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The Home Secretary  
His Majesty's Inspectorate of Constabulary  
and Fire and Rescue Services

July 2024

Dear Home Secretary and HMICFRS

***Response from Sarah Taylor, Police and Crime Commissioner for Norfolk to the HMICFRS report "Police and crime commissioner-commissioned inspection into Norfolk Constabulary"***

I welcome the HMICFRS report following the Police and Crime Commissioner-commissioned inspection into Norfolk Constabulary of 24<sup>th</sup> May 2024.

The report was commissioned by my predecessor immediately following the tragic events in Costessey near Norwich, in January this year. Those events understandably led to a pause on the roll-out of the Right Care Right Person approach to call handling which was otherwise imminent. This is because concerns that were raised at the time about whether or not such a roll-out would prove helpful and lead to improvements or a worsened service. The scope of review was to consider call handling in the constabulary, and to specifically consider whether the service provided would be improved if Right Care Right Person approach were to be fully implemented.

Having reviewed the report, I am pleased to note that overall "personnel were polite, professional and acted appropriately in their dealings with the public in virtually all calls audited." Notably, one call handler maintained contact with a suicidal missing person for 30 minutes, providing reassurance and preventing them from taking their own life. This is commendable. However, I also note that inconsistencies were found in how calls were assessed and that this had consequences on the service provided to the public. In about a fifth of calls that involved a repeat victim or otherwise vulnerable person, this fact was not recorded on the more detailed "THRIVE" assessment. As this review focused on calls which could likely result in high-risk, high-harm outcomes, this inconsistency is particularly worrying.

To address these inconsistencies, the report makes three recommendations including for more training on the THRIVE methodology, greater supervision in the call centre, and the implementation of the Right Care Right Person model. It is clear from the report that these three actions together have the potential to significantly reduce risk to the public and I am pleased that the Chief Constable and his team acted quickly to put these operational recommendations in place. I will continue to

provide oversight on these matters and will ensure that questions are periodically raised to ensure that these lessons learned continue to benefit the public.

I thank the HMICFRS for their comprehensive review which has proved helpful in further improving our service in Norfolk.

Yours sincerely,

A handwritten signature in black ink that reads "Sarah Taylor". The signature is written in a cursive, flowing style.

Sarah Taylor  
Police and Crime Commissioner for Norfolk