included press releases, social media posts, and specific crime prevention and target hardening measures at identified vulnerable locations. This activity led to a significant reduction of this crime type.

Increasing volunteering opportunities within the community to help policing

Volunteers provide invaluable support to the Constabulary across a range of roles. Embracing and developing active citizenship provides an excellent opportunity to not only increase capacity within the force, but it also helps the police to connect with communities, making communities feel more valued and engaged. The following section outlines some of the key developments in this important area of policing in the past year, and highlights some of the outstanding contributions that volunteers from the Police Cadets, Special Constables, Police Support Volunteers and Community Speed Watch made to delivering exceptional policing for Norfolk.

Significant progress was made to ensure Norfolk Constabulary's Volunteer Police Cadet (VPC) Programme met the UK Youth Safe to Operate Standards and had the systems to evidence this. The forces' flexible and continuous recruitment process led to an increase in the number of cadets over the year, responding to multiple referrals from colleagues in Social Care, targeted Youth Services and Education. The Norfolk VPC programme strengthened partnerships with local youth work organisations and Children's Services to offer more opportunities for young people across Norfolk, and for cadets to have their voices heard within services that affect them. The aim for this engagement was to build relationships and trust between young people and police officers.

In the last twelve months, Norfolk Cadets volunteered at a record number of events including, the Royal Norfolk Show, Queen's Jubilee celebrations and Pride events. Additionally, each unit volunteered at local events, including carnivals, fairs and Remembrance Day parades. The cadets are fast building a reputation as being a reliable group of volunteers.

The cadets also assisted the Police and other Emergency Services in training exercises, including 58 cadets helping the Fire and Rescue Service with a 'Fire and Acid Attack' drill at a nightclub in Norwich. They also played an active role at a Joint Emergency Services training exercise at Norwich City Football Club, with the cadets role-playing as match-goers and casualties. The cadets helped to identify several areas for improvement for the multi-agency response, which will help to keep people safer if a real-life situation were to occur.

The cadets also enjoyed personal development opportunities, such as orienteering, camping, trips to Parliament and team building activities.

Members of the Special Constabulary performed 44,581 duty hours last year, equating to an 8.3% increase from the previous year. The monthly average of the establishment of the Special Constabulary was 171 officers, this was a 3.9% reduction compared to the previous twelve-month period, however a number of those officers who resigned from the role did so after being recruited as regular police officers under the Police Uplift Programme.

Events supported by the Special Constabulary in the past twelve months included the Royal Norfolk Show, Run Norwich, the Lord Mayor's Procession in Norwich, Winter Court at Sandringham, duties at Sandringham following the death of Her Majesty Queen Elizabeth II, the Commonwealth Games in Birmingham, Pride, East Anglian Game and Country Fair, and the Sundown Festival. They also provided regular support for policing football matches, the night-time economy and local community events.

Recruitment of new Special Constables is a continual programme due to expected turnover. In the past year the Constabulary refreshed its recruitment approach with the publication of new posters and the delivery of interactive recruitment events, which provided excellent insight into the variety of roles that are performed by the Special Constabulary.

Police Support Volunteers (PSVs) offered exceptional support to Norfolk Constabulary, delivering a broad range of activities which included fraud awareness talks to the community, wellbeing dogs, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for the Force Heritage collection, supporting the work of the Broads Beat team, role playing in police officer training exercises, transport services, and supporting community events.

Whilst the number of registered PSVs fell slightly compared to the previous year, from 120 volunteers to 113, the number of recorded hours that PSVs delivered for the Constabulary in 2022/23 was 10,728, which equated to an increase of 8.4% from the previous year.

In the last twelve months a 'Lead' volunteer role was successfully introduced, recognising the additional responsibility that some of the Constabulary's most experienced volunteers have for supporting other volunteers, and co-ordinating PSVs activity.

Community Speed Watch (CSW) remained very active across the county. The work of the CSW schemes continued to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.

The number of CSW volunteers increased slightly, with 857 members registered at the end of March 2023 compared with 837 at the end of March 2022. In the same period, the number of CSW schemes across the county also increased from 93 schemes to 102. CSW volunteers were deployed on 2,429 occasions over the year, conducting 2,576 hours of activity and 18,930 speed checks. As a result of the work of these teams, 17,146 warning letters were sent out to motorists during the last twelve months.

There was a high level of engagement from the CSW teams for the National Police Chiefs' Council Road Safety Week in November 2022, with 54 teams volunteering, resulting in 681 warning letters being sent and CSW teams committing to 114.5 hours of volunteering. There are plans to include CSW volunteers in similar future events during 2023.

There has been an increase in enquiries for new schemes, and the number of schemes and volunteers is expected to increase in the coming year.

8

Police complaint reviews

The Independent Office for Police Conduct (IOPC) oversees the police complaints system. If you are unhappy with the way your complaint has been handled, or with the final outcome, you have the right to apply for a complaint review.

Following police integrity reforms being introduced through the ['Policing and Crime Act 2017'](#), PCCs became the relevant review body for police complaints in February 2020.

The reason for this change is to ensure that reviews are impartial and carried out independently, providing greater assurance to the public. Previously, complaint reviews were carried out by the IOPC or the Professional Standards Department within each police force, so this change has resulted in greater local accountability and independence through the PCC.

In Norfolk, the OPCCN has a dedicated Police Complaints Review Officer who has delegated authority from the PCC to undertake complaint reviews on his behalf.

The number of complaint reviews handled by the OPCCN between 1 April 2020 and 31 March 2023 is set out below:

| Reporting Year | Reviews Received | Invalid Reviews | Referred to the IOPC | Valid Reviews | Upheld Valid Reviews |
|-------------------------|------------------|-----------------|----------------------|---------------|----------------------|
| 01/04/2020 – 31/03/2021 | 52 | 8 | 3 | 41 | 8 |
| 01/04/2021 – 31/03/2022 | 59 | 12 | 0 | 47 | 7 |
| 01/04/2022 – 31/03/2023 | 46 | 8 | 1 | 37 | 7 |

Although the number of reviews received and valid reviews have decreased in the last twelve months compared to the previous years, the complexity and volume of information reviewed has increased which made the cases more time-consuming and complicated.

[More information on the police complaints reviews process can be found on the OPCCN website.](#)



9

Norfolk Community Safety Partnership

The Norfolk Community Safety Partnership (NCSP) brings together organisations from across the county to tackle crime and disorder, to ensure that Norfolk remains a safe place for people to live, work and visit. The NCSP is the only community safety partnership in the country that is delivered through the Office of the Police and Crime Commissioner by fully integrated teams. This innovative arrangement was introduced in 2020, as part of an ambitious transformation of community safety, building on the role and leadership of the PCC working in partnership with other leaders across the county.

The NCSP delivers several statutory duties:

- > Undertaking an annual strategic assessment of the crime and disorder in the area; determining community safety priorities; consulting with the public on the priorities identified; and drawing up and publishing a partnership plan, revised annually.
- > Initiating multi-agency reviews of domestic homicides occurring within the CSP area.
- > Delivering a Prevent duty multi-agency partnership group.

In the last twelve months, delivery of the [Safer Norfolk Plan](#) has continued alongside the delivery of activities that combine to make Norfolk safer and partners more responsive to addressing a range of issues. In addition, there was a wide range of significant activities undertaken and outcomes achieved, including:

- > Established the NCSP Newsletter, enabling the NCSP team to share key community safety information and examples of good practice amongst key partners.
- > Submitted a successful bid to the Home Office Domestic Abuse Perpetrator Fund for a Child and Adolescent to Parent (and carer) Violence and Abuse (CAPVA) programme, providing the Respect Young People's Programme in Norfolk for the first time.
- > Completed a Domestic Abuse and Sexual Violence and Abuse systems health-check, assessing what is currently working well and establishing where the partnership needs to be in its response.
- > Established the Domestic Abuse and Sexual Violence and Abuse Training Task and Finish Group, with the purpose of assessing available training packages in Norfolk. During the year this group audited available domestic abuse training packages and collected feedback from professionals about their experience of domestic abuse training.
- > Continued delivery of specialist domestic abuse support provided through the Norfolk Integrated Domestic Abuse Service.
- > Effective management of domestic homicide reviews in Norfolk, maintaining the strong management processes implemented by the NCSP team.
- > Established a Serious Violence Partnership Group, responsible for delivering a strategic assessment and strategy for responding to serious violence in Norfolk.
- > Continued co-ordinated partnership approach to modern slavery delivered by the Norfolk Anti-Slavery Network.
- > Provided the County Council Scrutiny Sub-Panel with details on the partnership's collaborative response to community safety and meeting its statutory objectives.
- > Undertook a Prevent risk assessment refresh and promoted the Government's Prevent duty training.

- > Began developing a community relations monitoring tool for responsible authorities.
- > Continued improvement to public information on domestic abuse, prevent, human trafficking and modern slavery available from partners.
- > Finalised an evaluation of the ASB Case Review (formerly known as Community Triggers) Process and determined delivery plan for improvements to the process, which included the provision of professional training.
- > Created a guidance, advice and good practice document for local authority and community venue hire.
- > Provided support to the Norfolk Against Scams Partnership by promoting information on staying safe from scams, assisting with victim support integration and increasing professional awareness of fraud by promoting Trading Standard's e-learning.
- > Endorsed the creation of the Child and Adult Exploitation training package.

The OPCCN continues to enjoy an excellent working relationship with all responsible partners, working together to improve community safety for local communities.

Further information regarding the [NCSP can be found on the OPCCN website](#).



10

Get involved

Community input plays a vital part in how PCCs make decisions about crime and policing in the local area. There are several ways you can get involved in the work of the PCC.

By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions the PCC makes. Keep an eye on the [OPCCN website](#) for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations are also widely promoted through traditional and social media.

PCC Accountability Meetings (PAMs) with the Chief Constable continued to take place on a quarterly basis throughout the last twelve months. Following the end of Covid-19 restrictions, these were all held in an open public setting which allowed for members of the public to attend and observe. PAMs were also recorded on MSTeams so each meeting was filmed and uploaded to the PCC website along with agendas, reports and minutes to ensure that the public could view the PCC holding the Chief Constable to account for the policing service delivered in the county, at a time that was most appropriate for them.

The PCC continued to invite Norfolk residents to submit questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This initiative continued to be utilised, with 21 submissions being received from members of the public over the past year, covering a wide range of local issues and concerns.

The PCC launched his 'Time to Talk' sessions in February 2022 as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. The PCC continued his 'Time to Talk' sessions regularly throughout the last year, and these 15-minute slots, which can be held via telephone or video call, allowed members of the public to discuss their concerns on policing and crime issues in Norfolk directly with the PCC.

Your PCC also has a statutory responsibility to establish and manage an Independent Custody Visiting Scheme. Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check the treatment and welfare of detainees and deliver effective oversight to ensure a safe environment while providing public reassurance. There is a panel of visitors allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, Kings Lynn and Wymondham) who make visits on a weekly basis to make sure that detainees are treated fairly and with respect.

If you would like to get involved, on a more regular basis, in shaping the policing service you receive, as well as helping the police and other agencies to better understand community needs and the impact of key issues on Norfolk residents, consider applying to join the [Independent Advisory Group](#) or [Norfolk Youth Commission](#). If you would like to read more about the ICV scheme or are interested in becoming an [Independent Custody Visitor](#), further information is available on the OPCCN website.

11

Appendices

Appendix A – Equality Update

The PCC's Police, Crime and Community Safety Plan sets the equality objectives for the OPCCN and a progress update is provided annually. According to the '[Equality Act 2010](#)', public bodies must publish new equality objectives at least every four years. In 2022, new equality objectives were set in the OPCCN and are valid until 2026. The three objectives are jointly owned between Norfolk and Suffolk Constabularies and the OPCCN. This enables greater partnership working and collaboration on this important area of work, whilst allowing the organisations to work independently where appropriate.

Equality Objective 1: Make Norfolk and Suffolk’s police services and the OPCCN more inclusive organisations, which are representative of the communities they serve

It is important for the police and OPCCN to understand and represent the communities they serve so high-quality services can be provided and the public can trust the organisations. The OPCCN is a small office and therefore its workforce cannot represent all parts of Norfolk’s diverse communities, so we used data and community engagement to gain additional understanding and insight.

The PCC and OPCCN scrutinised Norfolk Constabulary data on recruitment, retention and promotion to hold the organisation to account on how representative it is of Norfolk’s individuals and communities. PCC Accountability Meetings (PAMs) were held on a quarterly basis, so the PCC spoke to the Chief Constable about any policing issues and asked questions that were submitted by Norfolk residents. Recruitment monitoring forms have recently been updated to improve the quality of data available to Norfolk Constabulary and the OPCCN on applicants for roles within each organisation.

Norfolk’s Independent Advisory Group (IAG) is managed by the OPCCN and includes members of the public representing a wide range of communities. The IAG assists in monitoring and equalities consultation for both Norfolk Constabulary and the OPCCN. Its membership has expanded in the last twelve months to welcome new members representing more communities.

In the last year, an IAG subgroup called ‘Working for Women’ was created. This subgroup organised a networking event which brought together expertise from the public sector, various charities, victims’ services and community members to discuss issues of women’s safety and find solutions to the cross-cutting government priority of Violence Against Women and Girls. The findings from the event were used to inform practice and a further networking event is being planned for later in 2023. Further information about the work of Norfolk’s IAG is included in Appendix B.

Equality Objective 2: Increase the transparency of the organisations concerning equality, diversity and inclusion

Transparency is an important part of public scrutiny and increasing trust in Norfolk policing. The IAG and its subgroups received data updates from the police to monitor hate crime and Stop-and-Search in Norfolk, with work ongoing to strengthen public monitoring of the use of police force, such as Stop-and-Search, and use of tasers. The PCC and OPCCN also scrutinised this data, along with public satisfaction and complaints, with findings being raised in public accountability meetings. The PCC and OPCCN held Norfolk Constabulary to account on its response to publications such as the '[Baroness Casey Review Final Report](#)', with PCC Accountability Meetings making this accountability open and transparent in the public arena.

The OPCCN Equality Impact Assessment procedure was updated, and the new template and guidance forms were published on the OPCCN website so the process for ensuring equality is embedded in all the OPCCN plans was transparent. The OPCCN website was also updated to improve its accessibility standards, with more work planned to further improve accessibility during 2023.

Work was started on a new Equality and Anti-Racism Policy for the Norfolk Independent Custody Visiting Scheme. Under this scheme, volunteers undertake random visits to Norfolk Police Investigation Centres to ensure those who are detained are treated with dignity and according to their legal rights. Data is currently being analysed to identify priorities for the policy and its accompanying procedure. Once completed, this document will be taken to the IAG for review and comment, and then published on the OPCCN website.

Equality Objective 3: Work collaboratively to provide high-quality, evidence-based services to our communities, engaging with them on issues that are important to them

Data is an important part of creating quality, evidence-based services. Results from Census 2021 was released by the Office for National Statistics, and the data was processed and combined with other relevant research and sources to create a centralised data product. This was used to support the OPCCN's understanding of people living in Norfolk, and to develop an approach to improve the ways the OPCCN engaged with and represented its communities.

Public and service user consultation is also crucial in creating and maintaining quality services. In January 2022, the Norfolk Integrated Domestic Abuse Service (NIDAS) was launched following extensive consultation with the public and service users, with a follow-up consultation planned during Summer 2023 to seek the views of Norfolk residents and professionals on what NIDAS is doing well and what can be improved. The public were consulted on the Police, Crime and Community Safety Plan and the policing precept, with both documents published in an easy read format. Data was collected to help the OPCCN measure and target its community engagement with different groups.

The OPCCN supported and attended the Norfolk Domestic Abuse and Sexual Violence Group, which brought together partners from policing, local government, health and the voluntary sector, and worked to reduce these crime types in Norfolk. In the last twelve months, the OPCCN commissioned an LGBT+ specialist Independent Domestic Violence Advisor after a national gap in provision was highlighted by the Victims' Commissioner.

The OPCCN continually refreshed its understanding of equality issues with colleagues attending conferences and workshops. In the last year, these included the Association of Police and Crime Commissioners' Diversity, Equality and Inclusion conference and the Joint Policing Diversity, Equality and Inclusion conference. Some OPCCN colleagues also attended specific courses on neurodiversity, criminal justice youth diversion, the use of technology to access and support vulnerable groups, and LGBT+ training.

Appendix B – Independent Advisory Group Update

The Norfolk Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are prepared to give their opinions and advice with the aim of improving the quality of policing services for the communities of Norfolk.

IAG has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. The group helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop-and-Search. In the last twelve months, IAG have reviewed nearly 100 policies and procedures for Norfolk Constabulary to provide feedback.

Meetings started occurring monthly in 2022 and this continued into 2023, with alternating meetings taking place over MS Teams and in person, or with a hybrid option being provided. IAG members were involved in a wide range of activities throughout the year which helped to build trust and confidence in policing across a variety of different communities. Some IAG members shadowed Beat Managers to obtain a better understanding of officer community engagement commitments, whilst others worked alongside specialist areas working on targeted engagement with diverse communities.

The key objective for some IAG members last year was assisting in the development of the Norfolk Constabulary diverse Stop-and-Search Scrutiny Panel. Members on the panel worked closely with the Police Equality, Diversity and Inclusion Team to expand recruitment onto the panel to wider communities within Norfolk.

Members of the Independent Advisory Group, in partnership with Norfolk Black History Month, hosted an event in April 2023 at The Forum in Norwich to remember the death of Stephen Lawrence and to celebrate his legacy. One of the aims was to develop communications channels between the PCC, Norfolk Constabulary and communities across Norfolk. A further update of this event will be provided in next year's report.

In the last twelve months, IAG members worked with wider engagement networks within their districts, regularly holding community group meetings that provided the opportunity for members of the public to understand the work of IAG, and to share their policing and crime concerns with other communities and local policing teams. IAG members acted as a conduit between both parties. These meetings were attended by local community leads and community groups, members of the public from those districts in which the meeting took place, and a wide variety of partner agencies. The meetings developed trust and better working relationships between community groups and the local policing teams.



Appendix C – Data tables

Sustain Norfolk Constabulary

Table 1: High-level summary of the Group Revenue Budget as of 31 March 2023

| Financial transparency | Budget 2022/23 £000 | Outturn £000 | Over(-)/Under spend £000 | Over(-)/Under spend % |
|---|------------------------|-----------------|-----------------------------|--------------------------|
| Office of the Police and Crime Commissioner | 1,237 | 1,250 | (13) | (1.05%) |
| PCC commissioning | 1,533 | 1,310 | 223 | 14.55% |
| Chief Constable operational spending (including capital financing) | 204,816 | 206,684 | (1,868) | (0.91%) |
| Transfer to / (from) reserves | 789 | (628) | 1,417 | 179.55% |
| Chief Constable operational spending (net) | 205,605 | 206,056 | (451) | (0.22%) |
| Specific Home Office grants | (14,657) | (14,657) | 0 | 100.00% |
| Total | 193,718 | 193,959 | (241) | (0.12%) |

Table 2: Norfolk Constabulary's Revenue Budget as of 31 March 2023

| Sources of expenditure | Budget 2022/23 £000 | Outturn £000 | Over(-)/Under spend £000 |
|-------------------------------|------------------------|-----------------|-----------------------------|
| Pay related costs | 166,613 | 167,506 | (893) |
| Other employee costs | 1,867 | 1,844 | 23 |
| Property related costs | 18,221 | 19,059 | (838) |
| Transport | 3,821 | 3,925 | (104) |
| Supplies and services | 15,507 | 16,548 | (1,041) |
| Third party payments | 3,459 | 3,432 | 27 |
| Income | (10,431) | (11,099) | 668 |
| Capital financing | 5,759 | 5,468 | 291 |
| Transfer to / (from) reserves | 789 | (628) | 1,417 |
| Total | 205,606 | 206,056 | (451) |

Table 3: Capital Budget and Forecast Expenditure

| Planning schemes | Original Budget £m | Changes to be approved £m | Revised Budget £m | Outturn £m | Variance £m |
|--|-----------------------|---------------------------------|----------------------|---------------|----------------|
| Slippage from 2021/22 | 6.317 | 0 | 6.317 | | |
| Table A – schemes approved for immediate start 1 April 2022 | 8.412 | 0 | 8.412 | | |
| Total Capital Programme | 14.729 | 0 | 14.729 | 11.587 | 3.142 |
| Table B – schemes requiring a business case or further report to PCC(s) for approval | 2.724 | 0 | 2.724 | | |
| Total | 17.453 | 0 | 17.453 | | |

Table 4: Establishment and Strength of Police Officers and Staff

| Indicator | 01/04/2022 – 31/03/2023 | 01/04/2021 – 31/03/2022 | 01/04/2019 – 31/03/2022 | % difference to previous 12 months | % difference to long-term average (note 1) |
|-----------------------------------|----------------------------|----------------------------|----------------------------|--|--|
| Establishment for Police Officers | 1,811 | 1,672 | 1,610 | 8.3% | 12.5% |
| Police officer strength | 1,811 | 1,747 | 1,666 | 3.7% | 8.7% |
| Establishment for Staff | 1,368 | 1,301 | 1,240 | 5.1% | 10.3% |
| Staff strength | 1,293 | 1,265 | 1,208 | 2.2% | 7.0% |

Notes

- 1 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Visible and Trusted Policing

Table 5: Public Perceptions Survey

| Public Perceptions | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------------|-----------------------------------|----------------------|--|---|
| Police doing an excellent/good job | 85% | 86% | Data not available | -1.0p.p | Not applicable |
| I have confidence in the police in my local area | 79% | 78% | Data not available | 1.0p.p | Not applicable |
| Deal with crime/ASB that matter | 59% | 55% | Data not available | 4.0p.p | Not applicable |
| Understand issues that affect your community | 63% | 61% | Data not available | 2.0p.p | Not applicable |
| Satisfaction with the level of policing in your local area | 56% | 51% | Data not available | 5.0p.p | Not applicable |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.

Table 6: Professional Standards Department

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) |
|---|----------------------------|--------------------------------|
| PSD data complaints (note 3) (note 4) | 406 | 470 |
| PSD data complaints documented within 2 working days | 75.9% | 87.4% |
| PSD data complaints complainant contacted within 10 working days | 83.2% | 58.7% |
| PSD data complaints time to resolve – Schedule 3 only (average in working days) (note 5) | 90 | 70 |
| PSD data complaints time to resolve – Outside Schedule 3 (average in working days) (note 6) | 40 | 42 |
| PSD complaints finalised where service provided not acceptable | 98 | 49 |
| Reviews upheld | 16 | 10 |
| Chapter 13 letters | 12 | 5 |
| PSD conduct cases | 67 | 44 |
| Misconduct hearings | 4 | 4 |
| Misconduct meetings | 11 | 1 |
| Police Appeals Tribunal | 1 | 0 |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 Police Public complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.
- 4 'Complaint' – Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.
- 5 'Schedule 3' – The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance.
- 6 'Outside of Schedule 3' – The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

Table 7: Establishment and Strength of Beat Managers and sergeants

| Indicator | Detail | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|---------------|---|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Beat managers | Establishment | 98 | 117 | 116 | -16.2% | -15.5% |
| | Effective strength | 86 | 116 | 109 | -25.9% | -21.1% |
| | Effective strength as a percentage of establishment | 87.8% | 99.1% | 94.0% | -11.3p.p | -6.2p.p |
| Sergeants | Establishment (note 4) | 148 | 132 | 132 | 12.1% | 12.1% |
| | Effective strength | 145 | 132 | 129 | 9.8% | 12.4% |
| | Effective strength as a percentage of establishment | 98.0% | 100.0% | 97.7% | -2.0p.p | 0.3p.p |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.
- 4 The sergeant establishment includes all Local Policing Command Sergeant posts.

Table 8: Engagement activities

Source of data is Engagement App, as used by Norfolk Constabulary.

| Indicator | Last 12 month (note 1) | Previous 12 months (note 2) | % difference to previous 12 months |
|---|------------------------|-----------------------------|------------------------------------|
| Total engagements | 17,340 | 19,800 | -12.4% |
| Park Walk Talk engagements | 7,301 | 7,650 | -4.6% |
| Targeted activity engagements | 3,141 | 2,067 | 52.0% |
| General engagements | 1,566 | 4,556 | -65.6% |
| Key Individual Network (KIN) engagements | 691 | 1,253 | -44.9% |
| Streetsafe engagements | 257 | 1,359 | -81.1% |
| Community meeting engagements | 824 | 774 | 6.5% |
| Neighbourhood engagements | 1,070 | 0 | 100.0% |
| Stakeholder meeting engagements | 292 | 606 | -51.8% |
| Public event engagements | 500 | 227 | 120.3% |
| Education engagements | 282 | 610 | -53.8% |
| Vulnerable or Hard to Reach Group engagements | 427 | 0 | 100.0% |
| Children and Young People engagements | 565 | 0 | 100.0% |
| Surgery engagements | 280 | 0 | 100.0% |
| Citizens in Policing (CiP) engagements | 71 | 132 | -46.2% |
| Reassurance Patrol engagements | 15 | 282 | -94.7% |
| Recruitment event engagements | 33 | 27 | 22.2% |
| Independent Advisory Group engagements | 24 | 0 | 100.0% |
| Business engagements | 0 | 181 | -100.0% |
| Health Protection Regulations Compliance Monitoring engagements | 1 | 75 | -98.7% |
| Protest / demonstration engagements | 0 | 2 | -200.0% |

Notes

1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.

2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.

Table 9: Call Handling and Emergency Response

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------|-----------------------------|-----------------------------|------------------------------------|-----------------------------------|
| Total calls for service | 418,522 | 412,706 | Data not available | 1.4% | Not applicable |
| 999 calls | 123,201 | 110,106 | 112,744 | 11.9% | 9.3% |
| % 999 calls answered within 10 seconds | 84.4% | 89.7% | Data not available | -5.3p.p. | Not applicable |
| 101 calls | 295,321 | 302,600 | Data not available (note 4) | -2.4% | Not applicable |
| Average time to answer 999 (in seconds) | 6 | 5 | Data not available | 20.0% | Not applicable |
| % Emergencies in Target County | 74.3% | 77.8% | 78.3% | -3.5p.p. | -4.0p.p. |
| % Emergencies in target Urban | 75.9% | 79.8% | 80.2% | -3.9p.p. | -4.3p.p. |
| % Emergencies in target Rural | 72.5% | 75.6% | 76.2% | -3.1p.p. | -3.7p.p. |
| Average time to attendance for B1 (HH:MM:SS) | 01:21:52 | 01:00:06 | Data not available | 36.2% | Not applicable |
| Average time to attendance for B2 (HH:MM:SS) | 27:32:25 | 15:54:55 | Data not available | 73.0% | Not applicable |
| Average time to attendance for C (HH:MM:SS) | 47:16:57 | 30:09:11 | 19:42:06 | 56.8% | 140.0% |
| Average time to attendance for Diary apps (HH:MM:SS) | 103:17:20 | 71:59:36 | 64:31:43 | 43.5% | 60.1% |
| % calls addressed through phone resolution | 0.3% | 0.5% | 0.4% | -0.2p.p. | -0.1p.p. |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.

- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.
- 4 Server issues in 2019 resulted in inaccurate numbers of 101 calls over several months. As a result, long-term average for total calls for service and 101 calls has not been provided.

Tackling Crime

Table 10: Domestic Abuse Crimes and Rape and Serious Sexual Offences

| Crime type | Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|----------------------------------|------------------------------------|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Domestic abuse crimes | Number of crimes | 13,031 | 14,068 | 13,502 | -7.4% | -3.5% |
| | Solved | 1,418 | 1,344 | 1,311 | 5.5% | 8.2% |
| | % solved | 10.9% | 9.6% | 9.7% | 1.3p.p. | 1.2p.p. |
| | Charged | 1,155 | 1,129 | 1,091 | 2.3% | 5.9% |
| | % charged | 8.9% | 8.0% | 8.1% | 0.9p.p. | 0.8p.p. |
| | % where victim not ready to engage | 61.9% | 56.4% | 60.0% | 5.5p.p. | 1.9p.p. |
| | % where investigation not possible | 0.7% | 0.8% | 0.8% | -0.1p.p. | -0.1p.p. |
| | % of all crime | 19.4% | 20.4% | 20.3% | -1.0p.p. | -0.9p.p. |
| | Arrest rate | 30.7% | 26.1% | 26.3% | 4.6p.p. | 4.4p.p. |
| Rape and Serious Sexual offences | Number of offences | 2,651 | 2,619 | 2,396 | 1.2% | 10.6% |
| | Solved | 199 | 185 | 164 | 7.6% | 21.3% |
| | % solved | 7.5% | 7.1% | 6.9% | 0.4p.p. | 0.6p.p. |
| | Charged | 165 | 162 | 146 | 1.9% | 13.0% |
| | % charged | 6.2% | 6.2% | 6.2% | 0.0p.p. | 0.0p.p. |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 11: Serious and Organised Crime Disruptions

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------|-----------------------------|--------------------|------------------------------------|-----------------------------------|
| Disruptions against Tactical Vulnerabilities/Priority Individuals included | 289 | 81 | Data not available | 256.8% | Not applicable |
| Disruptions recorded against scored OCGs only | 113 | 78 | Data not available | 44.9% | Not applicable |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023. 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.

Table 12: Live Serious and Organised Crime Threats

| Crime type | Tactical Vulnerabilities, Priority Individuals and OCGs | | OCGs only | |
|--------------------------------------|---|---|-----------------|--------------------------------|
| | April 2023 only | Recorded in the last 12 months (note 1) | April 2023 only | Recorded in the last 12 months |
| Drugs | 9 | 7 | 8 | 6 |
| Modern slavery and human trafficking | 3 | 2 | 2 | 2 |
| Acquisitive crime | 3 | 1 | 3 | 1 |
| Non-national control strategy | 0 | 0 | 0 | 0 |
| Other | 1 | 1 | 0 | 0 |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023.

Chart 13: Serious and Organised Crime Disruptions

Rolling two years for the period 01/05/2021 – 30/04/2023.

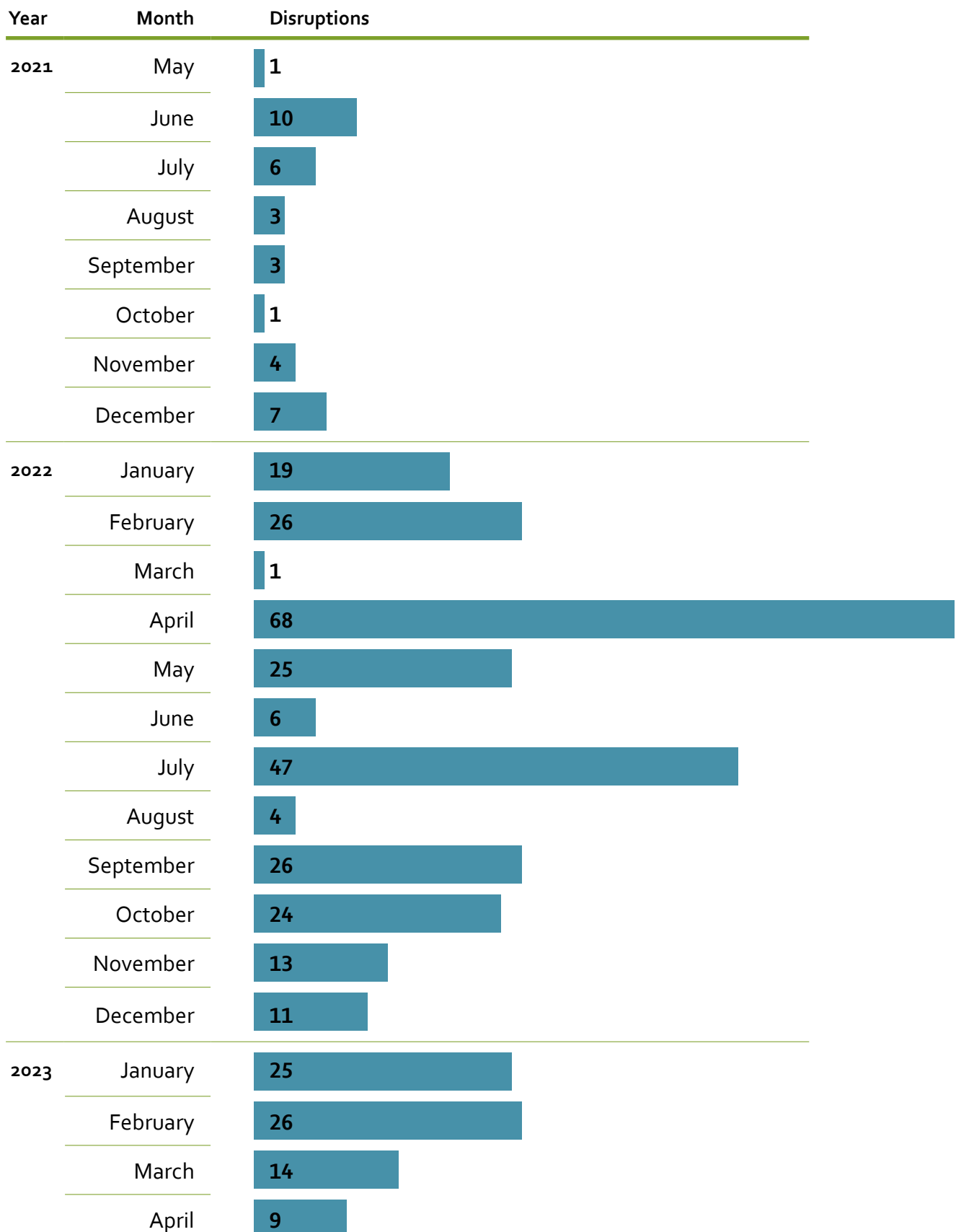


Table 14: Closed County Lines and Drugs Supply Arrests

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|---|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| County Lines closed following targeted investigation and enforcement charge/conviction of the line controller | 21 | 18 | Data not available | 16.7% | Not applicable |
| Possession with intent to supply – arrests | 278 | 288 | 301 | -3.5% | -7.6% |
| Concerned in supply of controlled drugs arrests | 326 | 294 | 360 | 10.9% | -9.4% |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 15: Agricultural Crimes

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|------------------------------|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Hare coursing incidents | 131 | 188 | 275 | -30.3% | -52.4% |
| Farm machinery thefts | 25 | 29 | 30 | -13.8% | -16.7% |
| Livestock worrying incidents | 10 | 12 | 10 | -16.7% | 0.0% |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Prevent Offending

Table 16: Safeguarding Vulnerable Adults and Children

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Section 47 Strategy discussions (Child protection) | 1,301 | 1,578 | Data not available | -17.6% | Not applicable |
| Section 42 Planning discussions (Adult protection) | 2,470 | 2,559 | Data not available | -3.5% | Not applicable |
| Open Child Exploitation cases – high risk | 53 | 68 | 63 | -22.1% | -15.9% |
| Open Child Exploitation cases – medium risk | 314 | 321 | 335 | -2.2% | -6.3% |
| Child Exploitation screenings | 677 | 783 | 834 | -13.5% | -18.8% |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 17: Ensuring Offenders are Managed Effectively in the Community

| Indicator | Since inception (September 2021) |
|--|----------------------------------|
| Perpetrators on DAPPA | 14 |
| Perpetrators referred to Change | 184 |
| Referrals made into DAPPA | 13 |
| Meetings held | 255 |
| Domestic Violence Disclosures (Clare’s Law), prompted by DAPPA | 28 |

Table 18: Out of Court Disposals and Referrals to Diversion Scheme

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|---|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Out of court disposals (All crime) | 4.5% | 4.1% | 4.5% | 0.4p.p | 0.0p.p |
| Referrals to Diversion schemes (Outcome 22) | 0.7% | 0.6% | 0.6% | 0.1p.p | 0.1p.p |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 19: Out of Court Disposals by Type

| Indicator | January 2023 | February 2023 | March 2023 |
|------------------------------------|--------------|---------------|------------|
| Conditional Caution completed | 110 | 102 | 126 |
| CARA/Red Snapper | 11 | 12 | 13 |
| ADDER | 29 | 32 | 47 |
| Red Snapper Referrals Premium Hub | 30 | 23 | 45 |
| Red Snapper Referrals Standard Hub | 56 | 51 | 65 |
| Breaches | 6 | 4 | 4 |

Table 20: Juveniles Referred to Out of Court Disposal Panel and Outcomes

Three hundred and twelve juveniles were referred to the out of court disposal panel in the last twelve months.

| Outcomes of juveniles referred to out of court disposal panel | Last 12 months (note 1) |
|---|----------------------------|
| Returned to Police | 2 |
| Children’s services | 20 |
| Other services | 10 |
| Community Resolution | 27 |
| Challenge 4 Change | 185 |
| Youth Caution | 19 |
| Youth Conditional Caution | 12 |
| Other outcomes | 38 |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023.

Support Victims

Table 21: Victims' Code of Practice (VCOP)

Data sourced from VCOP dashboard, as used by Norfolk Constabulary

| Indicator | Last 12 months (note 1) |
|--|----------------------------|
| Receipt of Victim Information Letter being sent when crime was reported | 12.5% |
| Recording of Needs Assessment | 69.2% |
| Offer of Referral to Victim Support Service | 96.9% |
| Provision of information about the investigation and prosecution | 88.3% |
| Offer of a Victim Personal Statement | 26.1% |
| Making of a Victim Personal Statement | 3.9% |
| Provision of information about the trial, trial process and your role as a witness | 60.0% |
| Provision of information about the outcome of the case and any appeals | 67.6% |
| Number of complaints received that VCOP rights hadn't been met | 8 |

Notes

- 1 The date range for the last 12 months was 01/04/2022
– 31/03/2023.

Table 22: Safeguarding Vulnerable Victims of ASB and Crime

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|--|----------------------------|--------------------------------|-------------------------------|------------------------------------|-----------------------------------|
| High Risk ASB County | 5 | 16 | 8 | -68.8% | -37.5% |
| Domestic abuse crimes – Risk assessment: High | 300 | 362 | 319 | -17.1% | -6.0% |
| Domestic abuse crimes – Risk assessment: Medium | 6,591 | 6,481 | 6,185 | 1.7% | 6.6% |
| Domestic abuse crimes – Risk assessment: Standard | 2,337 | 2,905 | 2,956 | -19.6% | -20.9% |
| Domestic abuse incidents – Risk assessment: High | 70 | 79 | 80 | -11.4% | -12.5% |
| Domestic abuse incidents – Risk assessment: Medium | 2,082 | 2,026 | 2,008 | 2.8% | 3.7% |
| Domestic abuse incidents – Risk assessment: Standard | 3,731 | 4,121 | 4,307 | -9.5% | -13.4% |
| Domestic Violence disclosures (Clare’s Law) | 945 | 750 | 649 | 26.0% | 45.6% |
| Child sex offender disclosures | 138 | 98 | 93 | 40.8% | 48.4% |
| SARC – ISVA supported clients | 808 | 873 | 793 | -7.4% | 1.9% |
| Domestic abuse cases referred to NIDAS | 3,510 | Data not available | Data not available | Not applicable | Not applicable |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Safer and Stronger Communities

Table 23: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured Collisions

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Killed/Seriously Injured collisions | 392 | 400 | 395 | -2% | -0.8% |
| Vulnerable Killed/Serious Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders) | 212 | 196 | 198 | +8% | +7% |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 24: Commercial Vehicle Unit Results Since Launch

| Indicator | January/February 2023 | March 2023 | Total |
|---------------------------|-----------------------|----------------|----------------|
| Vehicles stopped | 217 | 224 | 441 |
| TORs issued | 155 | 171 | 326 |
| Offences detected | 251 | 198 | 449 |
| Total fines issued | £24,800 | £25,300 | £50,100 |
| Total prohibitions | 30 | 38 | 68 |

Table 25: 'Fatal 4' Traffic Offence Reports (TORs) Issued

The 'Fatal 4' are defined as: not wearing a seatbelt, using a mobile phone, drink/drug driving and speeding.

| Month | Driver using mobile | Seatbelt | Officer detected speeding | Camera detected speeding | All other TORs (Officer detected) |
|----------------|---------------------|--------------|---------------------------|--------------------------|-----------------------------------|
| April 2022 | 76 | 57 | 319 | 4,804 | 507 |
| May 2022 | 155 | 98 | 236 | 4,686 | 623 |
| June 2022 | 108 | 220 | 245 | 4,044 | 545 |
| July 2022 | 92 | 91 | 195 | 4,552 | 535 |
| August 2022 | 120 | 155 | 223 | 5,841 | 535 |
| September 2022 | 106 | 83 | 232 | 5,413 | 473 |
| October 2022 | 125 | 125 | 350 | 6,123 | 683 |
| November 2022 | 81 | 51 | 132 | 4,551 | 529 |
| December 2022 | 51 | 30 | 136 | 3,865 | 489 |
| January 2023 | 118 | 71 | 285 | 3,762 | 675 |
| February 2023 | 66 | 50 | 230 | 4,409 | 655 |
| March 2023 | 157 | 71 | 152 | 4,324 | 678 |
| Total | 1,255 | 1,102 | 2,735 | 56,374 | 6,927 |

Table 26: Neighbourhood Crime

| Crime type | Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|---------------------------|------------------|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Anti-Social Behaviour | Environmental | 586 | 573 | 892 | 2.3% | -34.3% |
| | Nuisance | 7,497 | 7,643 | 8,600 | -1.9% | -12.8% |
| | Personal | 1,863 | 2,001 | 2,656 | -6.9% | -29.9% |
| Burglary (Residential) | Number of crimes | 1,286 | 1,356 | 1,508 | -5.2% | -14.7% |
| | Solved | 133 | 117 | 135 | 13.7% | -1.5% |
| | % solved | 10.3% | 8.6% | 9.0% | 1.7pp | 1.3pp |
| Vehicle crime | Number of crimes | 1,833 | 1,677 | 1809 | 9.3% | 1.3% |
| | Solved | 142 | 161 | 174 | -11.8% | -18.4% |
| | % solved | 7.7% | 9.6% | 9.6% | -1.9pp | -1.9pp |
| Theft of Vehicle crime | Number of crimes | 619 | 605 | 613 | 2.3% | 1.0% |
| | Solved | 76 | 85 | 87 | -10.6% | -12.6% |
| | % solved | 12.3% | 14.0% | 14.2% | -1.7pp | -1.9pp |
| Theft from Vehicle crime | Number of crimes | 1,054 | 844 | 980 | 24.9% | 7.6% |
| | Solved | 49 | 55 | 65 | -10.9% | -24.6% |
| | % solved | 4.6% | 6.5% | 6.6% | -1.9pp | -2.0pp |
| Arson and Criminal Damage | Number of crimes | 7,173 | 7,302 | 7,199 | -1.8% | -0.4% |
| | Solved | 836 | 739 | 837 | 13.1% | -0.1% |
| | % solved | 11.7% | 10.1% | 11.6% | 1.6pp | 0.1pp |
| Robbery | Number of crimes | 343 | 344 | 349 | -0.3% | -1.7% |
| | Solved | 64 | 45 | 52 | 42.2% | 23.1% |
| | % solved | 18.7% | 13.1% | 14.9% | 5.6pp | 3.8pp |
| Hate crimes | Number of crimes | 1,305 | 1,436 | 1,350 | -9.1% | -3.3% |
| | Solved | 211 | 162 | 172 | 30.2% | 22.7% |
| | % solved | 16.2% | 11.3% | 12.7% | 4.9pp | 3.5pp |

Notes

- The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 27: Mental Health Resourcing

| Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|--|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Mental Health Act Assessments conducted in custody | 197 | 157 | 142 | 25.5% | 38.7% |
| Athena investigations tagged for MH team to review | 10,724 | 9,021 | Data not available | 18.9% | Not applicable |
| Persons detained under sec 136 Data to February 2023 | 446 | 605 | 561 | -26.3% | -20.5% |
| Section 135 warrants executed | 67 | 61 | Data not available | 9.8% | Not applicable |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.

Table 28: Special Constabulary and Police Support Volunteers

| Volunteer type | Indicator | Last 12 months (note 1) | Previous 12 months (note 2) | Long-term average (note 3) | % difference to previous 12 months | % difference to long-term average |
|---------------------------|----------------------------------|-------------------------|-----------------------------|----------------------------|------------------------------------|-----------------------------------|
| Special Constabulary | Establishments (monthly average) | 171 | 178 | 184 | -3.9% | -7.1% |
| | Hours | 44,581 | 41,156 | 48,498 | 8.3% | -8.1% |
| | Duties | 6,585 | 6,089 | 6,833 | 8.1% | -3.6% |
| | Events | 660 | 409 | 556 | 61.4% | 18.7% |
| Police support volunteers | Establishments (monthly average) | 113 | 120 | 125 | -5.8% | -9.6% |
| | Hours | 10,728 | 9,795 | 9,899 | 9.5% | 8.4% |
| | Duties | 2,552 | 2,453 | 2,472 | 4.0% | 3.2% |
| | Events (note 4) | Data not available | Data not available | Data not available | Not applicable | Not applicable |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated.
- 2 The date range for previous 12 months was 01/04/2021 – 31/03/2022.
- 3 The date range for the long-term average was 01/04/2019 – 31/03/2022.
- 4 Police support volunteer events are not recorded.

Table 29: Police cadets

| Cadets | Last 12 months (note 1) |
|----------------------------------|-------------------------|
| Establishments (monthly average) | 118 |
| Hours | 645 |
| Duties | 246 |
| Events | 62 |

Notes

- 1 The date range for the last 12 months was 01/04/2022 – 31/03/2023.

Table 30: Community Speed Watch

| Schemes and Members | March 2023 | March 2022 |
|----------------------------|-------------------|-------------------|
| Schemes (current number) | 102 | 93 |
| Members (current number) | 857 | 837 |

Table 31: Letters issued by Community Speed Watch

| Indicator | Last 12 months | Previous 12 months |
|--|-----------------------|---------------------------|
| Community Speed watch - Letters issued | 16,433 | 18,781 |

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