

Subject: Ministry of Justice PCC Strategic Fund 2025/26 – Non-intimate stalking and harassment pathway /Training and Promotion of Trauma Informed Practice

Originator: Mette Ohrvik – Commissioning Officer

Decision no. 01/2026

Reason for submission: For decision

Submitted to: Sarah Taylor – Police and Crime Commissioner for Norfolk

Summary:

1. The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has been awarded funding from the Ministry of Justice Strategic Commissioning Fund 2025/26 which aims to:
 - Strengthen commissioning activity within the OPCCN.
 - Improve the capacity and/or resilience of Police and Crime Commissioner (PCC) commissioned victim support services with an identified need.
2. To achieve the above, the OPCCN will commission the following three projects, of which two (Suzy Lamplugh Trust and Norfolk and Suffolk Victim Care Service) will be in partnership with the Suffolk Office of the Police and Crime Commissioner (OPCCS).
3. The Suzy Lamplugh Trust to deliver Level 3 Open College Network (OCN) Accredited Independent Stalking Advocate Caseworkers (ISAC) training to:
 - 6 x Norfolk and Suffolk Victim Care Service (NSVCS) Case Workers.
 - 3 x Norfolk Constabulary staff.
 - 3 Suffolk Constabulary staff.

There will be 12 ISACs trained in total across both counties.

4. The Norfolk and Suffolk Victim Care Service will deliver a pathway for non-intimate stalking and harassment and a supporting communications campaign to raise awareness.

5. The Nelson Trust to deliver Trauma Informed Practice (TIP) training to front line professionals within third sector and statutory services working with victims of crime.

6. These projects will aim to achieve the following:

- Accredited specialist training for NSVCS staff and police officers across Norfolk and Suffolk to deliver specialist non-intimate stalking and harassment support, develop and build resilience in the workforce, improve the experiences for victims, and deliver positive outcomes.
- A communications campaign regarding non-intimate stalking and harassment across Norfolk and Suffolk will complement the offer of specialist support as above. By raising awareness of this specialist support it will provide victims and professionals referring victims with a clear pathway into service.
- Promoting the use of trauma informed practice across all services working with victims across Norfolk will improve victims' experiences, minimise escalation of incidents and reduce pressures on services.

Recommendation:

It is recommended that the Police and Crime Commissioner approves the above proposals.

Outcome/approval by: Sarah Taylor – Police and Crime Commissioner for Norfolk

The recommendations as outlined above are approved.

Signature:

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

Date: 05/01/2026

Detail of the submission

1. Objective:

- 1.1 To develop and embed a non-intimate stalking and harassment pathway for victims by providing; training for staff across Norfolk and Suffolk to deliver the service, a media and communication campaign to promote the service and deliver trauma informed training to front line professionals for additional support to victims.
- 1.2 The OPCCN will commission the following three projects, of which two (Suzy Lamplugh Trust and Norfolk and Suffolk Victim Care Service) will be in partnership with the Suffolk OPCC (OPCCS):

The Suzy Lamplugh Trust to deliver Level 3 Open College Network (OCN) Accredited ISAC (Independent Stalking Advocate Caseworkers) training to:

- 6 x Norfolk and Suffolk Victim Care Service (NSVCS) Case Workers
- 3 x Norfolk Constabulary staff
- 3 x Suffolk Constabulary staff

There will be 12 ISACs trained in total across both counties.

- 1.3 The Norfolk and Suffolk Victim Care Service will deliver a pathway for non-intimate stalking and harassment victims and a supporting communications campaign to raise awareness and improve the delivery of support to victims. This is a joint project to be delivered in partnership with both OPCC's across Norfolk and Suffolk.
- 1.4 The Nelson Trust will deliver Trauma Informed Practice (TIP) training to front line professionals within the third sector and statutory services working with victims of crime. This project will be delivered in Norfolk only.

These projects will achieve the following aims:

- 1.5 By delivering accredited specialist training for NSVCS staff and police officers across Norfolk and Suffolk for specialist non-intimate stalking and harassment support, it will develop and build resilience within the workforce and county, improve the experiences for victims, and deliver positive outcomes.
- 1.6 By delivering a communications campaign regarding non-intimate stalking and harassment across Norfolk and Suffolk it will complement the offer of the specialist non-intimate stalking and harassment support above. Raising awareness of this specialist support it will provide victims and professionals referring into service with a clear pathway.

- 1.7 By promoting the use of trauma informed practice across all services working with victims across Norfolk will improve victims' experiences, minimise escalation of incidents and reduce pressures on services.

2. Background:

- 2.1 The Ministry of Justice launched the PCC Strategic Commissioning Fund ("The Fund") in November 2025. This fund is to support OPCCs across England and Wales to strengthen their commissioning practices and improve the capacity and/or resilience of commissioned victim support services. This is a one-off fund that requires funding be spent by 31 March 2026.
- 2.2 OPCCs were invited to submit one or more project proposals, outlining how funding would be used to meet the aims of the Fund. The Fund will be delivered as an addendum to the 2025/26 Ministry of Justice victims core grant agreement.
- 2.3 The OPCCN submitted three proposals –
- 2.3.1. Proposal 1 – Accredited ISAC Training – The Suzy Lamplugh Trust:
- A joint proposal for the delivery of Level 3 OCN accredited ISAC training for NSVCS and Constabulary staff in Norfolk and Suffolk (note the costs for this proposal are split 50/50 between both OPCCs, each submitting separate bids).
 - In the year ended June 2025 there were 5,530 recorded stalking and harassment crimes reported to police in Norfolk; this equates to a rate of 5.9 per 1,000 of the population for Norfolk. Non-intimate stalking is an emerging crime type that presents unique challenges. The Crime Survey for England and Wales records approximately 14.4% of people aged 16+ have experienced stalking, and one in five women report lifetime stalking experiences. Unlike intimate partner stalking, perpetrators may be colleagues or acquaintances, often exploiting workplace proximity.
 - Although both OPCCN and OPCCS have services which support domestic abuse related stalking and harassment, a gap was identified in provision for non-intimate stalking and harassment specialists.
 - Training caseworkers within the NSVC and Norfolk Constabulary would mean that a specialist support pathway would be developed to address the gap in provision and build resilience. Due to funding constraints, this pathway will be integrated into the NSVCS which delivers support services to victims of any crime (except domestic abuse).
- 2.3.2 Proposal 2 – Communications Campaign to Promote New Non-Intimate Stalking and Harassment Pathway:

- A joint proposal for the delivery of a robust communications campaign to raise awareness and improve delivery of service to victims of non-intimate stalking, which includes the provision of printed safety guidance, dedicated webpage with downloadable safety guides, and a communications launch campaign. This will include accessibility activities such as: translation into key languages, easy read, exploring access to braille where needed, QR codes to promote quick and accessible access and digital and print assets for GP surgeries, libraries, and workplaces.
- Non-intimate stalking is an emerging crime type. Current victim provision does not routinely include tangible tools or proactive awareness campaigns. Victims are left vulnerable with many experiencing psychological harm. This communication campaign will: increase awareness and understanding of the issues, give victims information, provide access to tools to enhance their safety, empowerment, and support NSVCS to expand its offer to victims with innovative interventions.
- In addition, a partnership engagement event will be delivered to strengthen collaboration between key agencies and stakeholders.
- The communications campaign will strengthen partnership working, develop best practice in this emerging area, and increase in public confidence in victim support services. Data will be collected on the uptake and effectiveness of safety packs and campaign reach.
- This proposal will complement the workforce development as outlined in first proposal to develop workforce expertise above; reinforcing the response to non-intimate stalking and harassment crimes across Norfolk and Suffolk.

2.3.3 Proposal 3 – Trauma Informed Training for Norfolk Practitioners:

- A Norfolk only proposal for the delivery of TIP training to third sector and statutory service practitioners, to enable practitioners to respond appropriately to victims, reduce escalation of incidents and ensure effective support can be given in distressing situations.
- A 2021 Report into Homelessness ([No Homelessness in Norfolk – Nesta people powered results 2010](#)) referenced ‘a lack of awareness of how to work in a trauma informed way’ amongst practitioners and agencies in Norfolk. 141 ‘lived experience experts’ in Norfolk were asked for their views and many mentioned trauma and the lack of awareness amongst practitioners as a barrier.
- In the year ending March 2022 there were 778 recorded assaults on police officers in Norfolk. A report from the All-Party Parliamentary

Group on Women in the Penal System highlighted how women were being arrested for showing signs of distress and exhibiting challenging or unusual behaviour. The report stated that “The unnecessary arrest of thousands of women each year is a drain on police resources and a misuse of public funds” with many resulting in no further action being taken. Supporting police officers to use a trauma informed approach when dealing with incidents will not only increase their safety but also reduce the demand on police services.

- Supporting organisations to deliver services in a trauma informed way will improve the experience for victims/survivors and encourage effective engagement with services.
- All three proposals were accepted by the Ministry of Justice and funding awarded in full.

3. Areas for consideration:

- 3.1. All three projects must be delivered and funding spent by 31 March 2026 in line with the financial year 2026/27 and current core Ministry of Justice Victims Grant.
- 3.2. The projects are ready to be delivered:
 - The Level 3 Ordinary National Certificate (ONC) ISAC training will be delivered over 6.5 days across three months (January to March 2026) through a hybrid virtual and face to face delivery model. Delivery will be for practitioners already working in relevant advocacy roles supporting victims affected by stalking.
 - The communications campaign, including a partnership engagement event, will be delivered by 31 March 2026.
 - The TIP training will be delivered by the Nelson Trust, a national charity promoting the use of trauma informed support and care. The training will be delivered through three face-to-face sessions and three online sessions each made available to a maximum of 30 participants per session. It will be delivered during January to March 2026. The training will be offered to all organisations offering support services in the Norfolk area.

4. Other options considered:

- 4.1 Not to bid for the available funding and not to deliver these projects; this was rejected as the funding available can be used for workforce development and enhancement of services for victims that are being delivered in Norfolk.
- 4.2 To put in single bids on behalf of OPCCN only; this was rejected as it would have limited the scope and the reach of the joint projects.

5. Strategic aims/objective supported:

- 5.1 Ultimately, better trained practitioners and police officers and specialist advocates for victims of non-intimate stalking and harassment will improve outcomes for victims. This includes improved engagement, improved experience for victims so that they are better able to cope and recover, resilience in the support being offered, improved access to support and increased confidence in promotion of specialist services.
- 5.2 These proposals align with recommendations from the Super-Complaint on Stalking and Harassment made by the Suzy Lamplugh Trust in 2022.
- 5.3 The PCC has a statutory obligation to set out Police and Crime objectives through their Police and Crime Plan 2025-29. The PCC's priorities are:
 - Preventing crime
 - Cohesive communities
 - Reducing harm.
- 5.4 This grant will support the objectives of:
 - Preventing crime
 - Reducing harm.

6. Financial and other resource implications:

- 6.1 These projects will be fully funded through the Ministry of Justice Strategic Commissioning Fund as detailed below:

	Norfolk	Suffolk	Total Project Funding
Joint Proposal 1 – Level 3 ONC ISAC (Independent Stalking Advocate Training) for 12 participants.	£11,000	£11,000	£22,000
Joint Proposal 2 – Non-Intimate Stalking and Harassment – Communications campaign.	£4,750	£4,750	£9,500

	Norfolk	Suffolk	Total Project Funding
Norfolk Proposal 3 – Trauma Informed Practice training for front line practitioners in Norfolk.	£7,000	£0 (Norfolk only project)	£7,000
TOTAL AWARDS Demonstrates joint proposals 1 and 2	£22,750	£15,750	£38,500

6.2 There are no other resource implications for this project.

6.3 This will be a one-off payment which will be delivered as an addendum to the 2025/26 MoJ Victims core grant agreement.

7. Carbon Emissions and Other Environmental Implications:

Carbon Emissions:

7.1 The estimated impact on our carbon emissions that must be reported under current statute from this proposal is:

Emission Categories:	Increase in tCO2	Saving in tCO2
Scope 1 – Fuel – Building Heating	0	0
Scope 1 – Fuel – Transport	0	0
Scope 2 – Electricity	0	0

Environmental Implications:

7.2 No material implications.

8. Other implications and risks:

8.1 The risks relating to the delivery of these projects by 31 March 2026 are being actively managed with plans already in place.

8.2 The OPCCN will play a key role in the communications campaign; ensuring that the campaign aligns with the aims and objectives of the Norfolk Police and Crime Plan 2025-2029.

8.3 The agencies named in the proposals as set out in this notice have been consulted as part of the submission made to the Ministry of Justice.

Originator checklist (must be completed)	Please state 'yes' or 'no'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
Have sustainability and environmental factors been considered? (e.g. biodiversity, employee commuting, business travel, waste and recycling, water, air quality, food and catering and estates construction)	YES
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	YES

Is this report a Confidential Decision?

NO

If Yes, please state reasons below having referred to the [PCC Decision Making Policy](#)

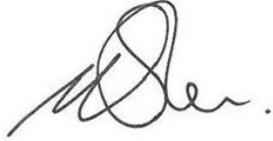
Approval to submit to the decision-maker (this approval is required only for submissions to the PCC).

NOT PROTECTIVELY MARKED

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.

Signature:



Date: 24/12/2025

Chief Finance Officer (Section 151 Officer)

I certify that:

- a) there are no financial consequences as a result of this decision,
Or
- b) the costs identified in this report can be met from existing revenue or capital budgets,
Or
- c) the costs identified in this report can be financed from reserves
And
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

Signature:



Date: 30/12/2025

Public access to information: Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential.' Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.