



Police and Crime Commissioner
for Norfolk

ANNUAL REPORT 2024/25



Monitoring the delivery and progress
made against the 'Police, Crime and
Community Safety Plan for Norfolk
2022–2024'



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A MESSAGE FROM SARAH

In May 2024 I was honoured to take on the role of Norfolk's PCC, bringing a great enthusiasm and a clear electoral mandate to bring a fresh approach to the role. The first five months of my term were therefore characterised by an energy to outreach and engagement, talking with people across Norfolk to hear their observations and concerns about policing and crime in their area. This approach was, and continues to be, invaluable in helping me hold the Constabulary to account on your behalf.

In autumn 2024, however, the announcements regarding Norfolk and Suffolk's inclusion on the Devolution Priority Programme and the Local Government Review came with the possibility of obvious ramifications for both areas' PCCs and our offices. Sadly, and frustratingly, the second half of this reporting year has been characterised by profound uncertainty with respect to the continued role of the PCC as it is transitioned into the Mayor's role, and the continuity of service over this period. To some extent this uncertainty has necessarily affected many of the partnerships that I or my office are engaged in.

This uncertainty has inevitably had some effects, particularly with regards to my ability to make longer term decisions regarding strategy and funding. In particular, the lack of clarity on timescales with respect to devolution has meant it has not been possible to progress some obvious ways of my office becoming more efficient and cost effective which I had started to implement prior to this

announcement. This frustration is pointed, given the public's clear demands for more and a greater pace in service delivery which I in turn have a great desire to deliver on, and my drive to ensure that taxpayers' money is spent in a considered way and for maximum effect.

Despite these frustrations, a great deal of positive work has been delivered across Norfolk during this period. I have visited schemes and organisations which have provided support for our young people, helped people become more aware of scams and fraud, and observed police officers as they have policed our roads and the night-time economy. Norfolk remains one the safest places to live in the country and this is testament to the work that is routinely undertaken by the Constabulary, often alongside other partners.

As we move into 2025/26, I am looking forward to getting to know the candidates for the Norfolk and Suffolk mayoral election. It will be critical for us to work closely together from a very early stage, to ensure that the transition from standalone PCC to a Mayor comes with a greater and more effective ability to drive positive and rapid change for everyone here in Norfolk.



Sarah Taylor
Police and Crime
Commissioner for Norfolk



SUMMARY OF PLAN PROGRESS

PRIORITY 1 *Sustain Norfolk Constabulary*



1,971

police officers

31

new response vehicles

More officers and staff trained as wellbeing champions

Capacity within the constabulary's wellbeing team increased, including the recruitment of a qualified psychotherapist



Major refurbishments of Grade 2 listed premises at Norwich City Police Station

PRIORITY 2 *Visible and Trusted Policing*



128,239

999 calls received. **92.5%** answered within 10 seconds

258,037

101 calls received

16,000

hours spent on foot patrol in hotspot areas

17,409

emergency incidents in urban areas attended by police officers, with an average call to arrival time of under **11** minutes

20,394

emergency incidents in rural areas attended by police officers, with an average call to arrival time of under **15** minutes

PRIORITY 3 *Tackling Crime*



100+

years of custodial sentences handed down to criminals involved in county lines

455

arrests concerning the supply of controlled drugs

15

farm machinery thefts, down from **28**



10,896

total domestic abuse crimes, **13.6%** decrease against long-term average



39.3%

arrest rate for domestic abuse crimes increased from **35.6%**

PRIORITY 4 *Prevent Offending*

87.7%

of offenders who took part in restorative justice did not re-offend within 12 months of their participation



300

crimes a month on average

6.5%

of crime was resolved through out of court disposal

228

juveniles referred to out of court disposal panel

PRIORITY 5 *Support Victims*

4,300+

people supported by Norfolk Integrated Domestic Abuse Service

833

16+ medium/high risk referrals to Norfolk Integrated Domestic Abuse Service

12,000

victims of crime supported by Norfolk & Suffolk Victim Care Service

1,556

rapid video response consultations with domestic abuse victims completed

PRIORITY 6 *Safer and Stronger Communities*



173

mental health assessments in custody in the last 12 months. **221** in previous 12 months

6,500

hours of police officer time saved by 'right care, right person' initiative



12,594

community speed watch letters issued in the last 12 months

94

community speed watch schemes and **814** members as of March 2025

POLICE AND CRIME PLAN OVERVIEW

I became Norfolk's fourth PCC after the election on 2 May 2024. My initial task was to consult with the public, partners and the police to set a new Police and Crime Plan for the county. In March 2025 the new [Police and Crime Plan 2025–2029 'Putting Prevention First'](#) was published, along with further information which can be found on [the Office of the Police and Crime Commissioner for Norfolk \(OPCCN\) website](#).

As this plan was published in March 2025, and therefore includes just five weeks of Mr Orpen-Smellie's tenure, all information contained within this annual report reflects how I have respected the priorities of the former PCC's Plan through commissioning decisions and through making resource available for example in supporting the work of the Norfolk Community Safety Partnership. Additionally, it illustrates how I have discharged my duties relating to accountability and developing the new Police and Crime Plan. There is a wealth of information and data available [on the OPCCN website in relation to the PCC Accountability Meetings](#) which provide more details than can be presented in this Annual Report.

The previous PCC's [Police, Crime and Community Safety Plan for Norfolk 2022–2024](#) sets out six priorities – referred to as 'pillars' within the plan – which detail the key areas of focus:

1. Sustain Norfolk Constabulary
2. Visible and Trusted Policing
3. Tackling Crime
4. Prevent Offending
5. Support Victims
6. Safer and Stronger Communities

This annual report highlights progress made against each of the Plan's six pillars for the twelve-month period from 1 April 2024 to 31 March 2025.



ENGAGEMENT

Visits and Events

The focus of my first year in office was public visibility and providing Norfolk residents with opportunities to have their say on policing within the county. This feedback informed accountability processes with the Constabulary, and the development of the new Police and Crime Plan. The engagement map below details the areas that were visited throughout the year, speaking with over 2,000 members of the public to help shape the priorities for the Police and Crime Plan 2025–29.

A variety of engagement events were held including public 'question and answer' sessions, drop-in sessions and visits to community groups. These were frequently accompanied by Local Beat Managers from Norfolk

Constabulary to help provide residents with advice and support on local policing issues that affected them.

To ensure that these visits were accessible and visible to as many people as possible, they took place on weekdays, weekends, evenings and around standard working hours.

A number of school visits were also undertaken to explain the role of the PCC, and to harness their views on policing and feelings of safety. Less listened to community groups were given specific opportunities to share their views, such as attendance at Norwich Pride, a Neurodiversity Festival and Community Support Services.

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 2025/26 police budget and council tax consultation took the form of a survey which was available online and in hard copy. Members of the public in Norfolk also had the opportunity to submit their views by email, letter or by telephone. In total, there were 284 valid responses to the consultation, alongside feedback through social media.

The results of the consultation showed that over half of respondents (55%) were in favour of increasing the police precept of council tax by more than £12.96, with a quarter (25%) in favour of an increase of exactly £12.96, and a fifth (20%) wanting no increase. This equated to 80% in overall support of a precept increase, in contrast to 20% of total respondents who did not support a precept increase.

POLICE AND CRIME PLAN PRIORITIES

The following pages illustrate the progress made against each of the Plan's six priorities in the last financial year.

PRIORITY 1

Sustain Norfolk Constabulary

Maintaining an effective and efficient policing service

In September 2024, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) found that Norfolk Constabulary has an effective approach to financial management, with investment being focused on strategic plans and priorities.

HMICFRS also considered the Constabulary's financial plans to be affordable and concluded that reserves are used prudently.

The following table shows the high-level summary of the Group Revenue Budget as of 31 March 2025. Negative numbers are shown in parentheses.

Revenue Area	Budget 2024/25 £000	Outturn £000	Over(-)/ Under spend £000	Over(-)/ Under spend %
Office of the Police and Crime Commissioner	1,777	1,657	120	6.75%
PCC Commissioning (net)	1,338	1,415	(77)	(5.75%)
Chief Constable Operational Spending (including capital financing)	235,551	234,135	1,416	0.60%
Transfer from Reserves	(1,496)	(41)	(1,455)	97.23%
Chief Constable Operational Spending (net)	234,055	234,093	(38)	(0.02%)
Contribution to Reserves	(394)	(336)	(58)	14.72%
Specific Home Office Grants	(25,380)	(25,191)	(189)	0.07%
Total	211,396	211,638	(242)	(0.11%)

In 2024/25 capital expenditure was used to deliver improvements in Information and Communications Technology (ICT), modernise the estate, upgrade vehicle fleet, and invest capital in projects.

In 2024/25 Norfolk Constabulary achieved its police officer recruitment target, with 1,971 officers at the end of March 2025, compared with 1,958 the previous year. Headcount figures include all police officers, including those on maternity leave and secondment.

The following table shows the establishment and strength of police officers and staff.

The date range for the last 12 months is 1 April 2024 to 31 March 2025, the previous 12 months is 1 April 2023 to 31 March 2024, and the long-term average is 1 April 2021 to 31 March 2024.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment for police officers	1,832.3	1,810.2	1,764.7	1.2%	3.8%
Police officer strength	1,828.5	1,829.8	1,796.0	-0.1%	1.8%
Establishment for police staff	1,321.1	1,371.9	1,347	-3.7%	-1.9%
Police staff strength	1,288.1	1,318.8	1,292	-2.3%	-0.3%
% hours lost to sickness for police officers	4.8%	4.2%	4.7%	0.6pp	0.1pp
% hours lost to sickness for police staff	4.5%	3.9%	4.6%	0.6pp	-0.1pp

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

In my national role as the APCC Workforce portfolio co-lead, I will continue to advocate for people working in the police service to access better welfare and mental health support.

Capacity within the Constabulary's Wellbeing Team increased, which included the recruitment of a qualified Psychotherapist to broaden psychological screening, therapeutic interventions, and trauma support services.

More officers and staff were trained as 'Wellbeing Champions' and continuous professional development training has been delivered to everyone within the Wellbeing Champion Network, ensuring they are equipped to provide peer support and guidance.

The Workplace Health team advanced the development of tools to gain deeper understanding of the health and wellbeing factors affecting police officers and staff, including a 'Trauma Tracker' and 'Personal Wellbeing Assessments'. These aid earlier detection and intervention, which in turn help ensure suitable support and police service continuity.

Equipping all the workforce with modern and innovative tools and technology

The introduction of a new Information and Communications Technology (ICT) Target Operating Model ensured the Constabulary is better able to support and exploit existing technology services and is better prepared for meeting emerging technology demands and challenges.

The Joint Transformation Programme, established in October in collaboration with Suffolk Constabulary, is driving modernisation activity by exploring digital opportunities such as artificial intelligence and automation.

Case Study: Using technology to locate vulnerable missing persons

GoodSAM is a live tracking system which allows Control Room operators to quickly identify the location of a vulnerable person who has been reported missing if they have a mobile phone with them. A link is sent to the mobile phone asking the missing person for consent to sharing their location with the police. Once clicked, the Control Room can see their exact location.

This technology was used to quickly locate a high risk missing 17-year-old who responded to a GoodSAM text 30 minutes after it was sent to her mobile phone. After she activated the link, officers were with her within four minutes.

Achieving best value from police and OPCC funding

The [Police Effectiveness, Efficiency and Legitimacy \(PEEL\) 2023–25 inspection of Norfolk Constabulary report](#) by HMICFRS highlighted that the Constabulary has many strengths, including recognition of the significant improvements that have been made in the recording of the use of Stop and Search powers and internal and independent scrutiny over the use of these.

Significant effort has been made to improve crime investigation standards since [Norfolk Constabulary's last PEEL inspection in 2021–22](#).

Investigations are well-supervised, effective, and being carried out in a timely way with a “focus on looking after victims and making sure their needs are met.”

HMICFRS also praised the consultation that the Constabulary undertakes with victims and stakeholder groups, and how learning is used to improve services.

The Constabulary's high outcome rate for bringing offenders to justice and high charge and summons rates were also recognised.

HMICFRS found strong governance and accountability processes for safeguarding vulnerable people and concluded the Constabulary “is making sure vulnerable victims and witnesses are appropriately identified, supported, and safeguarded while it pursues perpetrators.”

The Inspectorate also recognised the effort being made by the Constabulary to create a culture of inclusivity, fairness and trust within the organisation.

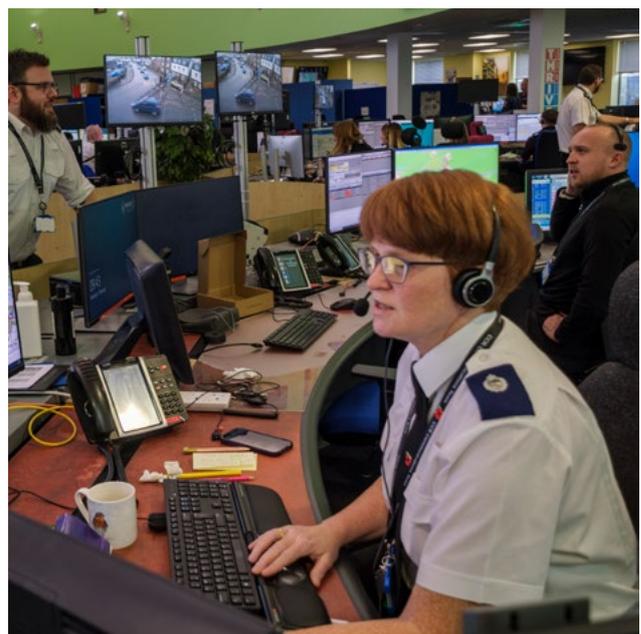
The Constabulary is working on the areas that HMICFRS highlighted as needing improvement, and to maintain and build upon the many aspects of strong performance that were identified.

Continued collaboration with other blue light services

I meet regularly with the Chief Fire Officer where ongoing collaboration is discussed.

Norfolk's PCC is a member of the Norfolk Fire and Rescue Service Authority, and I attend Cabinet meetings at Norfolk County Council when items relating to the strategic governance of the Fire and Rescue Service in Norfolk are discussed.

Norfolk Constabulary held regular meetings with other blue lights services and partners to review and finesse the 'Right Care Right Person' operating model for the benefit of people using 999 and 101 services.



Delivering an effective Estate Management Strategy



The Sexual Assault Referral Centre (SARC) was upgraded to a new national accreditation standard, providing better facilities to support victims of sexual assault and a high-quality forensic environment to support evidence collection.



A major refurbishment of the Grade II Listed premises at Norwich City Police Station and at Hunstanton Police Station to provide an improved, more modern working environment.



The Hethersett Old Hall Professional Development Centre now includes a dedicated Investigations Training Centre with custody and Achieving Best Evidence (ABE) training suites, and two new IT training classrooms to support both student police officer and refresher training.

Designing policing services to 2030 and beyond

31 new Response vehicles were rolled out across the County Policing Command. These new vehicles are fitted with upgraded Automatic Vehicle Location Systems (AVLS), improving the Contact and Control Room's ability to track and deploy them, delivering a better service to the public and enhancing officer safety.

In 2024/25 new software and mobile tablets were introduced in Norfolk Constabulary's vehicle workshops, improving the efficiency of vehicle fleet management.



New vehicles receiving a safety check, prior to going into operational service.

PRIORITY 2

Visible and Trusted Policing

Improving public trust and confidence in policing

In the past year the Constabulary continuously engaged with communities to better understand their needs and concerns.

According to the [Office for National Statistics Crime Survey for England and Wales \(CSEW\) estimates of personal and household crime, anti-social behaviour, and public perceptions, by police force area, year ending March 2025](#), results for the twelve-month period ending March 2025 found that 71.3% of Norfolk respondents felt that the police in their area could be trusted, and 69.3% felt they had confidence in their local police.

Case Study: Building trust and confidence through independent scrutiny

Monthly Community Scrutiny and Legitimacy Panels provide members of the public with an opportunity to scrutinise officer interactions during Stop and Search and Use of Force incidents.

These panels have continued to develop throughout 2024/25 and feedback from the panel members provided valuable learning for the Constabulary.

Delivering effective neighbourhood policing

Continued investment in neighbourhood policing was recognised by HMICFRS within the PEEL 2023–25 inspection of Norfolk Constabulary report: “The Constabulary’s neighbourhood policing teams work well with communities to understand and meet their needs. They are building trust and confidence with the public, and they encourage them to share information to help deter crime.”

Neighbourhood Policing Teams engaged with their local communities, providing accessible ways for people to share their views and concerns including Priority Setting Meetings, ‘Park, Walk, Talk’ patrols, street surgeries and attendance at community events including Norwich and King’s Lynn Pride, Cromer and Wells Carnivals, music festivals, and the Lords Mayor’s Procession in Norwich.



Lord Mayor’s Procession, Norwich.

My office secured over £900,000 of Round 5 Safer Streets funding from the Home Office. This funded initiatives in 2024/25 that tackled neighbourhood crime, violence against women and girls (VAWG) and anti-social behaviour (ASB), including the expansion of the Norfolk Neighbourhood Watch scheme, bike tagging events, and the continuation of an acoustic camera trial which is helping to address motor vehicle related ASB on Great Yarmouth seafront.

A further £1 million funding was granted by the government to deliver ASB hotspot policing. The funding was used to deliver increased police presence in 21 areas of Norfolk that were identified as experiencing the highest volumes of serious violence and ASB.

This Hotspot policing funding delivered more than 16,000 hours of foot patrols in the hotspot areas, resulting in nearly 300 arrests, 133 stop searches, the use of ASB powers on 133 occasions, and 15 weapon seizures.

Hotspot policing patrols were undertaken by Local Beat Managers, Community Policing Team officers, Response Officers, Student Officers, and members of the Special Constabulary, with 526 recorded patrol hours by Special Constables alone.

Police Cadets also supported this activity, delivering Neighbourhood Watch leaflets in the hotspot areas and liaising with local communities about the initiative.

Norfolk Constabulary's social media channels were used to highlight the regularity of the proactive patrols and community engagement, enhancing the reassurance and visibility impact of the hotspot policing approach.

Op Focus patrols.



Delivering accessibility through active and focused engagement in our communities

As part of my public engagement work, I joined police officers on beats and public engagement meetings in Thetford, Great Yarmouth, Dereham, Cromer, Kings Lynn, Downham Market, Aylsham, Fakenham and Gorleston.

The Constabulary's Neighbourhood Policing Teams continually engaged with their local communities to gain understanding of their needs and to identify local policing priorities.

Engagement activities were recorded on the Engagement App. Further improvements were made to the App, and the development of a Power BI report enabled more efficient review of engagement data to better direct activity.

The Neighbourhood Policing Improvement Board, alongside the continued development of the Neighbourhood Policing Performance

Framework, provided enhanced oversight, accountability and insight into engagement activities.

Targeted engagement was delivered in areas of the county experiencing the highest levels of ASB and serious youth violence, through a government funded hotspot policing initiative (Operation Focus).

Local Communications Officers strengthened the Constabulary's connection with communities by regularly sharing updates on crimes and incidents, and promoting local policing activity and initiatives aimed at preventing crime and keeping communities safe.

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

In the face of rising demand, Norfolk Constabulary's Contact and Control Room (CCR) continued to provide an excellent first contact service to the public.

In 2024/25, the CCR received 448,546 contacts across all channels, including 62,270 online contacts. According to data collected by the Constabulary, Control Room operatives answered 128,239 emergency 999 calls last year, with an average of 92.5% of these calls being answered within ten seconds. The average time to answer a 999 call was just four seconds, which was one second quicker than the previous year.

The CCR deployed police officers to 17,409 emergency incidents in urban areas, with an average call to arrival time of under 11 minutes. In rural areas, police officers attended 20,394 emergency incidents, with an average call to arrival time of under 15 minutes.



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

Throughout the year, I visited various groups and organisations to raise the profile of the role of the PCC. As part of the Police and Crime Plan consultation, I engaged with members of the rural and farming communities, including the National Farmers Union (NFU), to inform the direction of my Plan.

In response to feedback, I hosted a roundtable event attended by local and national representatives, including Historic England, Norfolk County Council, Norwich City Council, Norfolk Archaeological Trust, Norfolk Constabulary and the Diocese of Norwich.

A further roundtable was convened to discuss VAWG and inappropriate behaviour aimed at teachers. Professionals from schools, teaching unions and Norfolk County Council's Children's

Services took part to scope out potential ways to tackle these issues. This has become a regular forum.

Engagement with young people was prioritised. Most notably giving presentations at schools and visiting organisations that participate in diversionary projects, such as the [Right to Succeed](#) project in Great Yarmouth which included the Action Community Enterprise Group and the Great Yarmouth Charter Academy.

As part of the three-month Police and Crime Plan consultation, engagement events took place over Norfolk in public spaces such as libraries, outside supermarkets, high streets, marketplaces and community centres. These were scheduled during the week and at weekends to reach as many residents as possible.

Active promotion of national and local campaigns across the county

My office supported national and local campaigns across the county with campaigns addressing the 'Fatal Four' offences of drink/drug driving, using a mobile phone whilst driving, speeding, and driving without a seatbelt.

Other local and national campaigns promoted themes such as fraud and cybercrime prevention and campaigns to raise awareness of domestic abuse, sexual abuse and sexual violence.



PRIORITY 3 *Tackling Crime*

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

My office led on the countywide partnership response to VAWG through the Domestic Abuse and Sexual Violence subgroup of the Norfolk Community Safety Partnership, which it leads in partnership with Norfolk Constabulary.

An authentic voice to inform partnership activity was delivered through the NIDAS Survivors Forum, capturing engagement with people across Norfolk and responding to consultations with the public that informed the Round 5 Safer Streets Fund.

Active Bystander programmes, informing participants about sexual harassment and how to safely intervene, was delivered to around 14,000 pupils and 800 people working in Norwich's night-time economy.

Perpetrators were held to account through a comprehensive domestic abuse perpetrator response, made up of Project CARA (Conditional Cautioning and Relationship Abuse) and DAPPA (Domestic Abuse Perpetrator Programme Approach).

My office showed its commitment to ending VAWG by achieving White Ribbon Accreditation in 2022 and continued to work to prevent men's VAWG by addressing its root causes.

The Constabulary's Stalking Action Plan has been taken forward, including creating a network of Domestic Abuse and Vulnerability Champions to embed expertise in supporting victims and securing positive outcomes in VAWG investigations.

Domestic Abuse Matters training, developed by [SafeLives](#), has been delivered to help improve the police response to domestic abuse. Some 832 first responders have received Domestic Abuse Matters training, and an additional 600 police officers and staff will be trained in Phase 2 which commences in September 2025.





Project Vigilant plain-clothed police officer.

Case Study: Project Vigilant

Norfolk Constabulary delivered a pilot initiative in Norwich called Project Vigilant. This enhanced community safety by proactively identifying and challenging behaviours associated with sexual predatory actions.

Plain-clothed police officers identify individuals exhibiting predatory behaviours to uniformed officers who then engage with them to gain further information and take any necessary preventative action.

The early impact of the pilot has been positive, with enhanced monitoring of potential perpetrators and improved police officer awareness of predatory behaviours. Plans are underway to expand training across Norwich and in the longer-term, across Norfolk. This will be delivered alongside public awareness campaigns and bystander and upstander training for stakeholders involved in the night-time economy to empower them to recognise and respond to predatory behaviours effectively.

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

The dedicated County Lines team works in Norwich and across Norfolk to tackle the threat posed by organised criminal groups bringing illegal drugs into Norfolk. It prioritises the lines that cause the most harm, including those using children to run drugs and those cuckooing addresses of vulnerable individuals. In the last year, over 100 years of custodial sentences were handed down to criminals involved in running County Lines, and 138 lines closed since the inception of the County Lines Team in 2020.

Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) continued to divert individuals away from the criminal justice system and into services that provided the help and treatment they need.

Nasal Naloxone, a temporary opioid inhibitor, is now being carried by more frontline police officers. In conjunction with this, the charity **Change, Grow, Live** issued Nitazenes testing strips to drug users alongside advice about how to mitigate the risk of overdose by testing the product they buy, having Naloxone at hand, and not using drugs whilst alone.

Norfolk Constabulary's dedicated County Lines Team responded robustly to any identified threats posed by synthetic opioids, progressing all lines of enquiry to identify, locate and arrest dealers, and take the contaminated drugs out of circulation.

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

The joint Serious Organised Crime Unit had a busy year with some significant disruptions, seizures and arrests, removing over 20kg of cocaine from the streets of Norfolk with an estimated street value of over £2million.

Operation Tempest resulted in the seizure of 4kg of cocaine and 7kg of cannabis, with two subjects charged and remanded.

Operation Accent was an investigation into the supply of cocaine in Great Yarmouth. Through the investigation, 15 subjects were arrested, resulting in nine persons being charged with Conspiracy to Supply cocaine. 14 kg of cocaine and over £30,000 of assets were seized.

Operation Halsham resulted in five individuals being charged for conspiracy to supply cocaine and ketamine across Norfolk and Suffolk.

Intelligence stated that the principal was the largest Ketamine supplier in East Anglia. The enforcement stage of the operation resulted in the recovery of 25kg of ketamine, 3.5kg of cocaine, 1kg of cannabis and £150,000 of cash and assets.

The Digital Forensics Unit (DFU) provides a forensic digital examination and analysis service for investigators, recovering data from electronic devices in a way that can be used evidentially in court. Increased resourcing enabled the DFU to process 1,638 devices and significantly reduced the average waiting time for a device to be processed.

The Joint Cybercrime Unit conducted 372 Norfolk-based cyber investigations and provided tailored protection advice to 261 Norfolk victims of cybercrime, helping to enhance their online safety.

Case Study: Serious and organised crime arrests

In January 2025 Norfolk Constabulary played a pivotal role in dismantling a major courier fraud operation in which several Norfolk residents had been targeted, resulting in significant financial loss. Working alongside other constabularies and regional policing teams, three individuals were arrested and a male from London was subsequently charged with eight counts of conspiracy to commit fraud by false representation.

In February 2025 the Constabulary took part in Operation Henhouse, a UK-wide crackdown on fraud co-ordinated by the National Economic Crime Centre and City of London Police. In Norfolk, 22 arrests were made, three individuals were charged with fraud related offences, and approximately £5,000 was seized.

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

The Community Safety Operational Unit (CSOU) team, which is well-supported by the Special Constabulary, has great expertise in a range of fields, including wildlife crime, heritage crime, scrap metal offences, and dealing with unauthorised encampments. The team maintains oversight of all relevant incidents across the county, and engages with partners to identify and implement prevention, enforcement, and detection opportunities.

Joint activity conducted with other agencies in the last twelve months included operations which targeted illegal fishing, metal theft, hare coursing, issues at seal breeding sites, and puppy farming.

The CSOU team visited 50 farms and rural businesses each quarter in 2024/25, offering crime prevention advice and reassurance, and gaining information that supported the Constabulary's work to respond effectively to the issues affecting farming communities.

Strong relationships with the Community Rural Advisory Group (CRAG) continued to provide a platform for information sharing with communities and partners.

The team engaged with hundreds of members of the public through popular exhibition stands at the Royal Norfolk Show, Sandringham Game & Country Fair, and other smaller events.

This model supported rural crime reductions, with recent figures published by the National Farmers Union (NFU) from their [NFU Mutual Rural Crime Report 2025](#) showing a significant reduction in the estimated cost of rural crime across Norfolk, with insurance claims falling from £1.5m in 2023 to £495,000 in 2024. This equates to a 67.1% decrease, eclipsing the national decrease of 16.5%.



PRIORITY 4

Prevent Offending

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

Partnership activity with [One Future International](#), engaged persistent offenders in structured rehabilitative coaching and mentoring with experienced professionals. The intervention focuses on mindset change, goal setting, and long-term behavioural transformation.

The Purfleet Trust, a homelessness charity based in King's Lynn, offers support for a wide range of needs including accommodation, food, furniture, counselling and healthcare.

The Integrated Offender Management (IOM) team referred cohort members to the Trust, specifying what bespoke support the individual required in the community, with the aim of addressing triggers that might cause people to reoffend.

Offenders were also referred by the IOM team to [The Purfleet Trust](#) to receive a practical, skills-based diversionary programme aimed at equipping them with employability skills and a sense of routine and responsibility.

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

The Constabulary IOM team worked closely with partners to provide support to address immediate needs of individuals that could otherwise become barriers to their rehabilitation.

This included the provision of clothing for job interviews, food support to ensure basic needs were met, transport funding to enable attendance at employment, training or support services, and the provision of basic electrical items to support independent living and stability.

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

Norfolk Constabulary worked closely with a range of agencies to ensure that high-harm and high-volume offenders in the community are well managed, with a strong focus on rehabilitating offenders to prevent crimes, resulting in fewer victims, and ensuring adequate protection for communities.

Voluntary community-based placements for IOM cohort members included supported placements with the Community Chaplaincy at St Stephen's Church in Norwich, fostering community integration, accountability and a sense of purpose. This partnership builds trust, promotes social inclusion and reduces isolation, which are key factors in reducing reoffending.

Work in partnership to safeguard vulnerable adults and children

The Constabulary worked closely with other statutory agencies including Children’s Services and the Norfolk Youth Justice Service (NYJS) to ensure that early intervention and preventative approaches were available to young people who were identified as being at risk of being drawn into criminality, to help to keep them out of the criminal justice system.

The new Deferred Prosecution Agreement (DPA) can be offered for offences that are suitable for Out of Court Resolutions (OoCR) if a child admits their involvement, or if they have provided a silent or ‘no comment’ interview when the evidential threshold and public interest test are met. This DPA pathway, supports the child, creating change in their life, and avoiding them entering the criminal justice system.

The number of children offered the intervention increased month-on-month throughout 2024/25, with 119 young people triaged by the

Out of Court Disposals Scrutiny Panel as being suitable to receive the intervention. The only alternative for these young people would have been for them to be charged to court if the intervention had not been introduced.

Last year, Out of Court Disposals accounted for 6.5% of all crime in Norfolk, an increase from 5.4% in the previous 12 months.

Norfolk Constabulary’s ability to identify and respond to children who are at risk of criminal exploitation is greatly enhanced by having a dedicated Multi-Agency Criminal Exploitation (MACE) team, which was recognised by the College of Policing as an exemplar of smarter practice.

My office secured funding for the [CAPVA](#) Project which works to identify and support children and young people who both exhibit and experience harmful behaviours.



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

Project CARA (Conditional Cautioning and Relationship Abuse) continued to deliver an early intervention approach for domestic abuse perpetrators using conditional cautioning instead of prosecution for specific offences.

Out of Court Resolutions (OoCR), when used in the right circumstances, can help reduce reoffending by delivering education and support whilst diverting offenders away from court. Around 300 OoCR were issued by Norfolk Constabulary each month last year.

In December 2024 the Constabulary transitioned to an 'offender paid' OoCR model. The shift to an 'offender paid' model enables public funding via commissioned services to be more readily available to those who needed it and ensures all diversionary options via OoCR were accessible to all offenders.

A new victim impact awareness course was developed by the Constabulary's Restorative Justice (RJ) advisors. This approach is suitable for lower-level offences, including some ASB cases, low value criminal damage, and some theft offences.

Case Study: Restorative Justice

Restorative Justice (RJ) is a victim centred approach which aims to facilitate the reparation of harm caused by crime through safe communication between the victim and the offender.

In Norfolk, all cases which are resolved via Out of Court Resolution are triaged for suitability for RJ practice. In 2024/25, for those cases that were deemed suitable there was an uptake rate of around one in four cases.

Data collected by the Constabulary showed that 87.7% of offenders who took part in a RJ intervention did not re-offend in the 12-month period following their participation.



PRIORITY 5

Support Victims

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

Work has been undertaken to train and brief police officers and staff on the [Code of Practice for Victims of Crime in England and Wales \(Victims' Code\)](#), alongside work to improve victims' awareness of their entitlements under the Victims' Code. Posters and leaflets have been provided in the Constabulary's Public Enquiry Offices and website links included in letters sent to victims.

The Constabulary worked alongside partners to continue to improve the support given to victims as recognised by HMICFRS in their PEEL 2023–25 inspection of Norfolk Constabulary: "Tailored support and timely contact with victims have been at the forefront of how the Constabulary is improving its investigation management" and "There is a focus on looking after victims and making sure their needs are met during investigations."

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

The [Norfolk Integrated Domestic Abuse Service](#) (NIDAS) is a whole-system integrated service for victims of domestic abuse. The OPCCN is the lead commissioner of NIDAS, which is also funded and developed in partnership with Norfolk County Council (Adult Social Services and Children's Services), South Norfolk and Broadland District Councils, and Norwich City Council.

NIDAS was introduced to the county on 3 January 2022 and the contract is held by [Leeway Domestic Violence and Abuse Services](#) in partnership with the [Daisy Programme](#) and [Safe Partnership](#). The service has now built momentum and recognised as the county's domestic abuse delivery service for 'medium' and 'high-risk' victims.

Case Study: NIDAS Victim Voices

"The NIDAS worker was a rock, informative and supportive. She managed to also inject some light humour in our discussion and made me feel less of a victim and more of a normal person. She gave me strength in the information she gave and kept me informed with things as they happened. She made me feel heard and listened to. I can't thank her and your wider service enough. I am well aware some of my calls when things were very volatile could have been hard to hear and deal with, so thank you all"

"The NIDAS advisor has helped my daughter so much over their sessions. The help and support has been the best service. She has made such a massive positive impact on my family, I can never thank her enough. Keep up you amazing work. Thanks again"

Deliver high quality investigations to support the right outcomes for victims

The Operation Soteria National Operating Model for investigating Rape and Serious Sexual Offences (RaSSO) is delivering improvements to the support that victims of these offences are receiving in Norfolk. This approach promotes victim-centred investigations and emphasises the importance of victim rights and needs being at the centre of the investigation process.

A comprehensive programme of Operation Soteria training has been delivered by the Constabulary, including training to new Student Officers, First Responders, Control Room operatives, specialist investigators and their supervisors.

Last year, Operation Engage became a permanently funded team. The team provides a bespoke trauma-informed service to victims

of RaSSO, engaging with them and working alongside case investigators to gather the best evidence, supporting bringing offenders to justice, and prevention.

The Constabulary collaborated closely with the Crown Prosecution Service to strengthen case building, secure early advice, and to deliver victim-centred prosecutions.

Improvements were made to [The Harbour Centre Sexual Assault Referral Centre](#) to meet ISO (International Organisation for Standardisation) forensic accreditation standards, securing high-quality forensic examination standards in sexual abuse cases to support with bringing offenders to justice.

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

The Constabulary worked with the Ministry of Justice by sharing examples of good work by the Operation Engage team with a view to this informing national practice and policy.

1,556 Rapid Video Response consultations with domestic abuse victims were completed in the last year. User satisfaction surveys collated by

Norfolk Constabulary consistently showed high satisfaction scores (scoring an average of 4.9 out of 5 in the last twelve months), highlighting the positive impact that the service is having for domestic abuse victims.

Case Study: Multi-Agency Response Inspection

In December 2024, a Joint targeted area inspection of the multi-agency response to children who are victims of domestic abuse in Norfolk was conducted.

Inspectors observed a strong commitment to continuous improvement across local partnerships and effective working arrangements, leading to a wide range of commissioned, community, voluntary and social enterprise domestic abuse services being in place to support children, adult victims and perpetrators.

The strength of frontline practice in supporting adults and children affected by domestic abuse was also recognised.

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

My office secured funding via the Ministry of Justice Victims' Services Core Fund. This funding ended in March 2025, but in this reporting year it funded, in whole or in part:

- Norfolk & Suffolk Victim Care service – supporting close to 12,000 victims of crime.
- Sue Lambert Trust – supporting 331 victims of sexual abuse or violence experienced in childhood or adulthood.
- Norfolk and Suffolk Restorative Justice Service – working with 571 people harmed by crime across Norfolk and Suffolk.

- Norfolk Community Law Service – supporting 452 people with access to justice following domestic abuse.
- Norfolk Integrated Domestic Abuse Service (NIDAS) – supporting more than 4,300 people each year.

The Norfolk Drugs and Alcohol Partnership has developed a countywide response to the threat of synthetic substances and Ketamine, and dedicated work relating to the impact of drugs and alcohol on children and young people.

Safeguarding vulnerable victims of crime and anti-social behaviour (ASB)

Breckland Council's Safer Streets Wardens received funding to provide a visible and reassuring presence in Thetford, helping to reduce crime and ASB while improving public safety and confidence through proactive engagement and enforcement.

Training was delivered to 50 professionals across local authorities, police, and social housing providers to increase the capacity and skills locally to prevent and respond to crime and ASB.

A project was delivered to support local bars and clubs to tackle violence, including VAWG, drug misuse, and improve safeguarding through the **Licensing SAVI** (Security and Vulnerability Initiative) scheme – a self-assessment tool designed to help licensed premises provide a safer and more secure environment for their managers, staff, customers and local communities.

Bystander Awareness training was provided to staff working in the night-time economy (NTE). The Magdalene Group developed their Bystander Training as part of the Safer Streets Fund over 2023–25, delivering training to employees of the NTE to upskill them in de-escalating incidences of sexual harassment safely and effectively. The Magdalene Group trained and interacted with over 800 people, including approximately 450 people at one organisation alone.

Delivering the Supporting Positive Activities and Community Engagement (SPACE) Youth Fund, a joint £175,000 funding opportunity alongside Norfolk County Council, Norfolk's Youth Advisory Boards and Norfolk Community Foundation, engaging more than 500 young people with positive youth activities across Norfolk, including in Norwich, Watton, Fakenham and Downham Market.

PRIORITY 6

Safer and Stronger Communities

Supporting road users to be safer on our roads

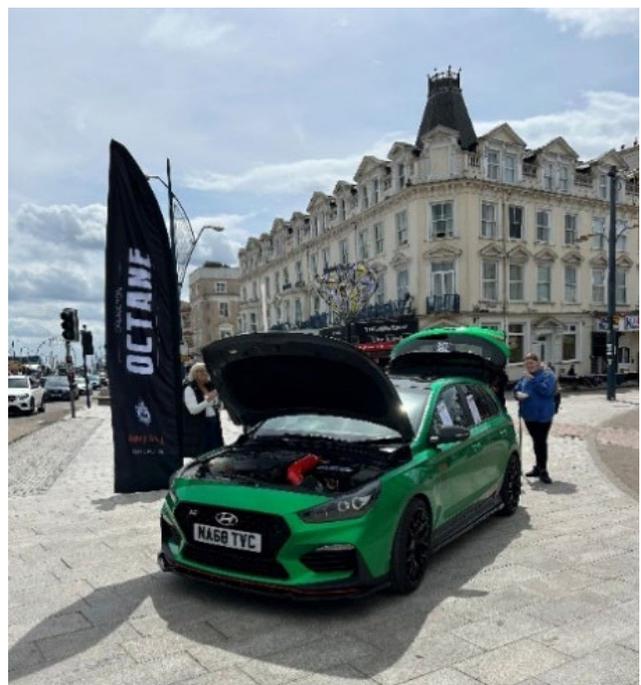
After a four-year hiatus, the Road Safety Partnership Strategic Board was reconvened shortly following my election. This forum, where road safety priorities are discussed and agreed between key partners, is focused on delivering improvements in Norfolk's approach to road safety.

Norfolk Constabulary strengthened links with Norfolk's road safety partners and balanced enforcement with engagement and education activity to improve road safety. This work is focused on Norfolk's 'Vision Zero' long-term ambition to eliminate all fatalities and serious injuries on the county's roads.

Focused activity has been undertaken over the year around non-motorised road users (cyclists, motorcyclist, pedestrians and horse riders), partnership enforcement, and engagement relating to commercial and Heavy Goods Vehicles.

A continued focus on the enforcement of 'Fatal Four' offences – speeding, driving whilst under the influence of alcohol or drugs, not wearing a seatbelt, and using a mobile phone whilst driving.

Funding was secured via the Road Safety Partnership to support Operation Octane, an initiative which tackles ASB and unsafe driving associated with unauthorised car meets. By converting a vehicle with legal modifications to a 'hot hatch', the Constabulary has been well received at events across Norfolk, promoting discussions in respect of safer vehicles and safer driving.



Operation Octane vehicle with legal modifications.

Working with partners and communities to prevent crime and harm

Norfolk Constabulary's activity to address Hate Crime included attendance at several public events, including Stephen Lawrence Day in April.

In October 2024, as part of Black History Month, police officers and staff attended an event at Notre Dame High School in Norwich which was themed around heritage and cultural diversity and involved over 200 children from several different schools. A member of Norfolk Constabulary took part in a 'question and answer' session talking about their experience of working in the police and explaining how allies can support people.

During Hate Crime Awareness Week, a half-day conference was held for stakeholders from across the county to discuss what constitutes hate crime, barriers to reporting hate crime, and how to report hate crime via a third party. The event highlighted the importance of partners working together to support victims in reporting hate crime, and the impact that hate crime has on the whole community.

Norfolk Constabulary undertakes targeted work with partners to increase confidence in reporting hate crime. This partnership activity includes the [Stop Hate in Norfolk \(SHiN\)](#) campaign, which works to encourage people to have the confidence to report incidents of hate either directly to the police or through third-party external organisations. More than 100 people from 16 different organisations attended SHiN training sessions last year.

Norfolk Constabulary's Equality, Diversity and Inclusion team worked in partnership with [Autism Anglia](#) to develop a five-year strategy

to support autistic people with the challenges they may face, including disability hate crime, maintaining personal safety and engagement.

My office's Community Safety and Violence Reduction Coordination team have continued to manage Norfolk's response to the [Serious Violence Duty \(SVD\)](#), including implementing Norfolk's [SVD Response Strategy](#), and convening and supporting the local partnership response.

The Norfolk Community Safety Partnership's access to and understanding of serious violence was increased through analysis of partnership data, engagement and an innovative shared dataset project.

A Transitions Service has been implemented to provide 1-2-1 support for children and young adults aged 17–25 years old at risk of serious violence.

My office part-funded Norfolk's Targeted Youth Support Service (TYSS) Summer Programme to 450 children and young people at risk of exploitation and/or serious youth violence or identified through a contextual safeguarding approach by community based preventive youth work.

Over 300 professionals and parents received training to raise awareness of serious youth violence and adultification.

Hosted a multi-agency serious youth violence conference in partnership with the Norfolk Safeguarding Children Partnership.

Launched Norfolk's Exploitation awareness raising campaign [knowthesigns.info](#) and City College Norwich's Media Learning Company's awareness raising films, which received national and local awards.

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

The final phase of the implementation of the 'Right Care Right Person' (RCRP) approach went live in May 2024. The RCRP model has been instrumental in formalising the importance of ensuring vulnerable adults as well as children get the right support from the right service.

A great deal of work was undertaken by the Constabulary and partners prior to launching RCRP, and I have held additional meetings with Norfolk and Suffolk NHS Foundation Trust alongside mental health leads in the Constabulary to ensure that learning and continuous improvement takes place in the use of this approach.

Last year, fewer people with immediate mental health needs were taken to a police custody suite, resulting in fewer Mental Health Act assessments being conducted in custody.

Faster handover times for people entering the care of the National Health Service, meant more timely support for people from health care professionals.

Through RCRP, more than 6,500 hours of police officer time was saved, providing additional capacity for response.

Promote crime prevention initiatives

The Norfolk Against Scams Partnership (NASP) is a partnership of organisations committed to taking a stand against scams. The partnership's ambition is to make Norfolk a scam free county.

The Scams Prevention Service identifies and assesses the needs of victims, working with them to improve their confidence and safety, and develop a plan to reduce vulnerability to being victimised again.

The NASP has worked to increase professional awareness through e-learning opportunities and delivering preventative solutions to deter scams and fraud.



Increasing volunteering opportunities within the community to help policing

During 2024/25, volunteers – including Police Cadets, members of the Special Constabulary, Police Support Volunteers, and Community Speed Watch scheme members – provided invaluable support to the Constabulary.

The monthly average establishment of the Special Constabulary was 114 officers, and those members volunteered over 27,000 hours of their time last year patrolling neighbourhoods and engaging with communities at public events.

Police Support Volunteers provided exceptional service to Norfolk Constabulary by volunteering over 12,000 hours to deliver a range of activities, including anti-scam awareness talks to community groups, the provision of Wellbeing dogs, the monitoring of town centre CCTV systems, administrative support, and caring for the Force Heritage collection.

In December 2024, a number of Police Support Volunteers were presented with commemorative pin badges by the Chief Constable in recognition of their exceptional long service to the Constabulary.

The Norfolk Constabulary Cadet Programme has five units across the county. The monthly average establishment was 98 Police Cadets, who volunteered over 1,600 hours of their time attending duties and events. Cadets are offered an extensive and varied programme of activities, including involvement in social action projects, representing the Constabulary at public events including the Royal Norfolk Show, and supporting policing operation such as ASB hotspot patrols and retail theft action days.





In September 2024, four Police Cadets attended the National Police Memorial Ceremony in Glasgow, taking part in the parade alongside officers.

Community Speed Watch (CSW) schemes were active across the county, helping to improve the safety of Norfolk roads. At the end of March 2025, there were 94 CSW schemes supported

by 814 members. Their activity resulted in 12,594 warning letters being issued to drivers in the last twelve months.

Round 5 Safer Streets funding was used to help further develop the [Norfolk Neighbourhood Watch Association](#). At the end of March 2025, 173 schemes were active across the county, with 2,322 members – an increase of 70 schemes and 778 members over the past year.

Case Study: Norfolk Independent Advisory Group (IAG)

The IAG is a group of Norfolk residents from different community backgrounds who volunteer their time to improve the quality of policing services for the communities of Norfolk.

The IAG has a key role in helping to increase the public's trust and confidence in policing, particularly among minority communities. It helps with monitoring the quality of service Norfolk Constabulary provides to diverse communities, with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop and Search. Over the last year members have reviewed nearly 80 policies and procedures for Norfolk Constabulary. IAG members have also sat in several policing Gold Group meetings in relation to community incidents, providing a community perspective in relation to the policing of those incidents.

IAG members have participated in a variety of activities that allowed them to capture and feedback public voices including a Stephen Lawrence Day event, developing engagement opportunities for Hate Crime Awareness Week.

TRANSPARENCY

Being open and transparent with the public about my work, and that of my office, decisions and finances, is critical and it is essential that this information can be easily accessed.

This includes information relating to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections, decision notices, and Freedom of Information requests. My office has supported the

work of all Norfolk's PCCs and details and further information on the [commitment to transparency can be found on the OPCCN website.](#)

Specified Information Order

I am required by law to publish certain information to allow the public to hold PCCs 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 \(Specified Information\) \(Amendment\) 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 their force's performance against the government's national priorities for policing (the 'National Crime and Policing Measures'). 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. Further information on compliance with the [Specified Information Order can be found on the OPCCN website.](#)





Equality and Diversity

The Police, Crime and Community Safety Plan identifies the obligations under the Equality Act 2010 regarding the execution of the PCC role. Additionally, it identifies the Constabulary's Equality and Diversity Strategy which sets out how they plan to meet their own duties under the Equality Act.

Activities in the reporting period include Norfolk's Independent Advisory Group welcoming new members. This panel of volunteers continues to provide valuable insight into the views of people from a wide range of communities in Norfolk.

A new Disability Network was convened by my office in June 2024 and then again in January 2025, with topics of discussion including 'Right Care Right Person', service accessibility and police training.

The Network aims to be a space for disabled people, their carers, and the charities and services who support them, to share their views and experiences so the police and victim support services can provide a better service.

I received many questions and correspondence from the public with regards to diversity and inclusion and continued to hold the Chief Constable to account on these matters. Norfolk Constabulary provided a bi-annual update of its equalities monitoring data, which included a more detailed breakdown of Stop and Search and Use of Force data which has enabled me to scrutinise their performance.

POLICE COMPLAINTS REVIEWS

The Independent Office for Police Conduct (IOPC) oversees the police complaints system. 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 was 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 area, so this change has resulted in greater local accountability and independence through the PCC.

In Norfolk, my office has a dedicated Police Complaints Review Officer who has delegated authority to undertake complaint reviews on my behalf. My office is seeing a trend of falling numbers in reviews requested, reducing from 52 in 2020/21 to 31 this year.

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



FINANCIAL GOVERNANCE

As Norfolk's PCC, I am responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account.

Funding for Norfolk Constabulary and the day-to-day work of my office comes from two main sources – government grants from the Home Office, and the Council Tax precept.

Legally, 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 the Chief Constable. Endorsement of the precept is by Norfolk's Police and Crime Panel.

In recognition of year-on-year funding challenges and increased demand, the police funding settlement for 2024/25 came with the ability to request an increase in Council Tax as established by central government. This increased by 4.28% in Norfolk for 2024/25, following increases of 5.68% for 2021/22, 3.59% for 2022/23 and 5.19% in 2023/24.

The total revenue budget for 2024/25 was £211.4m, compared to £199.8m in 2023/24. This was funded by £111.6m government funding and £99.7m Council Tax, which equated to a split of 53% government funding and 47% Council Tax.



Budget 2024/25

The table below shows how the budget was allocated to different areas. Negative numbers are shown in parentheses:

Sources of expenditure	Budget 2024/25	%
Employees	£186,301,659	88.1%
Premises	£20,431,596	9.7%
Transport	£3,971,277	1.9%
Supplies, services and other	£26,445,898	12.5%
Capital financing	£5,685,545	2.7%
Gross budget	£242,835,975	114.9%
Other income (includes sales of assets/goods, fees/charges, reimbursements and interest)	(£31,440,000)	(14.9%)
Net budget	£211,395,975	100.0%

Outturn 2024/25

At the end of the financial year, the outturn for 2024/25 was an overspend of £0.2m.

The Medium-Term Financial Plan (MTFP)

In addition to the annual precept and budget, I am responsible for setting out the MTFP for the next four years. This reflects the local best estimate of future inflation rates, government grants and contributions, and revenue from Council Tax. The future years have been approached in a cautious and prudent manner and work is ongoing to look for efficiencies and taking opportunities for transformation to improve systems and processes and generate savings. However, it must be recognised that given the year-on-year reductions in funding

settlements, in combination with the limited ability or desire to raise revenues via Council Tax, the ability to find new efficiencies to make up the funding shortfall is disappearing.

Full details of revenue and capital spending, the Budget Report to the Police and Crime Panel and Council Tax information can be found on the [OPCCN website](#).

STRATEGIC POLICING REQUIREMENT

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats.

I have a duty along with the Chief Constable to pay due regard to the SPR when conducting their functions and issuing or changing Police and Crime Plans.

The revised version of the SPR was published in February 2023 and identified the following seven national threats:

- Violence Against Women and Girls
- Terrorism
- Serious and Organised Crime
- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

The Chief Constable is responsible for having due regard to both the Police and Crime Plan and the SPR when exercising their functions, and I monitor the ability of the Chief Constable to respond to SPR threats through the governance and accountability framework. The ways that assurance was maintained during this reporting period, that Norfolk Constabulary had both the capacity and capability to respond to such threats, and further details on how the Constabulary managed these threats are noted within this report as well as within the documentation available on the OPCCN website in relation to the [PCC Accountability Meetings](#).

Whilst the SPR treats the national threats separately, many of the threats, and the capabilities required to respond, overlap. The capabilities listed in this report should not be considered in isolation or as the only capabilities required to respond to the national threats.



KEEP IN TOUCH

PCC's Email Newsletter

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Wymondham, Norfolk NR18 0WW



In an emergency

In an emergency always call 999.

If it's not an emergency, or for any other
general policing enquiries, please call 101
or visit the Norfolk Constabulary website
at www.norfolk.police.uk

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