

## **PCC ACCOUNTABILITY MEETING**

(Purpose: To hold the Chief Constable to account and to enable issues to be discussed and decisions made in public)

**Date: Tuesday 8 July 2025**

**Time: 10:00am**

**Venue: Conference Room, Office of the Police and Crime Commissioner,  
Building 7, Jubilee House, Falconers Chase, Wymondham**

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### **A G E N D A**

<b>Item</b>	<b>Time</b>	<b>Agenda Item</b>	<b>Page Number</b>
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the previous meeting held on Wednesday 16 April 2025	Page 3
4.	10:15am	Public Questions	Verbal Update
5.	10:30am	Police & Crime Plan 2025-29: Priority 1 - 'Preventing Crime'	Page 18
6.	10:45am	Police & Crime Plan 2025-29: Priority 2 - 'Cohesive Communities'	Page 30
	11:00am	Refreshment break (if required)	
7.	11:15am	Neighbourhood Policing Update (Cohesive Communities Appendix 1)	Page 39
8.	11:30am	Police & Crime Plan 2025-29: Priority 3 - 'Reducing Harm'	Page 42
9.	11:45am	Emerging Operational/Organisational Risks	Verbal Update
10.	12:00pm	A.O.B.	Verbal Update

11.	<p><u>Date of Next Scrutiny Meetings</u></p> <p>Police and Crime Panel: Thursday 31 July 2025 from 10:00am – 1:00pm</p> <p>Strategic Deep-Dive Meeting on The Proceeds of Crime Act – Wednesday 24 September 2025 from 10:00am – 12:00pm</p> <p>PCC Accountability Meeting: Wednesday 22 October 2025 from 10:00am – 1:00pm</p>
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### Enquiries to:

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## **Summary of the PCC Accountability Meeting**

**Date: Wednesday 16 April 2025**

**Venue: Hybrid meeting held on Microsoft Teams and in the Conference Room, Office of the Police and Crime Commissioner for Norfolk (OPCCN), Wymondham**

### **1. In attendance:**

- Police and Crime Commissioner – Sarah Taylor, OPCCN
- Chief Constable – Paul Sanford, Norfolk Constabulary
- Chief Executive – Mark Stokes, OPCCN
- Deputy Chief Constable – Simon Megicks, Norfolk Constabulary
- Temporary Assistant Chief Constable – Chris Balmer, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of Performance and Scrutiny – Sharon Lister, OPCCN
- Superintendent – Sutherland Lane, Norfolk Constabulary
- Inspector – Lucy King, Norfolk Constabulary
- Sergeant – Richard Bell, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN
- Media and Communications Manager – Sue Starling, OPCCN
- Staff Officer to the Chief Constable – Rachel Bell, Norfolk Constabulary

#### **1.1 Apologies for absence:**

- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN

### **2. Declarations of Personal and/or Prejudicial Interests**

- There were none declared.

### **3. Confirm the Minutes and Actions of the Previous Meeting Held on Wednesday 29 January 2025**

- The minutes from the PCC Accountability Meeting held on Wednesday 29 January 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 13.

#### 4. Public Questions

Public Question	Constabulary Answer
<p>How does Norfolk Constabulary interact with other agencies when investigating fraud and is this in line with the Nation Fraud Strategy?</p>	<p>The Chief Constable (CC) stated that across policing nationally there have been difficulties in keeping up with the ever-evolving nature of fraud especially where there is an international element concerned. The National Fraud Strategy, which was published in 2023 is due to run through to 2028 and its overarching aim is to improve the national response to fraud. The CC confirmed that the strategy has three main objectives and messaging, and communication is a big part of Norfolk Constabulary's response moving forward. The CC stated that Norfolk Constabulary has signed up to the National Fraud Strategy and has localised it to fit the needs of the county. The Constabulary is a member of the Norfolk Against Scams Partnership (NASP), and Op Bodyguard delivers target hardening prevention. The CC confirmed that significant investigative time is spent on courier fraud and local media campaigns have been important. Norfolk Constabulary are introducing a dedicated fraud team which will be responsible for the triage of fraud cases, so there is a lot of work and engagement in this area.</p> <p>The Police and Crime Commissioner (PCC) noted that their office receives correspondence surrounding fraud, and members of the public are typically surprised there isn't already a dedicated team, so the public will see this as a great resource.</p> <p>The CC commented that the team is still in its infancy so it's important to set realistic expectations at this early stage. The CC also stated that there is a balance to be struck here regarding visible policing and investigating crimes like fraud which are mainly conducted behind a desk.</p>

Public Question	Constabulary Answer
<p>Your policing priorities make very little reference to rural crime, with Norfolk being one of the most rural counties. Are rural communities being forgotten? Norfolk Constabulary remain one of the only police forces in the country without a dedicated rural crime team how can this be acceptable?</p>	<p>The PCC initially commented on this public question by stating that she has had discussion regarding rural crime at length and has had briefings from the rural and heritage crime team.</p> <p>The CC stated that there is a centralised capability to investigate those types of crime. Norfolk is a rural county so all officers should have such understanding of rural crime. The CC mentioned that there are nine PCs who are supervised by a Sergeant and an Inspector who have expert knowledge in this area and commented that whilst they do not exclusively-focus on rural issues, they have enhanced capabilities in that space. The CC commented on how Norfolk are leaders nationally in heritage crime, scrape metal and wildlife crime. There is a general reduction in rural crime figures and engagement has increased with a focus on visiting farmers across Norfolk. Visits to victims of rural crimes are routine. Hare coursing reports are down from 126 incidents in the previous 12 months to 28 in the last 12 months.</p> <p>The PCC noted that this is again an area raised periodically by members of the public and commented on how the expertise is very impressive as there is so much understanding. The CC did, however, comment that there is more that could be done in the partnership space.</p>
<p>Norfolk Constabulary has a Facebook page with 90,000 followers and a page on X with 122,000 followers. Could the police use these channels, and other media both printed and online, to educate people about the Highway Code changes that came in in January 2022? These changes are very sensible, but few people seem to be aware of them.</p>	<p>The CC commented that road safety campaign material goes on Norfolk Constabulary's social media channels which primarily relates to the 'Fatal Four'. There were communications on motorists giving cyclists more room on the roads and the other Highway Code amended in 2022, however it may be time to look at refreshing communications on the Highway Code.</p> <p>The CC also confirmed that a Chief Inspector will raise this at the next Road Safety Ops meeting for a partnership approach.</p> <p>The PCC commented on how this messaging was raised at the most recent Road Safety Strategic Partnership meeting and there is a need for better communications across partnerships.</p>

Public Question	Constabulary Answer
<p>As an office we have received concerns from victims of historic sexual abuse cases where they have felt that the force has not investigated their cases as thoroughly as they should which has led to perpetrators going onto reoffend as they were not brought to justice in the first instance. Please could you identify some of the obstacles the force face when investigating rape and serious sexual offences and how they can support victims, particularly child victims, throughout the investigation process?</p>	<p>The CC stated that he has full sympathy for victims of such crimes and if there were any failings from policing. The CC commented that just because there is no further action, this does not mean that the victim is not believed. The assessment of such crimes for prosecution is based on all evidence presented, for which there is a very high bar to meet, and this is quite often why charges - cannot be brought. Historic cases are even more challenging in terms of collecting and presenting evidence and locating witnesses, and unfortunately there is that risk perpetrators will reoffend. The CC stated that there is support for victims such as partnership services where there are adult and children-specific pathways for those under 18. The CC mentioned that the Constabulary has a specialist team who are experienced in engaging with victims and the Constabulary aim to maximise evidential opportunities. Operation Soteria training is delivered to all officers which aims to improve the victim's journey and is helping investigators to be more trauma informed. When appropriate the force will reopen cases if thresholds are reached, and a more recent offence may mean an older case is re-investigated. The CC commented on how there is high demand in this area as confidence in reporting has increased.</p> <p>The PCC stated that continued conversations will be had regarding the Local Criminal Justice Board.</p>
<p>Over the past few weeks that there are once again more fast-food delivery drivers using modified and illegal e-bikes. I have also noticed an increased number of privately owned modified bikes being ridden on the streets and footpaths/cycle paths of Norwich. There is also a problem with the illegal use of privately owned e-scooters. I believe that the only legal e-scooters allowed in Norwich are the turquoise-coloured Beryl scooters and over the past few weeks there has been a marked increase of privately owned e-scooters being used in</p>	<p>The PCC commented on how this is a real ongoing issue.</p> <p>The CC added that there is a right to be concerned especially as the weather gets better as the force will see an uptick in this. The CC stated that it is illegal to use e-scooters on roads or pavements unless they are designated rental scooters. The CC commented on how e-bikes have set restrictions and anything that surpasses those restrictions would be classified as a moped or scooter. There is an issue at the point of purchase surrounding misinformation and such is regularly brought to the force's attention. Norfolk Constabulary have Operation Dynamo and conduct actions days to help get illegal e-bikes and</p>

Public Question	Constabulary Answer
Norwich mainly on footpaths but also on cycle paths like Marriotts Way.	scooters off roads and pavements. The force also has a problem-solving plan as there is a big educational element to this. The CC confirmed that 40 e-bikes have been seized in Norwich so far this year and the Constabulary is seeing a reduction in usage and complaints from the public as a result of the Op Dynamo activity. There has been good media coverage of this, as part of educational package provided by Norfolk Constabulary. The CC commented how this is also an area for the Road Safety Partnership.
As an office we have received multiple questions and concerns regarding the enforcement of parking obstructions/dangerous parking and 20 mph speed limits, particularly on roads outside of or close to schools. Please could you confirm what the force is doing to ensure that these types of roads and accompanying pavements are safe for use for the general public?	<p>The CC confirmed that the law was changed in 2011, and that general parking enforcement lies with local councils. The CC stated that wardens do their part in assisting with enforcement and so do officers on a case-by-case basis. The CC commented on how the Constabulary have finite resources, so they unfortunately have to prioritise, however Local Neighbourhood Officers conduct patrols around schools and are keen to work with schools and parents to help keep roads and pavements safe. The CC commented on how the force consider enforcement where there is significant non-compliance with 20mph zones or significant collision risk. The CC stated that Norfolk Constabulary are very lucky to have volunteers such as Community SpeedWatch to assist and the force is always keen to increase the number of SpeedWatch schemes.</p> <p>The PCC commented on how work is ongoing at a national level, and she is looking forward to continued conversations on this topic to look at Norfolk Constabulary's response to any changes.</p>

## 5. Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
<p>It is understood that recently Serious Youth Violence has been an issue in Norwich City Centre so what is the Constabulary doing in response to this current theme?</p>	<p>Deputy Chief Constable Megicks (DCC) stated that Norfolk Constabulary's response is continuous and ongoing operational work is being done. Op Oilman is ensuring high visibility patrols are taking place in locations where there is potential for these crime types. The force is using a whole range of tactics such as stop search, which is being used in a focused way. DCC Megicks confirmed that the Constabulary is working with stakeholders and has specialist teams such as Project Servator officers who are trained in behavioural detection techniques which aim to prevent these types of crime. DCC Megicks stated that the force does not want to scare the general public, however they are letting people know when protective and firm action is being used. The force is also having conversations in conjunction with schools and there is a lot of hotspot policing happening. The key is to prevent these crimes from occurring and intercept where they can.</p> <p>The PCC stated that she went out with the Project Vigilant Team, and it was great to see how the team is used and how members of public responded in a positive way to them.</p> <p>DCC Megicks stated that the force has to invest in order to keep these people and teams together as they have valuable skillsets.</p> <p>The CC commented on how Op Oilman has seen lots of press, and the force is dialling up activity in that area. The CC stated that there has been a lot of engagement with young people. However, the force wants to make an appeal to parents and would be keen to speak with parents in a supportive way before any problems occur. The CC sees this as a force priority.</p> <p>Temporary Assistant Chief Constable (T/ACC) Balmer confirmed that the force is doing a lot of work already on focused deterrents and the Constabulary will never stop doing this type of work. T/ACC Balmer commented on how the</p>



PCC Question	Constabulary Answer
	majority of youths who carry a knife justify such by suggesting that they feel like they need to defend themselves, so there is clearly a conversation that needs to be had.
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have recently published a thematic inspection report on crime investigation where Norfolk were one of the forces inspected. What learnings can be taken from the report in relation to crime investigation and the prevention of crime?	DCC Megicks commented on how he was pleased that HMICFRS looked at Norfolk Constabulary as the forces crime detection outcome rates are good. Norfolk Constabulary were also identified as having good practice areas within the report. DCC Megicks confirmed that the Constabulary is currently looking through the recommendations made and will track them. Many of the themes identified within the report were making sure staff are trained appropriately and have First Point of Contact training so that areas of vulnerability and repeat victims can be identified.

## 6. Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
How are hate crimes investigated in Norfolk and how are the Constabulary ensuring that victims are treated fairly and are updated appropriately throughout the investigation process.	T/ACC Balmer stated that firstly, hate crime can be reported as either an emergency or non-emergency and there are also third-party reporting centres which can be used. The 'Hate Crime' tag on Athena is then used to understand who the crime is being committed against. T/ACC Balmer stated that each crime has a risk assessment and then these investigations are tracked. In terms of victim support, hate crime victims are entitled to an enhanced service which means that they have the right to set their own frequency for obtaining updates from the force. T/ACC Balmer confirmed that the force is getting better at reporting back to people under this enhanced service. These updates are audited on the quality of updates provided to the victim. Microsoft Co-pilot is also being looked at to see if this can be used to help with updating victims. The force is using the Victims Code of Practice as a guideline.

PCC Question	Constabulary Answer
	<p>The PCC followed up by asking whether the duties under the Equality Act are incorporated with ensuring that the victim has been treated fairly?</p> <p>T/ACC Balmer confirmed that there is training that is happening to ensure that officers are more understanding of certain backgrounds and behaviours that victims may have been subject to in the past. T/ACC Balmer noted that the force is on a continued journey in this respect.</p>
<p>What engagement or educational pieces of work are the Constabulary offering businesses to help reduce shoplifting across the county?</p>	<p>T/ACC Balmer stated that this is a partnership effort. Norfolk has Business Improvement Districts which share radio schemes and allows businesses to communicate with one another. T/ACC Balmer confirmed that the Constabulary hold Safer Business Action Days to educate businesses on shoplifting prevention. T/ACC Balmer also commented on how there is seemingly a national narrative that this was a low priority crime type for the police, however this hasn't been Norfolk Constabulary's approach.</p> <p>The PCC commented on how the challenge is the retail shopworkers who deal with this frequently and their expectations of policing responses.</p> <p>DCC Megicks commented on how Norfolk Constabulary has the highest positive outcome rate nationally for shoplifting, with nearly one in every two offences detected. Organisational culture has led to this.</p> <p>The CC mentioned how the speed of sanctions can be problematic and is a weak point in the system. The CC added that the focus on retail crime needs to extend beyond policing as any sanction is best when delivered swiftly and currently this is taking too long. The CC added that with broader criminal justice partners the force need to make sure they have a good range of intervention options.</p> <p>The PCC commented on how Norfolk has gained positive media attention on this area.</p>

## 7. Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
<p>The OPCCN has commissioned extra support in the Restorative Justice Team. Is there any development or progress on this as of yet?</p>	<p>DCC Megicks confirmed that he would look into the progress being made to recruit an additional resource in the Restorative Justice Team with OPCCN funding and report back to the PCC outside of the meeting.</p>
<p>How are the Constabulary preparing the Contact and Control Room (CCR) ahead of the summer demand?</p>	<p>DCC Megicks confirmed that this is part of the wider Constabulary plan. In the summer months the force typically sees a 20% increase in CCR daily demand and this does get earlier spikes before summer, but mainly the majority of the summer demand comes in from around June. These early spikes allow the force to work the resourcing that the force needs and how they are needed. CCR performance is very closely scrutinised, and demand is constantly monitored within the room, with resources moved around to meet incoming demand. DCC Megicks stated that the Constabulary will make sure the switchboard is used effectively to triage some of the calls at an early point of contact. Other contact avenues such as Rapid Video Response can also be used more readily during peaks of high demand.</p> <p>The CC added that the force has a CCR establishment of a set amount of people. Vacancies are managed flexibly to ensure staffing levels are higher in the summer months. The CC stated that the force is actively looking at new technology-based options to enhance service in the CCR.</p>

## 8. HMICFRS Update – Joint Targeted Area Inspection of the Multi-Agency Response to Children who are Victims of Domestic Abuse

PCC Question	Constabulary Answer
	<p>T/ACC Balmer provided an overview of the Joint targeted area inspection (JTAI) of the multi-agency response to children who are victims of domestic abuse (DA) in Norfolk. T/ACC Balmer commented on how the inspection was unusual in the sense that it was not just HMICFRS inspecting as it was actually OFSTED led, and the report was in the form of a summary letter. T/ACC Balmer commented that Norfolk is in a very positive starting place but recognise there is more to do. There was praise for Norfolk's strong partnership arrangements and the Inspectorate recognised that Domestic Abuse is seen as a priority in Norfolk. One of the issues identified was the take up of training across the partnership. T/ACC Balmer confirmed that mandatory Domestic Abuse Matters Training for frontline officers is being rolled-out across the Constabulary to improve their response to DA. Furthermore, T/ACC Balmer commented on how the Multi-Agency Risk Assessment Coordination (MARAC) has evolved, however the Inspectorate found that some partners who do not deal with DA daily don't have a good understanding of MARAC. The report also identified how understanding the voice of the child is of great importance, but improvement is needed by some agencies. T/ACC Balmer commented on how the DA Matters Training is helping with this.</p> <p>The CC added that the future structure of local authorities in the area will be something that the force monitors closely to ensure that the good practice identified in the report will not be disrupted.</p> <p>The PCC asked for clarification on whether it has been stated in previous scrutiny reports that DA Matters Training has already been fully rolled out. The Performance and Scrutiny Manager confirmed that they would confirm this</p>

PCC Question	Constabulary Answer
	through looking at previous PCC Accountability Meeting summaries and report to the PCC outside of the meeting.
On the areas for improvement identified, and noting the recommendations from previous HMICFRS regarding increasing reporting into the Multi Agency Safeguarding Hub (MASH), will any of the areas of recommended work require operational changes in the Constabulary?	<p>The CC confirmed that there was a backlog in the standard and medium risk assessment secondary safeguarding checks at the time of the Constabulary's PEEL inspection last year, however since then the force has seen a reduction in these backlogs. The CC added that there are always pressures in the safeguarding hub and the force is currently undergoing a review of the MASH, which includes exploring technology that could be used to assist with some of the administrative tasks.</p> <p>T/ACC Balmer clarified that the JTAI was a multi-agency inspection so a few of the issues in the report were external organisation's understanding of what some of the policing processes were, so this inspection has allowed the force to flush out some of those uncertainties.</p>

## 9. Neighbourhood Policing Update

PCC Question	Constabulary Answer
	<p>The CC introduced the paper by confirming that on 10 April 2025 the Home Secretary publicly launched the Neighbourhood Policing Guarantee, which sets out the Government's expectations for the future delivery of neighbourhood policing. The headline is that over the course of parliament, 13,000 extra neighbourhood policing officer posts will be delivered nationally. Norfolk Constabulary will receive funding for 31 additional neighbourhood policing officers, however it will take time to attract, recruit and train these officers. There will therefore be a lag in getting these officers out and visible. There is also a commitment that in every neighbourhood there will be a named</p>

PCC Question	Constabulary Answer
	<p>contactable police officer, and the public should receive responses to enquiries from local neighbourhood officers within 72 hours. The CC confirmed that Norfolk already has this in place. The Neighbourhood Policing Guarantee launch also included a draft performance framework which has a town centre focus specifically around Anti-Social Behaviour, Theft and Shoplifting. Furthermore, the Home Secretary would like to ensure that forces make more use of the Civil Order powers available to them. The CC confirmed that Norfolk Constabulary are currently doing that. There is a requirement for all police forces to have a 'summer plan' for this summer. The guidance that was released made it clear that these plans should relate to hotspot areas identified by the Home Office, however Norfolk do not have many of these so this may be a challenge. Ultimately the end goal is for there to be more visible policing on the streets. The CC confirmed that the Constabulary will be tracking performance in line with the new Neighbourhood Policing Guarantee performance framework and providing the findings to the PCC via future updates at the quarterly PCC Accountability Meetings.</p> <p>The PCC commented on how the work being conducted around the summer period would be great to bring to life within next PCC Accountability Meeting report.</p>
<p>Regarding the named officer element, in instances where there are gaps in having that named person (due to illness), does the Constabulary have specific workflow in place to make sure there are no voids for members of the public?</p>	<p>The CC confirmed that the force has recently conducted an audit on this and is compliant. The 72 hour contact requirement may require the Constabulary to have multiple contactable officers for an area to allow for more resilience. The CC stated that there are a few changes to the Norfolk Constabulary website that they want to make in order to improve this section.</p>

## 10. Emerging Operational/Organisational Risks

- The CC commented on how the Norfolk Constabulary operation on youth violence in Norwich currently is an operational risk, however this was covered in the meeting.
- The CC mentioned that monitoring devolution in Norfolk will be a continued focus over the course of the year.
- Assistant Chief Officer Jasper stated that there is a risk concerning motor insurance and the potential rising costs, as Norfolk Constabulary's current insurer has withdrawn from market. That leaves only two to three insurers, therefore the cost of premiums will increase or excess levels will increase.

### Actions

Description of Action	Action Update/Decision
<b>Action 12 (29 January 2025):</b> The PCC is to visit Norfolk Constabulary's Contact and Control Room (CCR) to discuss the work they do to safeguard vulnerable individuals.	The PCC attended the CCR in February 2025 and commented on what a great experience it was. <b>Action closed.</b>
<b>Action 13 (29 January 2025):</b> T/ACC Balmer is to look at DAPPA positive outcome rates in terms of recidivism and forward the findings over to the PCC.	The PCC confirmed that T/ACC Balmer had sent across the SBOS report on the DAPPA positive outcome rates in terms of recidivism. <b>Action closed.</b>
<b>Action 14 (29 January 2025):</b> The CC is to look at the process for making lawful disclosures to insurance companies in relation to driving offences committed at or associated with car meets and provide the PCC with a timeline for a force-wide roll-out.	The CC confirmed that this has been rolled-out force-wide and accompanying guidance has been published. <b>Action closed.</b>
<b>Action 15 (29 January 2025):</b> The DCC is to look into the toolkit pilot scheme in relation to retail crime and provide the PCC with an update as to the trials development.	DCC Megicks confirmed that the toolkit launch was delayed allowing for some revisions following a period of wider consultation. The revised draft should be ready in the coming weeks and will be launched alongside the new Retail Crime Strategy and a new Standard Operating Procedure. DCC Megicks is seeking confirmation of an official launch date and is ensuring retailers are bought in.

Description of Action	Action Update/Decision
	Norfolk is in a good place with good outcome rates for retail crime. <b>Action closed.</b>
<b>Action 16 (16 April 2025):</b> The CC is to look to refresh the Constabulary communications on Road Safety specifically linked to the Highway Code changes implemented in 2022.	<b>New Action.</b>
<b>Action 17 (16 April 2025):</b> DCC Megicks is to provide the PCC with a report on the progress being made to recruit an additional resource in the Restorative Justice Team with OPCCN funding.	<b>New Action.</b>
<b>Action 18 (16 April 2025):</b> The Performance and Scrutiny Manager is to confirm from previous PCC Accountability Meeting summaries whether there was mentioning of the DA Matters Training force-wide roll-out now being complete and is to report back to the PCC.	<b>New Action.</b>
<b>Action 19 (16 April 2025):</b> The CC is to incorporate a Neighbourhood Policing Guarantee update into the summer PCC Accountability Meeting reports.	<b>New Action.</b>

### Date of Next Meeting:

Tuesday 8 July 2025



## Signatures

A handwritten signature in black ink, appearing to read 'Sarah Taylor'.

.....  
Sarah Taylor  
Police and Crime Commissioner

A handwritten signature in black ink, appearing to read 'Paul Sanford'.

.....  
Paul Sanford  
Chief Constable



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 2025

**SUBJECT:**

Constabulary update on the Preventing Crime objectives of the Police and Crime Plan.

**SUMMARY:**

This report sets out a short summary update of Constabulary activity that has contributed to the Preventing Crime objectives of the Police and Crime Plan.

**RECOMMENDATION:**

The Police and Crime Commissioner is asked to note the report.

## PREVENTING CRIME – OBJECTIVES

**Reduce serious violence - Prioritise the reduction of serious violence offences and where those involve domestic abuse to continue working with our partners through the Domestic Abuse and Sexual Violence Delivery Group (DASVG)**

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Violence with injury	Number of crimes	7,697	8,198	8,386	-6.1%	-8.2%
	% DA	33.9%	32.1%	33.6%	1.8pp	0.3pp
GBH	Number of crimes	708	625	628	13.3%	12.7%
	% DA	24.9%	24.5%	26.4%	0.4pp	-1.5pp
ABH	Number of crimes	5,434	5,827	5,984	-6.7%	-9.2%
	% DA	27.3%	26.7%	32.2%	0.6pp	-4.9pp

Table 1: National Crime and Policing Measure for 'Serious Violence' - Violence with Injury offences.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12 months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

- Violence with Injury offences have reduced, both against the previous 12-months period (-6.1%) and the long-term average (-8.2%). One in three of the Violence with Injury offences recorded in the last 12-month period were flagged as being Domestic Abuse (DA) related. This is a slightly higher proportion than in the previous 12-months and similar to that of the long-term average.
- The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12-months was 13.3% higher than the previous 12-months, and 12.7% higher than the long-term average. One in four GBH offences were flagged as being Domestic Abuse related.
- In the last 12-month period, Actual Bodily Harm (ABH) offences decreased when compared with both the previous 12-months (-6.7%) and the long-term average (-9.2%). The percentage of ABH offences linked to Domestic Abuse in the last 12-months was 0.6 percentage points higher than in the previous 12-months, and 4.9 percentage points lower than the long-term average.
- The Domestic Abuse and Sexual Violence Delivery Group (DASVG) priorities for 2025 – 2028 have been set, focussing on the reduction of domestic abuse sexual violence and sexual abuse. These priorities concentrate on raising community and workforce awareness, improving strategic partnership understanding, developing preventative and supportive interventions, and ensuring children and young people affected by domestic abuse are kept safe, have their voice heard, and are supported to recover.
- DASVG continues to strengthen relationships with wider partners, such as the British Transport Police (BTP), to understand their response to serious violence within the Violence Against Women and Girls (VAWG) agenda.
- Links have been built across Public Health and the Suicide Prevention Strategy, ensuring that Domestic Abuse is evidenced in strategy and delivery plans.

- Operation Bokken provides the overarching approach to tackling serious youth-related harm across the Norwich District through enforcement, safeguarding, and partnership engagement.
- In response to a recent escalation in youth-related anti-social behaviour and violence in Norwich city centre, particularly in high-footfall areas such as Chapelfield Gardens, Castle Moat and Chantry Place, Operation Oilman has been established. Operation Oilman is a targeted extension of the strategic framework established under Operation Bokken.
- By building on the structures and partnerships developed under Operation Bokken, Operation Oilman is delivering a geographically focused, high-impact response to reduce harm, increase public confidence, and prevent further escalation of violence in Norwich city centre. The operation enhances visible policing, intelligence-led disruption, and community reassurance, while maintaining a strong focus on safeguarding vulnerable young people.
- Partnership work is a key aspect of prevention and Norfolk's Multi-Agency Child Exploitation (MACE) safeguarding process of 'screening' children at risk of exploitation and then working with the child and their family/carers to build their safety network is aimed at diverting them away from harm. Those identified as involved in their exploitation are pursued through positive police action.
- Norfolk Children's Services Targeted Youth Support Service (TYSS) is providing detached youth workers in key locations informed by the intelligence picture, and information is shared across the partnership to better inform the joint response.
- The Constabulary continues to support the work of the Serious Violence Duty, chairing the Serious Violence Duty Partnership Group. Activity in this quarter has largely focused on the threat of youth violence in Norwich.
- The RISE (Reach, Inspire, Strengthen, Empower) project is continuing to address crime and anti-social behaviour in North Lynn through a 'Clear, Hold, Build' approach, a framework developed by the Home Office to help police forces and partners tackle serious and organised crime. The approach aims to reclaim and rebuild neighbourhoods, works to make areas safer, and seeks to increase public confidence in the police and partner agencies.

**Bring more offenders to justice – *Focus on increasing the number of offenders brought to justice for Violence Against Women and Girls (VAWG) offences***

- Project Vigilant is a six-month pilot initiative in Norwich District aimed at tackling sexual predatory behaviour to reduce violence against women and girls. Through Project Vigilant, specially trained plain-clothes officers from the Community Policing Team patrol night-life areas and community spaces, identifying concerning behaviours and alerting uniformed officers to intervene.
- To support this activity the Intelligence Development Unit (IDU) profiles individuals of concern, and weekly multi-agency meetings assess risk, discuss further management, and identify any opportunities for enforcement and civil orders as appropriate.

- The pilot is showing positive results, with enhanced monitoring of potential perpetrators and improved 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 training for those working in the night-time economy.
- Domestic Abuse Champions and Vulnerability and Public Protection Champions are being trained to embed expertise across the constabulary and support the workforce to secure more positive outcomes in VAWG investigations.
- The Constabulary is collaborating closely with the Crown Prosecution Service (CPS) to strengthen case building, secure early advice, and to deliver victim-centred prosecutions.
- The Constabulary is supporting the improvements that are being made to the Harbour Centre Sexual Assault Referral Centre (SARC) 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.
- The Domestic Abuse Perpetrator Partnership Approach (DAPPA) continues to identify and proactively manage the domestic abuse perpetrators who present the most serious or repeated risk of harm in Norfolk, using evidential calculations generated by the Recency, Frequency, Gravity (RFG) matrix. Multi-agency meetings are held on a monthly basis for high-harm offenders, with a focus on disruption. Diversionary work is delivered by statutory support agencies, addressing identified needs such as mental ill-health and substance misuse.
- In February 2025, Multi-Agency Public Protection Arrangements (MAPPA) national guidance changed to incorporate Controlling and Coercive Behaviour as a MAPPA-eligible offence, widening the scope for the Norfolk MAPPA scheme to assist with risk management for high-risk domestic abuse perpetrators.
- To support continuous improvement, a sample of Rape and Serious Sexual Offence (RaSSO) investigations are audited by senior investigators every month. These audits include a review of the approach taken towards suspects and considerations regarding the use of bail and civil orders.
- The Horizons (Change and Improvement) team are developing a dashboard which will support the identification and targeting of repeat RaSSO suspects and offenders. The dashboard will highlight individuals who have been named on a previous investigation for a sexual offence within any of the nine Athena force areas.

**Strengthen responses to neighbourhood crime – Maintain outcome and charge rates for neighbourhood crimes (residential burglary, vehicle offences, theft from the person and robbery)**

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Neighbourhood Crime	Number of crimes	3,697	3,499	3,702	5.7%	-0.1%
	Solved	401	430	378	-6.7%	6.1%
	% Solved	10.8%	12.3%	10.2%	-1.5pp	0.6pp
	Charged	301	294	285	2.4%	5.6%
	% Charged	8.1%	8.4%	7.7%	-0.3pp	0.4pp
Residential Burglary	Number of crimes	1,283	1,178	1,273	8.9%	0.8%
	Solved	111	142	131	-21.8%	-15.3%
	% Solved	8.7%	12.1%	10.3%	-3.4pp	-1.6pp
	Charged	82	96	96	-14.6%	-14.6%
	% Charged	6.4%	8.1%	7.5%	-1.7pp	-1.1pp
Vehicle offences	Number of crimes	1,656	1,587	1,698	4.3%	-2.5%
	Solved	209	219	179	-4.6%	16.8%
	% Solved	12.6%	13.8%	10.5%	-1.2pp	2.1pp
	Charged	155	138	129	12.3%	20.2%
	% Charged	9.4%	8.7%	7.6%	0.7pp	1.8pp
Theft from the person	Number of crimes	385	382	385	0.8%	0.0%
	Solved	15	15	14	0.0%	7.1%
	% Solved	3.9%	3.9%	3.6%	0pp	0.3pp
	Charged	7	11	8	-36.4%	-12.5%
	% Charged	1.8%	2.9%	2.1%	-1.1pp	-0.3pp
Robbery	Number of crimes	373	352	346	6.0%	7.8%
	Solved	66	54	54	22.2%	22.2%
	% Solved	17.7%	15.3%	15.6%	2.4pp	2.1pp
	Charged	57	49	52	16.3%	9.6%
	% Charged	15.3%	13.9%	15.0%	1.4pp	0.3pp

Table 2: National Crime and Policing Measure for 'Neighbourhood Crime'.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12 months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

- Neighbourhood crime overall has increased by 5.7% compared with the previous 12-month period, with volumes very similar to the long-term average. Solved and Charged rates have both reduced against the previous 12-month period but have improved against the long-term average.
- Residential burglaries have increased in volume against the previous 12-month period (by 105 offences) but are very similar to the long-term average. The Solved rate for residential burglaries is lower than that of the previous 12-months and the long-term average (-3.4 percentage points and -1.6 percentage points respectively). The Charged rate has also reduced against both measures (-1.7 percentage points and -1.1 percentage points respectively).
- The data for residential burglaries includes burglaries of a 'home' and burglaries of a residential 'unconnected building'. In the last 12-month period there were 884 recorded 'residential burglary - home' offences of which 10.8% were solved. In the same period there were 399 recorded 'residential burglary – unconnected building' offences of which 4.0% were solved.
- A guidance pack to support frontline officers when they attend burglaries, aimed at improving early investigation standards, has been developed. This guide lists investigative consideration for attending officers, provides information to support officers when giving crime prevention advice, and includes an aide-memoire for

burglary statements. The pack contains information about the cocooning principle, a strategy of identifying further premises at risk and pro-actively visiting them to deliver crime prevention advice and reassurance or leaving a leaflet if the householder is absent. These leaflets have been distributed to all stations ready for launch and briefings have been delivered to District Commanders to cascade information to their teams.

- Data published by the Home Office shows that for the 12-month period up to 1<sup>st</sup> March 2025, the Constabulary attended 99.1% of reported residential 'home' burglaries.
- Vehicle offences have increased by 4.3% when compared with the previous 12-month period but remain 2.5% below the long-term average. The Solved rate for vehicle offences is lower than in the previous 12-months (-1.2 percentage points) but higher than the long-term average (+2.1 percentage points). The Charged rate has increased against both measures (+0.7 percentage points and +1.8 percentage points respectively).
- Theft from the person offences show minimal change when compared with the previous 12-month period, and no change against the long-term average. Solved rates are very similar against both measures. The Charged rate has decreased against both the previous 12-months and the long-term average, but these reductions equate to a small number of crimes.
- Robbery has increased by 6% (21 offences) against the previous 12-months and by 7.7% (27 offences) against the long-term average. The Solved rate has increased against both the previous 12-months and the long-term average (+2.4 percentage points and +2.1 percentage points respectively). The Charged rate has also improved against both measures.
- Norfolk Constabulary recognises the importance of providing continued training to officers and staff who investigate neighbourhood crimes to improve outcomes.
- The current Operation Investigate Development Day cycle for Response Officers includes a scenario which supports them to further develop their investigative mindset, encouraging professional curiosity and exploring barriers to this. Training delivered to frontline supervisors by the Operation Investigate team has also focused on the investigative mindset and evidential considerations.
- The Operation Investigate team has developed the Investigations module for the new Police Constable Entry Programme (PCEP). The training has a strong focus on getting the basics right and ensuring that reasonable lines of enquiry are identified and progressed from the outset of an investigation.
- The newly formed Norfolk Investigations Improvement Board met for the first time in this reporting period. The Board brings together a range of departments from across the Constabulary to provide oversight and governance for the delivery of continuous improvement in crime investigation standards.
- District Crime Units and the Operation Converter Team continue to perform strongly, making a significant contribution to Neighbourhood Crime positive outcome rates.



## **Enhance policing through technology – *Enable policing to become more efficient and effective in detecting and preventing crime through improved access to technology and providing adequate training for our police officers and staff***

This section provides a spotlight focus on an aspect of technology being utilised by the Constabulary to deliver more efficient and effective policing services.

### Retrospective Facial Recognition Searches

- Retrospective facial recognition searches are a core capability of the Police National Database (PND), allowing police forces to search for un-identified people. Images are checked against the PND image gallery, which holds more than 19 million images.
- By uploading an image to PND and carrying out a retrospective facial recognition search suspects and other persons of interest can be identified or ruled out in a matter of minutes, saving time and resource and significantly enhancing investigative opportunities.
- In 2024 Norfolk Constabulary carried out nearly 4000 retrospective facial searches on PND with many notable results including:
  - **Missing Person** - Eight years after he went missing, a positive PND facial match identified a man who had changed his name by deed poll. This allowed a passport check and confirmation of an up-to-date address. He was identified as being safe and well.
  - **Shoplifting** – Following the theft of more than £2,000 worth of cosmetics from a supermarket, a CCTV image run through PND returned a positive match for one of the suspects. The female was subsequently charged and has been imprisoned for 18 months following a guilty plea.
  - **Theft** - An unknown youth stole a CCTV camera. An image of his face was captured as he ripped it from the wall. A PND search returned a match. The teenager admitted the offence during interview and was issued with an out of court disposal.
  - **Attempted Robbery** - After a man was punched in the face by two unknown males during a dispute about cigarettes CCTV footage was run through PND, with a positive result. Both men were arrested and charged and entered guilty pleas.
  - **Attempted Robbery** - Following an attempted robbery, an image of the suspect taken by the victim was run through PND, which resulted in a positive match. Combined with local enquiries, officers successfully located the suspect who was subsequently charged and remanded.



- **Public Disorder and Criminal Damage** - A victim captured a partial image of a suspect's face following a serious public disorder and criminal damage incident. The partial image was run through PND, identifying a positive match.
- **High Risk Missing Person** – A high risk missing person was seen on CCTV in the company of another male. This male was identified through a PND facial recognition search and other enquiries, helping officers to locate the missing person.
- **Exploitation** – A potential exploitation case was identified on a social media video sharing platform. A screen grab of a male from one of the videos was run through PND, resulting in a positive match which allowed for further enquiries and safeguarding to be undertaken.
- **VAWG** – Two positive identifications linked to Project Vigilant patrols. The first being a male who refused to provide his details when spoken to by officers. A PND search of an image recorded on the officer's Body Worn Video revealed he was a wanted person, resulting in his arrest the following day. In the second case staff working at a hotel alerted officers who were undertaking Project Vigilant patrols to a female who was with a much older male. The female initially provided false details but was subsequently identified from a Body Worn Video image allowing her to be safeguarded and for important intelligence to be submitted about the male.

**Empower communities with crime prevention initiatives – *Promote and support local and national crime prevention initiatives and campaigns to help educate communities to prevent crime***

Key campaigns supported across the Constabulary's social media platforms, public website, and through media releases in this reporting period include:

**January 2025**

- Promotion of the National Police Chiefs' Council Commercial Vehicle Intensification campaign and the activity undertaken by the Roads and Armed Policing Team Commercial Vehicle Unit in support of the campaign.
- Proactive communications highlighting the Constabulary's efforts to address retail crime and target prolific offenders, with press releases and social media posts used to highlight significant convictions and Criminal Behaviour Orders imposed on offenders.

**February 2025**

- Support for Operation Mille, an Eastern Region Special Operations Unit (ERSOU) campaign targeting Organised Crime Groups and criminal networks involved in cannabis production and other serious criminality. More than £4.5 million of cannabis was seized in Norfolk as part of the operation – Press releases, videos

and social media messaging were used to highlight the activity and positive results.

- Sexual Abuse and Sexual Violence Awareness Week – featuring ‘Bea’ a victim of kidnapping and sexual assault, raising awareness across media about the issue and where to get help, including information about the Norfolk Integrated Domestic Abuse Service (NIDAS) and Leeway.

### **March 2025**

- Promotion of ‘No More Week’, a national week of action against domestic and sexual violence. Victim-survivors ‘Chloe’ featured as a lead story on ITV Anglia and Detective Chief Inspector Matt Stuart was interviewed, encouraging victims to report abuse to the police or other support services. Communications were used to raise awareness around Coercive and Controlling behaviours and agencies that can provide support. A supportive statement to raise awareness was also provided for a BBC spotlight on domestic abuse court cases.
- Consistent messaging in support of Project Vigilant activity, targeting perpetrators of Violence Against Women and Girls in the Norwich night-time economy.
- Publicity highlighting Operation Oilman activity, an operation targeting youth related anti-social behaviour and violence in Norwich. A press release announced the launch followed by media and social media updates of activity highlighting positive outcomes, arrests, charges and visible policing.
- Social media film highlighting role of Project Servator and how the tactic is being used to prevent and disrupt youth violence.
- Operation Sceptre Week - A national campaign which tackles knife crime. Activity in this period included home visits to habitual knife carriers for education / warning and joint visits with Trading Standards to retailers of bladed instruments to remind them of their legal requirements regarding the display and sale of knives.
- New Police Support Volunteers have been trained to deliver fraud prevention advice to vulnerable groups under Operation Bodyguard.
- Work with the University of East Anglia (UEA) and Aviva to develop an online fraud protection webinar for UEA students as a trial before releasing county-wide.
- Continued promotion of Norfolk Neighbourhood Watch. Norfolk currently has 187 Neighbourhood Watch schemes across the county, with 2449 members.

**Invest in police welfare and resilience – *Invest in improving welfare and support to police officers and staff working for the Constabulary, including Specials and volunteers, to ensure that our police service is resilient and has the capacity and capability to respond to our policing priorities***

- The Constabulary is committed to improving welfare support for our people and we continue to monitor and track progress on this via our People Opinion staff surveys.
- In this reporting period activity undertaken to support the welfare of Police Officers, members of Police Staff, members of the Special Constabulary, and Police Support Volunteers has included:
  - ‘Leading with Care’ Resilience and Wellbeing workshops which help leaders develop skills to manage their own wellbeing and resilience and that of their teams. These workshops also signpost to the resources that are available to support leaders to have wellbeing conversations.
  - Publication of a Wellbeing Calendar of events on the Constabulary’s intranet. Internal communications linked to specific events are posted throughout the year.
  - Workshops to support wellbeing which have been designed based on data gathered from our workforce.
  - A weeklong campaign of events to coincide with ‘Mental Health Awareness week’. This included inputs from MIND and a nutritionist and provided resources and information for external support networks.
  - A new Wellbeing Advisor has joined the Workplace Health team. A Psychotherapist has also been recruited who will commence their role in July, enhancing therapeutic support options and providing an additional pathway for officers and staff alongside existing pathways.
  - Our Wellbeing Coordinator, a new post that was introduced in November last year, has delivered workshops and inputs to senior managers to help them to support their teams, an example being an input given to the Specialist Operations Senior Management Team on coping strategies.
  - More Wellbeing Champion have been trained. We now have over 120 Champions and an additional 20+ Menopause Champions who actively promote support and raise awareness across departments.
  - A refresher course has been delivered for TRiM (Trauma Risk Management) Practitioners and funding has been approved for four additional TRiM Practitioner courses.
  - A force-wide Health and Wellbeing Board has been established to ensure forward-looking strategic direction, monitoring, and overview aligned to national and local need.
  - Police Property Act funds have been utilised to secure training and initiatives from charities to support long-term wellbeing.

- The Constabulary has joined the National Fatigue study with Liverpool John Moores University. 48 officers will begin a 120-day programme with wearable technology that monitors sleep/fatigue in mid-2025.
- New Starter inductions now include comprehensive wellbeing, health, and safety briefings for all new Police Officers, members of Police Staff, and volunteers.
- The Wellbeing Team has continued to deliver evidence-based self-help and resilience techniques, with more in-house training under development.
- Through the 'Right Culture' programme 750 first- and second-line managers have now been trained across Norfolk, including Sergeants and Inspectors within the Special Constabulary. The training is centred around equipping managers with the skills to support their teams, enabling them to create psychological safety, promoting a culture in which people can raise issues or concerns as required, and fostering a culture of support and inclusivity.
- The Constabulary's Workforce Planning Board continues to look at the capacity, capability and wellbeing of the workforce in the context of operational performance. Actions for improvement are picked up as part of the Constabulary's Workforce Plan. A current area of focus for the Board is improving the support that is given to officers when returning to work following a period of sickness absence, and ensuring appropriate reviews are conducted for officers on Limited Duties.
- The physical visibility of the Human Resources Advisor team in all stations has been increased. The team runs webinars covering various topics including Attendance Management, Disability Management, Performance Processes, Hidden and Invisible Disabilities, Managing Recuperative & Limited duties, Family Friendly Provisions (maternity, adoption etc.) and Reasonable Adjustments.

END.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 2025

**SUBJECT:**

Constabulary update on the Cohesive Communities objectives of the Police and Crime Plan.

**SUMMARY:**

This report sets out a short summary update of Constabulary activity that has contributed to the Cohesive Communities objectives of the Police and Crime Plan.

**RECOMMENDATION:**

The Police and Crime Commissioner is asked to note the report.

## COHESIVE COMMUNITIES – OBJECTIVES

**Designated police officers** – *Support the roll out of officers to deliver the Neighbourhood Policing Guarantee to ensure each neighbourhood has a designated police officer they can contact when issues arise*

- The government has released £200 million in funding as the first step towards the manifesto pledge to increase visible policing across the UK by delivering 13,000 additional Neighbourhood Officers. For Norfolk, in the financial year 2025/26, this has meant there is approximately £2.2 million funding available which can only be used to achieve the effect of an increase the number of officers in Neighbourhood Policing roles.
- There are four options to increase these roles, namely: recruit an additional Police Officer, recruit a member of Police Staff into a role currently fulfilled by a Police Officer and move the officer into a neighbourhood policing role, recruit a Police Community Support Officer, or recruit a Special Constable.
- With the available funding Norfolk Constabulary will recruit seventeen new Police Officers and fourteen new members of Police Staff, increasing the establishment of Neighbourhood Policing officers by thirty-one by March 2026.
- The number of officers currently in Neighbourhood Policing roles has been baselined with the Home Office at 180 Headcount, 176.414 FTE. Therefore, by 31<sup>st</sup> March 2026, this must increase by thirty-one.
- Norfolk had already over-recruited by fourteen Police Officers by March 2025 in preparation for this growth and in support of the previous National Uplift programme. The ambition is to have achieved two thirds (20) of the growth in Neighbourhood Policing roles from the agreed baseline by the mid-point of the financial year, with the completion of the thirty-one being achieved by March 2026.
- There is an understandable lag between the recruitment of additional officers and the achievement of visible growth of officers in front-line roles.
- Progress is being tracked on a monthly basis with submissions to the Home Office which scrutinise the financial position, and to the National Police Chiefs' Council regarding the precise number of officers performing Neighbourhood Policing roles.
- On 10<sup>th</sup> April 2025, the Home Secretary wrote to all Police & Crime Commissioners asking them to ensure that in support of the Neighbourhood Policing Guarantee, immediate steps were taken by the police and their partner agencies to maximise opportunities for visible action to tackle anti-social behaviour and increase the safety of town centres and high streets this summer.
- At the Police & Crime Commissioner's Accountability Meeting held on 16<sup>th</sup> April 2025 the Police & Crime Commissioner asked the Constabulary to report back on

some of the activity being undertaken in this regard at the next meeting. A short overview is included at Appendix A.

### **Safer roads for all – Work with the Road Safety Partnership Strategic Board to reduce the number of people killed or seriously injured on our roads**

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	490	457	416	7.2%	17.8%
Killed & Serious Injury collisions – Fatal	33	31	31	6.5%	6.5%
Killed & Serious Injury collisions – Serious injury	457	426	385	7.3%	18.7%
Killed & Serious Injury collisions involving vulnerable road users (total) (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	267	266	227	0.4%	17.6%

Table 3: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12 months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

- There has been a 7.2 percent increase in Killed or Seriously Injured (KSI) collisions when comparing the last 12-month period to the previous 12-month period, and a 17.8 percent increase in comparison to the long-term average.
- In this reporting period (1<sup>st</sup> January 2025 to 31<sup>st</sup> March 2025) there were 105 collisions involving serious injury on Norfolk's roads. This is a slight reduction when compared to the same period in 2024 (114 collisions). There were also fewer serious injury collisions involving vulnerable road users (a reduction of 15%).
- In this reporting period (1<sup>st</sup> January 2025 to 31<sup>st</sup> March 2025) there were five fatal collisions across Norfolk, with five fatalities. This is a reduction of three fatalities when compared to the same period in 2024.
- The graph overleaf shows the trend of collisions resulting in serious injury or fatality in Norfolk since 2004 to the end of 2024, with a comparison for Great Britain.



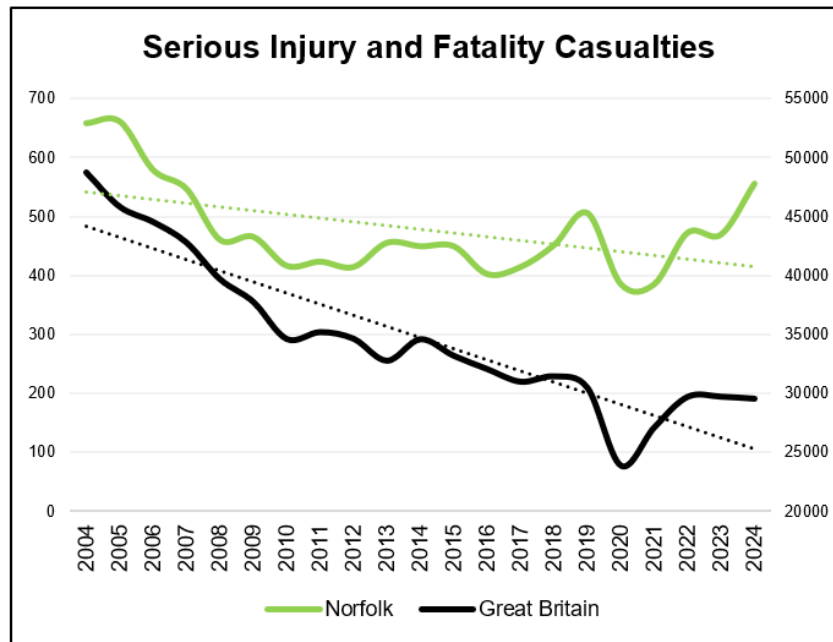


Figure 1: Serious Injury and Fatality Casualties since 2004 - Norfolk and Great Britain

- Norfolk Constabulary's Roads and Armed Policing Team (RAPT) works with a range of partners to improve the safety of the Norfolk road-network, some examples of which are detailed below:
- The RAPT Commercial Vehicle Unit (CVU) deliver a proactive response to tackling criminality linked to commercial vehicle use. The CVU provides an important role in the Constabulary's efforts to disrupt the criminality of Organised Criminal Groups, including Organised Immigration Crime. A key element of this is their involvement in local, regional, and national days and weeks of action, which involve coordinated activity with other partners including Immigration Services, the Driver and Vehicle Standards Agency (DVSA) and National Highways.
- In this reporting period, 411 vehicles were stopped during planned CVU operations, including private vehicles, Heavy Goods Vehicles (HGVs), Public Service Vehicles (PSVs), and agricultural vehicles. Offences identified included overweight vehicles, insecure loads, vehicles/trailers in a dangerous condition, offences related to HGV drivers' hours, and offences related to the carriage of dangerous goods.
- A continuing trend of HGV drivers failing to comply with driving hours regulations has been seen, with a 70% non-compliance rate for EU registered HGVs of those stopped. This has been a priority focus for the CVU who have taken a strict approach to non-compliance, issuing fines to hauliers and prohibiting vehicles. There has also been an increase in CVU activity in line with the National Police Chiefs' Council Roads Policing calendar.
- The CVU conducted Operation Tramline in March, in collaboration with National Highways, utilising an unmarked HGV. A high number of 'Fatal Four' offences were detected (the 'Fatal Four' offences are speeding, driving whilst under the influence of alcohol or drugs, not wearing a seatbelt, and using a mobile phone whilst driving).
- The CVU have also been running Operation Silent in partnership with Norfolk County Council and Immigration Services, targeting those working illegally in the

Gig-Economy. In this reporting period eight illegal workers who were driving Light Goods Vehicles (LGVs) to make online shopping deliveries and E-bikes for online food deliveries were arrested. Four of these individuals were subsequently deported from the UK by Immigration Enforcement and penalties were issued against employers. The Eastern Region Special Operations Unit (ERSOU) have adopted the Operation Silent model from Norfolk, and it is now being rolled-out across the Eastern Region.

- Operation Foxtail is a RAPT led operation which focuses on the detection, removal, and sources of fraudulent driving licences. This multi-agency approach, delivered with Home Office Project Invigor funding, brings together resources from Immigration Services, Moonshot, the Road Casualty Reduction Team (police motorcycles), the CVU, and Community Support Units (Student Police Officers).
- 201 vehicles were stopped in this quarter during Operation Foxtail deployments. 23 individuals were arrested for a range of offences including fraudulent licences, cross border thefts, immigration offences, driving whilst under the influence of drugs, driving whilst disqualified, offences related to illegal tobacco, and for outstanding warrants. 75 intelligence reports were submitted, 52 vehicles were seized, and 115 Traffic Offence Reports (TORs) were issued. The results of these operations are having a significant impact, not only on road safety but also on wider criminality.
- The Road Casualty Reduction Team (police motorcycles) continue to contribute to Fatal Four enforcement through their daily deployments at collision hotspots and by supporting the RAPT days of action and other road safety operations. This quarter the team have also assisted many abnormal load and VIP escorts across the county.
- The Norfolk Safety Camera Partnership operates a number of fixed site and mobile safety cameras at locations across the county. The mobile safety assets include van-based cameras which are deployed on the county's strategic road network and community enforcement assets which predominantly enforce local sites of public concern.
- In the summer / autumn of 2025, two new average speed camera systems are due to be installed by National Highways on the A47 trunk road. Although these cameras will be installed and owned by National Highways, they will be operated by the Norfolk Safety Camera Partnership in a similar manner as those on the A12 and A14 in Suffolk, with all cost recovery supporting Safety Camera Partnership back-office functions.
- In this reporting period 417 Traffic Offence Reports (TORs) were issued to drivers using mobile phones, 300 were issued for failing to wear a seat belt, 893 were issued for officer detected speeding, 27379 for camera detected speeding, and 2212 were issued by officers for other driving offences.

## Address shoplifting – *Work with business communities to continue to tackle shoplifting offences across the county and encourage the use of all available deterrents including civil orders*

Indicator		Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Shoplifting	Number of crimes	6,383	4,963	3,976	28.6%	60.5%
	Solved	2,776	2,159	1,561	28.6%	77.8%
	% Solved	43.5%	43.5%	39.3%	0pp	4.2pp
	Charged	1,945	1,592	1,154	22.2%	68.5%
	% Charged	30.5%	32.1%	29.0%	-1.6pp	1.5pp
	Taken into Consideration	311	210	100	48.1%	211.0%
	% Taken into Consideration	4.9%	4.2%	2.6%	0.7pp	2.3pp
	Out of Court Resolutions	512	357	Not available	43.4%	Not available
	% Out of Court Resolutions	8.0%	7.2%	Not available	0.8pp	Not available

Table 4: Shoplifting offences - Number of shoplifting crimes, number/percentage solved, number/percentage charged, number/percentage Taken into Consideration by a court, and those resolved through Out of Court Resolution.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12 months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

Out of Court Resolutions refers to Outcome 2 (Youth Cautions), Outcome 2A (Youth Cautions – alternative Offence), Outcome 3 (Adult Caution), Outcomes 3A (Adult Cautions – alternative Offence), and Outcome 8 (Community Resolutions).

- Shoplifting reports have been steadily increasing since the reductions seen as a result of the Covid-19 pandemic. The volume of recorded offences in the 12-month period between 1<sup>st</sup> April 2024 and 31<sup>st</sup> March 2025 is 28.6% higher than when compared to the previous 12-months period, and 60.5% higher than the long-term average.
- When compared nationally, Norfolk Constabulary has a high solved rate for shoplifting offences, with 43.5% of the offences reported in the last 12-month period being detected. This is consistent with the previous 12-month period and is a 4.2 percentage point improvement compared to the long-term average.
- The use of Out of Court resolutions for shoplifting offences (Youth Cautions, Adult Cautions and Community Resolutions) has increased.
- The focus on increasing the use of ancillary orders such as Community Protection Warnings (CPW), Community Protection Notices (CPN), and Criminal Behaviour Orders (CBO) continues, with retailers providing feedback that they are seeing the positive deterrent effect that these are having. The table below shows the increase in the use of these intervention this reporting quarter compared with the previous quarter:

	01.10.2024 – 31.12.2024	01.01.2025 – 31.03.2025
<b>Criminal Behaviour Orders</b>	7	11
<b>Community Protection Notices</b>	20	21
<b>Community Protection Warnings</b>	45	77

- The new Norfolk Retail Crime Strategy and accompanying Retail Crime Standard Operating Procedure (SOP) will be published in July, to coincide with the commencement of the 'Keeping Town Centres Safe this Summer' plan activity.

- Strong relationships with the Norwich Business Improvement District (BID) and the East of England Co-op are providing valuable insight from the business community which is helping the Constabulary to further develop its approach to tackling retail crime.
- Norfolk Constabulary continues to provide crime prevention guidance to retailers, consistent with national advice, through local engagement and through information and advice published on the Constabulary's website.
- As reported at the Police & Crime Commissioner's Accountability Meeting in April, a Retail Crime Toolkit is being developed by the Community Safety Department. The aim of the toolkit is to remove barriers for retailers when reporting retail crimes and to support improved evidence gathering to secure more positive outcomes. Business community engagement and consultation is helping to shape the development of the toolkit.
- The toolkit will be the mechanism through which the Constabulary will seek to increase the use of 'Victim Impact Statements' and 'Impact Statements for Businesses' for retail crime cases that proceed to prosecution. These statements allow retail staff to clearly explain the effect a crime has had on the physical, emotional, social, and employment aspects of their lives. Businesses are able to articulate the broader repercussions of crime, such as financial losses, employee distress, and reduced customer confidence. This information will provide courts with a better insight into the true costs of retail crime, influencing sentencing decisions through a more victim-focused approach.
- In this reporting period retail crime 'Action Days' have been conducted at the Riverside Retail Park in Norwich, with visible and plain clothes patrols undertaken by local Beat Managers and the Community Policing Team.
- Representative from the Community Safety Department attended the second Norwich Retail Crime Conference in March, delivering a presentation about the Constabulary's response to retail theft and future planned activity. The event, hosted by Norwich BID, attracted more than 100 attendees and was a great forum for the Constabulary to engage with the business community.
- The Community Safety Department has also been working with the Norfolk Safeguarding Adults Board to develop the multi-agency strategy for managing offenders with additional complex needs.

**United against hate – Continue to work with partners to identify and reduce repeat victims and support the Stop Hate in Norfolk (SHiN) campaign**

- There has been a decreasing trend of recorded Hate Crime in Norfolk in recent years, which reflects the national picture.
- The reasons why fewer Hate Crimes are being recorded are not clearly understood, but the Constabulary strongly believe that Hate Crimes are under reported. The national decline in public confidence in policing and public understanding of Hate Crime may account for some of this decline.

- The Constabulary is undertaking targeted work with partner agencies, trying to increase confidence in reporting. This partnership activity includes working closely with the Stop Hate in Norfolk (SHiN) campaign, which works to encourage more people to have the confidence to report incidents of hate either directly to the police or through third-party external organisations that can support people who may not wish to go directly to the police.
- In response to reported increases in community tension, the Constabulary's Equality, Diversity & Inclusion (EDI) Team have carried-out targeted work in Great Yarmouth in conjunction with the local Engagement Officer and the Operational Partnership Team (OPT), which has included the delivery of training session to increase awareness of the SHiN campaign, what hate crime is, and how it can be reported. This has included the delivery of in-person SHiN sessions to GYROS, an organisation which supports migrants and culturally and linguistically diverse communities, and DIAL, an independent charity which provides information and advice to vulnerable people within Great Yarmouth.
- Efforts are now being focussed on Norwich, which includes working in partnership with organisations including Aviva, Bernard Matthews and Jarrolds. Feedback following the sessions that have been delivered has been positive, but it remains a challenge for organisations to dedicate time to receive this free training. The EDI team are looking at different ways to encourage more groups to sign-up. The training is being continually updated based on feedback and the Constabulary is working with other police forces to incorporate best practice.
- Paul Giannasi, Hate Crime Advisor to the National Police Chiefs' Council, is undertaking a review in conjunction with the College of Policing of current processes and guidance relating to the recording of Non-Crime Hate Incidents. Whilst this review is taking place any incidents that are unclear are audited by the Constabulary on a case-by-case basis.

### **Protect rural & local communities – *Work in partnership to tackle rural crime (agricultural, equine, wildlife and heritage)***

- In this reporting period the Constabulary's Community Safety Operational Unit has continued its engagement with partners to identify and implement prevention, enforcement, and detection opportunities to tackle rural criminality. This activity has included:
  - A joint warrant with Kings Lynn Borough Council and the RSPCA in relation to puppy farming reports.
  - Joint patrols with the Environment Agency to tackle illegal fishing under Operation Clampdown, a national fisheries enforcement initiative.
  - Attendance at a multi-agency meeting led by the RSPCA to jointly problem-solve issues at seal breeding sites.
  - Delivery of an annual presentation to the Country Landowners Association to brief its members about the activity being undertaken by the Constabulary to police rural communities.

- Participation in Operation Goldjuno intensification activity, a nationwide operation that tackles metal theft through prevention, education and enforcement activity, with visits undertaken to a number of scrap metal dealers across the county.
- Attendance at the Operation Galileo national conference, a forum for police forces and partners to share information and best practice in relation to tackling hare coursing. Also, in this reporting period the Constabulary took part in the enforcement stage of Operation Caluna, a significant cross border hare coursing investigation.
- Attendance at a round-table Heritage Crime event led by the Norfolk Police & Crime Commissioner.
- Continued partnership working with the Community Rural Advisory Group (CRAG), hosting an online meeting of the group. These meetings, the CRAG newsletter, and social media accounts provide effective platforms for information sharing with rural communities and partners across the county.
- Presentations given to a number of livestock, farming, conservation, and wildlife groups.

## **Appendix A - Keeping Town Centres Safe this Summer**

In April, as part of the Government's Safer Streets Mission, the Prime Minister announced details of the Neighbourhood Policing Guarantee.

A key component of the Neighbourhood Policing Guarantee is restoring confidence in local communities by taking visible action to tackle anti-social behaviour and crime to increase the safety of town centres and high streets.

Norfolk Constabulary works in partnership with a wide range of community organisations, businesses, statutory and non-statutory agencies with the collective aim of making our town centres and high streets safer spaces and building trust and confidence with our communities.

A 'Keeping Town Centres Safe this Summer' plan has been developed which will see increased high-visibility town-centre patrols in Norwich, Great Yarmouth, Kings Lynn, Dereham, Diss, Cromer, Sheringham, Holt, Gorleston, Thetford and Downham Market. This will include targeted patrols at identified anti-social behaviour hot spots, delivered through the 'Operation Focus' Home Office funded model.

The plan also incorporates the 'Clear Hold Build' Operation RISE activity which is being delivered in Kings Lynn and will continue throughout the summer period.

As reported at the April Police & Crime Commissioner's Accountability Meeting, Operation Dynamo was launched earlier this year in Norwich in response to an increase in the anti-social and illegal use of e-bikes and e-scooters. The successful operation received positive media coverage, with articles published on the BBC News website and an accompanying broadcast on BBC Look East. Activity to target the illegal use of e-bikes and e-scooters has continued and has been incorporated into the 'Keeping Town Centres Safe this Summer' plan.

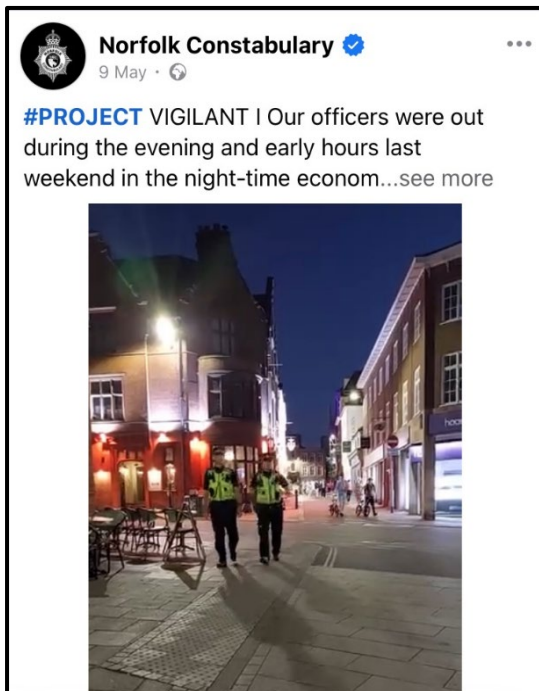
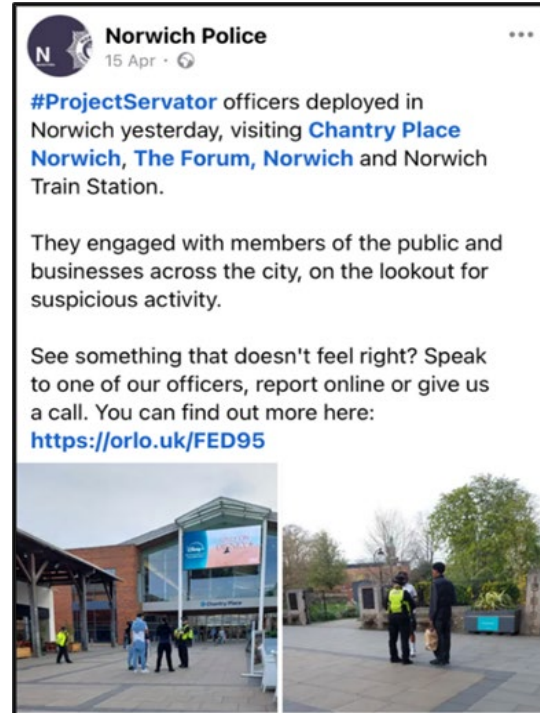
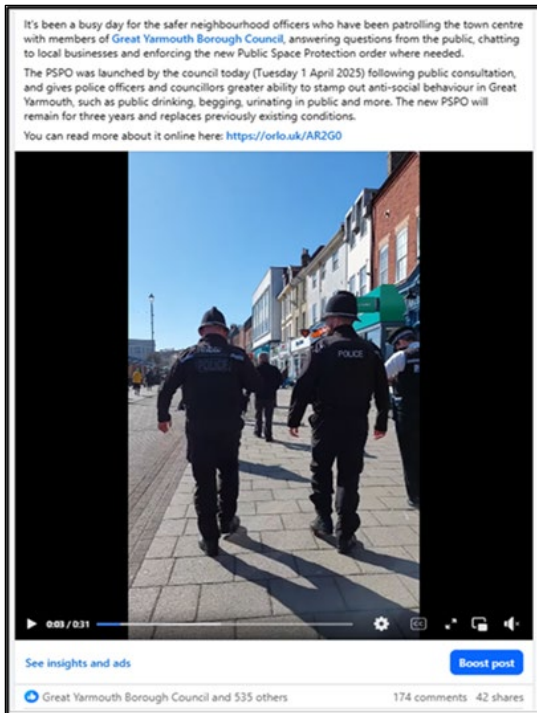
The Neighbourhood Policing Guarantee and associated 'Summer Plan' requirement also call for visible action to address retail crime. Pages 6 and 7 of this Cohesive Communities report provide an overview for some of the activity that is already taking place in support of the 'Address Shoplifting' objective of the Police & Crime Plan. This activity, together with increased patrols in town centres and high streets, will continue throughout and beyond the summer period.

Project Servator, Operation Vigilant, and Operation Focus, for which updates are included within the reports that have been produced for the Police & Crime C's Accountability Meetings, are helping to make our town centres and high streets safer areas and are providing reassurance to the public. These are all key activities that are captured within the 'Summer Plan'.

Media and social media releases are used to publicise the activity undertaken and will be used to amplify the outputs and outcomes of the 'Summer Plan'. Some examples of some recent social media posts are included overleaf.



## Police and Crime Plan – Cohesive Communities



END.



<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 2025

**SUBJECT:**

Constabulary update on the Reducing Harm objectives of the Police and Crime Plan.

**SUMMARY:**

This report sets out a short summary update of Constabulary activity that has contributed to the Reducing Harm objectives of the Police and Crime Plan.

**RECOMMENDATION:**

The Police and Crime Commissioner is asked to note the report.

## REDUCING HARM – OBJECTIVES

### Crack down on Crime – Continue to disrupt serious and organised crime groups preventing them from harming our communities

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Disruptions against Tactical Vulnerabilities/Priority Individuals included	475	195	190	143.6%	150.0%
Disruptions recorded against scored OCGs only	85	62	86	37.1%	-1.2%

Table 5: Serious and Organised crime disruptions – Disruptions against Tactical Vulnerabilities/Priority individuals and against scored OCGs only.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12-months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

- Table 5 above and Figure 2 below show the disruptions recorded by Norfolk Constabulary when responding to the threat posed by serious and organised crime.

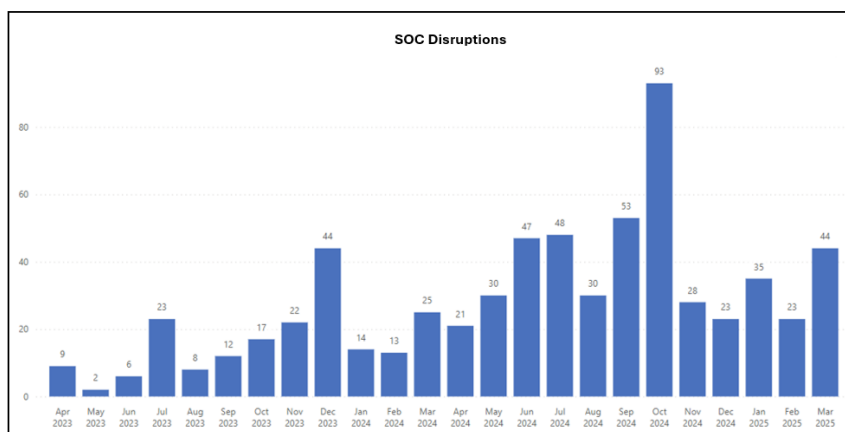


Figure 2 - Norfolk Serious and Organised Crime (SOC) total disruptions for the period 01/04/2023 – 31/03/2025

- 102 disruptions were recorded in this reporting period (1<sup>st</sup> January 2025 – 31<sup>st</sup> March 2025) compared to 52 the same period in 2024, which is a 96.2 percent increase.
- The 12-month rolling data for the period 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025 has recorded 475 disruptions compared to 195 recorded in the same period in 2023/24, an increase of 143.6 percent.
- Disruptions against Organised Crime Groups (OCGs) have increased by 37.1 percent when comparing the 12-month period 1<sup>st</sup> April 2024 – 31<sup>st</sup> March 2025 to the same 12-month period in 2023/24 (an increase of 23 disruptions). The number of recorded OCG's will fluctuate dependant on the type of threat and how it is scored and assessed.
- There are currently three large Tactical Vulnerabilities – Operation Orbit , Operation Bokken and Clear, Hold, Build. These scored threats account for a large amount of the threats posed by serious and organised criminality, so whilst disruptions against OCGs may seem low, there is still a significant number of wider SOC threats assessed and mapped within Norfolk.

- Work is ongoing through the governance of the Joint-force Serious and Organised Crime Board to ensure that all SOC disruptions are being claimed, particularly within the Local Policing Command.
- In this reporting period enforcement activity took place for Operation Halsham. This was an investigation into an OCG that was operating with advanced methodology to avoid detection. A complex and detailed investigation was undertaken by the Joint Serious Organised Crime Unit, resulting in the arrest of four members of the OCG who were operating along the Norfolk / Suffolk border. Enforcement resulted in the seizure of 4.8kg of cocaine, more than 20kg of Ketamine, 1kg of cannabis, and £150,000 cash. Crown Court sentencing is listed for July 2025.
- In May 2023, His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) published their inspection report into the Eastern Regional response to Serious and Organised Crime, which included an inspection of Norfolk Constabulary. Norfolk receiving four Areas for Improvement (AFIs).
  - AFI 11 - *The Constabulary should improve how it shares information relating to serious and organised crime (SOC) with partners and frontline staff.*
  - AFI 12 – *The Constabulary should make sure that its SOC local profile provides detail of how SOC affects its communities, and this should be reviewed at frequent intervals to help it, and its partner organisations, to better respond to local SOC threats*
  - AFI 13 - *The Constabulary should improve how it records disruptions on the national database.*
  - AFI 14 - *The Constabulary should improve the quality of 4P plans and how it manages them.*
- In September 2024 the Joint Serious & Organised Crime Command submitted evidence to HMICFRS in relation to the progress that Norfolk Constabulary had made against these AFIs.
- Norfolk's improvements were recognised and AFIs 11, 13, and 14 have been verified and closed. AFI 12 remains open, with the Strategic Business & Operational Services Department working to develop a new Serious and Organised Crime Local Profile for Norfolk in line with national guidance.
- Close engagement with the Eastern Region Special Operations Unit (ERSOU), the National Police Chiefs' Council (NPCC) SOC portfolio, and other partners continues for continuous improvement through the sharing of best practice and innovation.
- The Local Responsible Officer (LRO) community is now well-established. LROs are being supported with continuous professional development (CPD) and learning resource, supported by the wider SOC network. Training provided to Norfolk LROs has included 'Understanding the 4Ps (Prevent, Prepare, Protect, Pursue) framework', 'Applying Serious and Organised Crime Local Profiles to inform local priorities', 'Working with ERSOU and National Crime Agency (NCA)', 'Using tools like MoRiLE (Management of Risk in Law Enforcement) to prioritise threats' and an oversight of covert operations, surveillance, and disruption tactics.

- The LRO training schedule incorporates a 2-day annual CPD event which involves partner agencies including Local Authorities and Trading Standards. This event provides informative inputs from guest speakers before a paper feed exercise, with attendees placed into small mixed-agency groups. This exercise provides a collaborative environment for effective problem-solving.

## Speed up emergency response times – Aim to answer 90% of 999 calls in 10 seconds

Month	Total Calls	Mean Answer Time (seconds)	% 999 calls answered in under 10 seconds	% 999 calls answered in 10 to under 60 seconds	% 999 calls answered in 60 seconds and over
April 2024	9,598	6.93	90.4%	9.0%	0.6%
May 2024	11,017	6.62	90.4%	9.2%	0.3%
June 2024	11,331	7.08	88.5%	11.0%	0.5%
July 2024	11,667	7.80	86.3%	12.9%	0.8%
August 2024	12,509	7.45	87.5%	11.7%	0.8%
September 2024	10,771	7.42	86.9%	12.4%	0.6%
October 2024	10,586	7.11	88.8%	10.6%	0.7%
November 2024	9,782	6.24	91.6%	8.0%	0.4%
December 2024	10,422	6.71	88.8%	10.9%	0.3%
January 2025	9,377	5.84	92.8%	7.0%	0.2%
February 2025	8,319	6.65	90.6%	9.0%	0.4%
March 2025	10,646	6.70	90.6%	8.9%	0.4%

Table 6: Norfolk Constabulary 999 Call Handling performance data since April 2024.

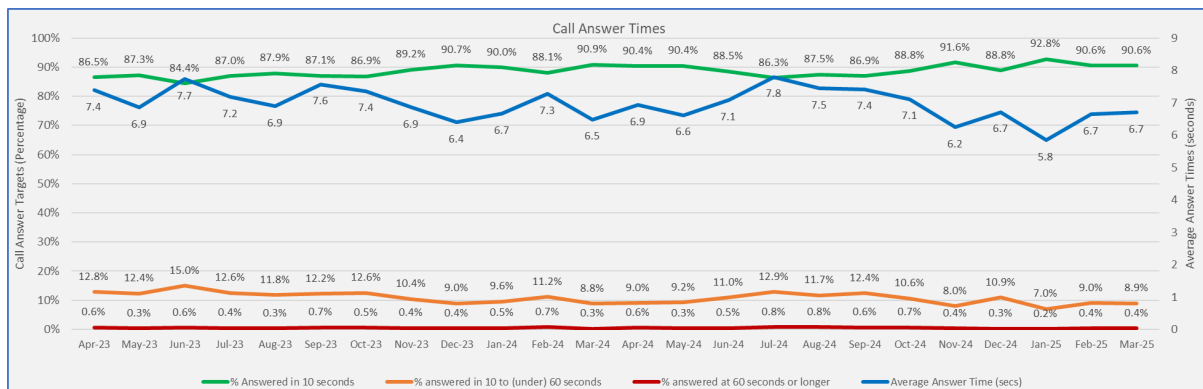


Figure 3 – 999 Call Answer Times by month since April 2023

- In this reporting period (1<sup>st</sup> January 2025 to 31<sup>st</sup> March 2025) over 90% of calls were answered in under 10 seconds each month (92.8% in January 2025, 90.6% in February 2025, and 90.6% in March 2025).

- It is notable that March 2025 saw 999 call volumes similar to those of September and October 2024. There were 1000 more calls in March 2025 than in March 2024. Despite this level of demand, performance was maintained with 90.6% of 999 calls answered in under 10 second in March 2025, compare with 90.9% in March 2024.
- Norfolk Contact and Control Room teams have worked tirelessly to maintain service levels which, under similar demand figures a year ago, would have resulted in 2-3% lower performance. This has been achieved by closely monitoring the demand profile of 999 calls from previous years and then using the data to ensure that the highest number of Call Handlers were available at predictable peak demand times.
- Analysis suggests that demand will increase over the coming quarter (1<sup>st</sup> April 2025 to 30<sup>th</sup> June 2025) with 999 call volume expected to increase by around 20 percent. It is likely that this will lead to a drop of 3-4% in the percentage of calls answered in under 10 seconds. To mitigate this impact, all training and recruitment has been completed ahead of the summer demand increase, with planned Control Room staffing levels at 100% in preparation. Data will continue to be used to identify peak demand periods and align staffing appropriately.

### Improve conviction rates – Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences, and rape

Indicator		Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,896	10,735	12,609	1.5%	-13.6%
	Solved	1,302	1,292	1,356	0.8%	-4.0%
	% Solved	11.9%	12.0%	10.8%	-0.1pp	1.1pp
	Charged	1,008	1,025	1,109	-1.7%	-9.1%
	% Charged	9.3%	9.5%	8.8%	-0.2pp	0.5pp
Stalking and Harassment	Number of crimes	3,920	4,054	4,968	-3.3%	-21.1%
	Solved	568	512	467	10.9%	21.6%
	% Solved	14.5%	12.6%	9.4%	1.9pp	5.1pp
	Charged	344	351	345	-2.0%	-0.3%
	% Charged	8.8%	8.7%	6.9%	0.1pp	1.9pp
Rape	Number of crimes	1,083	1,015	1,073	6.7%	0.9%
	Solved	88	65	62	35.4%	41.9%
	% Solved	8.1%	6.4%	5.8%	1.7pp	2.3pp
	Charged	85	62	58	37.1%	46.6%
	% Charged	7.8%	6.1%	5.4%	1.7pp	2.4pp
Other Sexual Offences	Number of crimes	2,086	1,999	2,092	4.4%	-0.3%
	Solved	299	228	236	31.1%	26.7%
	% Solved	14.3%	11.4%	11.3%	2.9pp	3.0pp
	Charged	245	203	201	20.7%	21.9%
	% Charged	11.7%	10.2%	9.6%	1.5pp	2.1pp

Table 7: Crime volumes, Solved and Charged rate/percentages for Domestic Abuse, Stalking & Harassment, Rape and Other Sexual Offences.

The date range for the Last 12 months is 01/04/2024 – 31/03/2025. The date range for Previous 12 months is 01/04/2023 – 31/03/2024. The date range for the long-term average is 01/04/2021 – 31/03/2024.

Stalking and Harassment figures relate to offences within the Home Office Crime Recording (HOCR) sub-sub groups of Harassment, Race or Religiously aggravated Harassment, and Stalking. Offences of Controlling or Coercive Behaviour and Malicious Communications are not included.

- Recorded Domestic Abuse crimes have increased from the previous 12-months (by 1.5 percent) but remain below the long-term average (13.6 percent lower). The Solved rate and Charged rate for Domestic Abuse crimes are similar to those seen in the previous 12-months. Both have increased against the long-term average.

- Volumes of Stalking and Harassment have reduced when compared with both the previous 12-month period (by 3.3 percent) and the long-term average (by 21.1 percent). The Solved rate has increased against both measures. The Charged rate is similar to the previous 12-month period but has increased against the long-term average (by 1.9 percentage points).
- The volume of recorded Rape offences has increased by 6.7 percent compared with the previous 12-months period. Despite this increase, both the Solved rate and Charged rate have also increased, each up by 1.7 percentage points when compared to the previous 12-months.
- Other Sexual Offences volumes have also increased from the previous 12-months (by 87 offences) but are very similar to the long-term average. The Solved rate and Charged rate for other sexual offences have increased against both the previous 12-month period and the long-term average.
- The 'Preventing Crime' report provides an update for some of the activity undertaken by Norfolk Constabulary in this reporting period to improve conviction rates for domestic abuse, stalking and harassment, sexual offences, and rape under the 'Bringing More (VAWG) Offenders to Justice' section.
- In addition to this, enhanced support for victims of these offences is being delivered through the Independent Sexual Violence Advisor (ISVA) service, guiding survivors through the criminal justice process, helping to secure convictions.
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are important safeguarding tools in domestic abuse cases. Previously Norfolk Constabulary has only applied these orders in high-risk cases. A policy change is being introduced which will mean that they will be considered in all domestic abuse cases where there are no other enforceable restrictions that can be applied when a person is released from custody, irrespective of risk level.
- Strategic leads have been appointed to drive forward work on the Constabulary's Stalking Action Plan, which includes the fifteen recommendations made by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) in 'The Police Response to Stalking' super-complaint report which was published in September 2024. Work completed this quarter includes the submission of the strategic action plan to National Police Chiefs' Council, identifying and upskilling Vulnerability and Public Protection Champions, and identifying opportunities to secure more Stalking Protection Orders.

**Strengthen officers & staff training – *Continue to embed the Operation Soteria principles in officer and staff training to improve investigation and prosecution of rape and serious sexual assault***

- This section provides a brief update for the training that is being delivered to Police Officers and members of Police Staff to support Norfolk Constabulary's continual drive to improve the standards of Rape and Serious Sexual Offences (RaSSO) investigations.
- In this reporting period:

- The delivery of Operation Soteria First Responder training to frontline Police Officers and members of staff who work in the Contact and Control Room (CCR) has continued. The programme will be complete by July 2025. The training embeds the principles of being suspect-focused, victim-centred, and context-led.
- The Operation Soteria First Responder training and its principles has also been incorporated into the training syllabus for new Student Police Officers.
- First responders will also receive additional training as part of the next County Policing Command (CPC) Development Day training cycle, which begins in August. This will introduce the National Operating Model (NOM), a framework developed under Operation Soteria to standardise and improve RaSSO investigations across police forces. The training will also provide an overview of relevant NOM products including elements of a 'Disruption Toolkit' which utilise policing tactics to target offenders.
- Delivery of training to officers and staff in specialist roles who investigate RaSSO offences also continues. Modules 1, 2, and 3 of the College of Policing RaSSO Continuous Professional Development (CPD) training are being delivered to all Detective Constables, Detective Sergeants, and Detective Inspectors that have responsibility for RaSSO investigations. The training introduces a number of different NOM products and guidance documents for staff to utilise within their investigations, including the Disruption Toolkit, a suspect-focussed matrix which assesses risk, and examples where Civil Orders have been used effectively in RaSSO cases. This training will be complete by August 2025. Module 1 has also been completed by members of Police Staff in relevant roles such as the Disclosure Team and Police Digital Investigators.
- Delivery of the new College of Policing Specialist Sexual Assault Investigators Development Programme (SSAIDP) course to all RaSSO investigators began in January 2025, prioritising supervisor and investigators who are new to their role.
- A bespoke training day for RaSSO specialist investigators is being planned for Autumn 2025 to explore NOM products in more detail, with an emphasis on suspect-focused investigations. Similarly, a bespoke training day for officers who supervise RaSSO investigations is also being planned for Autumn 2025 to support them when setting investigation plans and to undertake reviews that are suspect-focused.
- Delivery of the College of Policing Non-Contact Sexual Offending training package to frontline staff is being scheduled for roll-out this year.



### Further restorative justice in Norfolk – *Maximise opportunities for the use of Restorative Justice in Norfolk*

- The Joint Restorative Justice Hub is commissioned by the Offices of the Police & Crime Commissioners for Norfolk and Suffolk. Funding has been provided until March 2026.
- Additional funding secured from the Norfolk Police & Crime Commissioner has secured a new Restorative Justice Advisor for Norfolk. The role will provide support for the current workloads of the team and will allow the service to be expanded into other areas of policing business.
- Since 2022 there has been an approximate 700% increase in Restorative Justice referrals received by the Hub. This differs considerably to other police forces who are seeing a decline in referrals. Referrals are received from all areas of the Constabulary and from external agencies including Probation and His Majesty's Prison Service (HMPS).
- Restorative Justice training has been rolled out to frontline officers and staff and officers working in specialist units which has increased the visibility of the Hub and has in-turn increased referrals.
- Victim referrals also continue to increase, with self-referrals resulting from agencies that provide support to victims signposting them to the service.
- The Constabulary is continuing to work with His Majesty's Prisons Offender Management Units, enabling offenders to refer themselves to the Restorative Justice Hub.
- The chart below shows how referrals have increased year-on-year since the Restorative Justice Hub was formed.

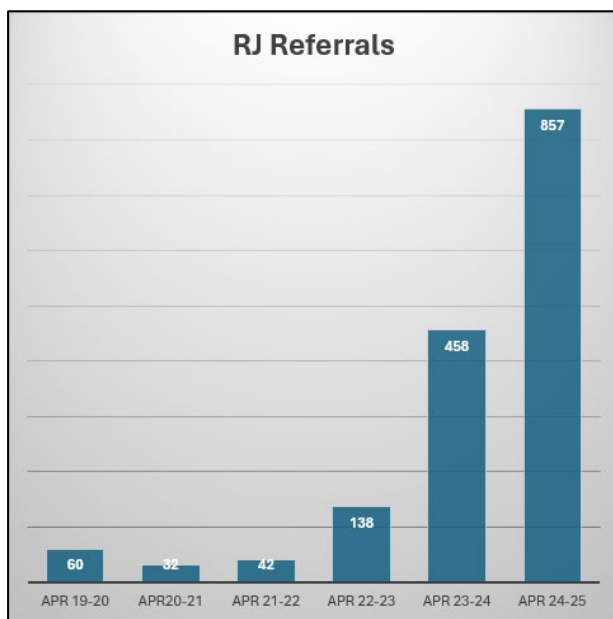


Figure 4 – Referrals received by the Norfolk & Suffolk Restorative Justice Hub

- The Norfolk and Suffolk Restorative Justice model is unique in so much that 100 percent of cases which are resolved via an Out of Court Resolution (Conditional Caution and Community Resolutions) are triaged by the Hub for suitability for Restorative Justice. Not all cases are deemed to be suitable but for those that are there is an uptake rate of around one in four cases.
- Work is in progress to build partnerships with external providers to create a referral route for diversions suitable for Community Resolutions. This diversionary option will be a reparative measure to impact a reduction in low-level crime and re-offending. The reparative diversion would provide participants the opportunity to engage with voluntary groups which in-turn would have a positive effect on Norfolk's communities.
- Data collected by the Restorative Justice Hub shows that 87.8 percent offenders who participated in Restorative Justice did not re-offend in the 12-month period that followed their participation. In Assault on Emergency Worker cases, 100 percent of referrals that were accepted for Restorative Justice have not been dealt with for the same offence since the intervention was delivered.
- The Restorative Justice team have written an in-house Victim Awareness Course which is based on a Restorative Justice approach, getting offenders to think about the impact of their crime on the victim and the ripple effect into the community. The course is being delivered online via an external platform, "Thingy" as part of the diversionary offer for Out of Court resolutions in Norfolk and Suffolk. Home Office funding that the Constabulary received as part of the Anti-Social Behaviour hotspot fund has been used to expand course provision, developing new courses for different crime types with an Restorative Justice basis to each. All courses are accessible to individuals who are neurodiverse and are available in different languages.
- For the 12-month period between 1<sup>st</sup> April 2024 and 31<sup>st</sup> March 2025, 100 percent of those 'harmed' (victims) who participated in Restorative Justice rated their experience as being either 'good' or 'excellent'. 50 percent of those 'harmed' (victims) said that their Restorative Justice experience had increased their feelings of safety, and 50 percent said it had improved their sense of wellbeing.

**Improve victim & witness communication – *Improve communication with victims and witnesses of crime and ensure compliance with the Victims Code of Practice is embedded into relevant policies and procedures***

- The Supporting Victims Subgroup continues to meet quarterly, providing strategic oversight of the services being delivered by the Constabulary to victims to drive continual improvement.
- Consultation in relation to the new National Victims' Code and development of the associated compliance metrics and processes for monitoring compliance has been further delayed. Full roll-out is not now expected until 2027.

- Tactical plans for the delivery of the new Victims' Code have been completed by all departments reporting into the Supporting Victims Subgroup. These will be updated once any new amendments are confirmed from the ongoing consultation.
- Training and briefings for officers and staff for the new Victims' Code have been produced. Training inputs include guidance on the victim's journey and the new Victims' Code metrics. Sessions will be delivered to all officers and relevant staff, including Student Officers, and will include an input from Victims Services to support with increasing referrals to Norfolk & Suffolk Victim Care. These training sessions will commence once the agreed metrics reporting has been confirmed.
- To support further improvement in current Victims' Code compliance, updated guides and desk aides have been produced to help officers to record information correctly on Athena.
- Victims' Code compliance across all the current requirements remains the priority. Activity continues to improve compliance rates and to ensure that reporting on the associated Power-Bi dashboard is accurate, ready for the national reporting requirement when it is introduced. This activity is being progressed through the Supporting Victims Subgroup, with monthly reporting on District, team, and individual performance.
- Norfolk Constabulary's average overall Victims' Code compliance for Rights 1-7 for the reporting period (1<sup>st</sup> January 2025 to 31<sup>st</sup> March 2025) was 83.04 percent.
- The two priority areas for the current Victims' Code compliance continue to be monitored through the Supporting Victims Subgroup. They are 'Receipt of Victim Information Letter being sent within 5 days when a crime has been reported (Right 3) and the Offer of a Victim Personal Statement (Right 7).
- Right 3 remains lower in compliance due to Safeguarding teams not sending letters due to safety concerns for victims in some cases, including third party reports. The Constabulary is awaiting confirmation that 'safeguarding' will be an exclusion in the new metrics reporting process. This data will then be removed from the Power-Bi dashboard.
- The Constabulary's Victims Lead (Chief Inspector Howes) attends the Local Criminal Justice Board (LCJB) Victims & Witness Group. At this meeting agencies update on any work being carried out to improve services being provided to victims, including Victims' Code compliance. The LCJB are developing a local compliance monitoring framework for all partner agencies.
- The workload of the Victim and Witness Service (VAWS) Care Teams has continued to grow in the post Covid period, with His Majesty's Courts and Tribunal Services (HMCTS) now working again at business-as-usual status. This is putting considerable strain on the VAWS Care Teams, with staff carrying between 100-200 cases each, with some cases having multiple victims and witnesses.
- The table below show how caseloads for the three different VAWS team at the end of May 2025 compared to May 2022.

	Total case load – May 2022	Total case load – May 2025
<b>GAP / Rap / Admin team</b>	1,000	2,135
<b>Magistrates Court team</b>	650	1,272
<b>Crown Court Team</b>	900	1,481

Figure 5 – VAWs team caseloads May 2022 and May 2025

- Trials are still being delayed and rescheduled at short notice in the Crown Court and Magistrates are re-listing many cases. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- Trials for Crown Court are being scheduled into 2026 which has a significant emotional impact on victims and witnesses, and creates challenges for managing their expectations, and keeping them engaged.
- A full review of the VAWS team has commenced to look at daily processes, opportunities for efficiency savings, and automation opportunities to develop a longer-term sustainable model which will still deliver a high level of service to victims.

END.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A