

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 21 April 2026

Time: 2:00pm

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

Agenda

Item	Time	Agenda Item	Page Number
1.	2:00pm	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 Monday 19 January 2026	Page 3
4.	2:15pm	Public Questions	Verbal Update
5.	2:30pm	Priority 1 – Preventing Crime	Page 15
6.	2:45pm	Priority 2 – Cohesive Communities	Page 29
	3:00pm	Refreshment break (if required)	
7.	3:15pm	Priority 3 – Reducing Harm	Page 38
8.	3:30pm	Emerging Operational/Organisational Risks	Verbal Update
9.	3:45pm	A.O.B.	Verbal Update
10.	<u>Date of Next Scrutiny Meetings</u> PCC Accountability Meeting: Wednesday 1 July 2026 from 2:00pm – 4:00pm Police and Crime Panel – Wednesday 29 July 2026 from 10:00am – 1:00pm Strategic Deep-Dive Meeting on Accessibility of Norfolk Estates – Wednesday 2 September 2026 from 2:00pm – 4:00pm		

Enquiries to:

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إذا كنت ترغب في الحصول على نسخة من هذا المستند باللغة العربية، يرجى الاتصال بمكتب مفوض الشرطة والجريمة على 01953424455 أو عن طريق البريد الإلكتروني opccn@norfolk.police.uk

Summary of the PCC Accountability Meeting

Date: Monday 19 January 2026

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
- Deputy Chief Constable – Dave Marshall, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Director of Performance and Scrutiny – Sharon Lister, OPCCN
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate Communications Manager – Laura Limbert, Norfolk Constabulary
- Sergeant – Hannah Wright, Norfolk Constabulary
- Communications and Engagement Manager – Sue Starling, OPCCN
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN

1.1 Apologies for absence:

- Chief Executive – Mark Stokes, OPCCN
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Temporary Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, 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 22 October 2025

- The minutes from the PCC Accountability Meeting held on Wednesday 22 October 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 9.

4. Public Questions

Public Question	Constabulary Answer
<p>The Police and Crime Commissioner (PCC) commented that she had received one public question which was as follows:</p> <p>“Why is it if a garage takes money, carries out no work, steals parts off your car, and leaves it in a state of disrepair that this is not seen as a police matter? Aren’t theft, fraud, and damage to property criminal offences?”</p> <p>The PCC added that she wanted to broaden the question to include:</p> <p>“What supervisory, or other, steps are taken to deduce whether the correct decisions are being made in relation to instances like this which walk the line between a civil matter and a criminal matter?” as she receives correspondence into the Office of the Police and Crime Commissioner for Norfolk which concerns areas which are a fine line between being a civil matter and a criminal matter.</p>	<p>The Chief Constable (CC) started by stating that if the person concerned wants to reach out to the Constabulary, then they can and they will take a look into their individual case. He commented that the Control Room initially make a log of any incident and then make their own assessment as to whether it is a civil matter or a criminal matter. There are, however, supervisory elements concerned with making that initial decision. Once an incident is reported and given an incident number, crime recording standards and counting rules will be applied which determine whether a crime is made out. These standards and rules are extensive, and it is a lot of information to absorb, therefore there are supervisors within the Control Room who quality assess the decisions being made. The supervisors will ensure that data is accurate and make sure the classification is correct. If a crime is recorded, it is then checked again prior to allocation. Furthermore, the CC confirmed that the Constabulary conduct regular audits to ensure consistency in decision making. He added that within the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection there is Crime Data Integrity grading which Norfolk Constabulary achieved an ‘Outstanding’ rating with over 95% compliance. The CC commented on how there are a lot of safety nets around crime recording to ensure accuracy.</p> <p>The PCC asked the CC, where there are matters that have been incorrectly recorded, what kind of lessons learned are taken? The CC stated that there is a national network of Crime Registrars which oversee the crime regime. Internal audits are conducted and feedback is provided to the Home Office on rules that could prevent incorrect recording. Stalking and controlling behaviour were examples previously where recording was problematic. The CC confirmed that they also conduct 100% audits on crime types such as rape and serious sexual offences, where immediate feedback goes back to the officers concerned. For</p>

Public Question	Constabulary Answer
	higher volume crime types, there is a feedback loop where officers are asked to re-record the crime.

5. Police and Crime Plan: Priority 2 – Cohesive Communities – Neighbourhood Policing Guarantee

PCC Question	Constabulary Answer
Introductory comments.	<p>The CC introduced the paper and started by mentioning that Norfolk Constabulary have achieved the Government’s Neighbourhood Policing Guarantee Year One target of increasing Neighbourhood Policing Officers by 31. He stated that the Year Two target has now been set out which is to increase Neighbourhood Policing Officers by an additional 20 officers. The CC is concerned as this ambition does not come with full funding from the Government, so it will be challenging to do especially when Norfolk Constabulary have ambitions connected with setting up specialist teams around Domestic Abuse and Rape and Serious Sexual Offences.</p> <p>The CC added that he is also concerned with the level of Killed and Seriously Injured Collisions on the road as they are higher than the previous 12 months, which is something that the Constabulary need to focus on with partners in terms of prevention. The PCC added that the uptick of incidents involving cyclists is horrifying and noted that Norfolk is one of the deadliest areas in the East of England for cyclists. The PCC also stated that she welcomes the national Road Safety Strategy, which was a long time coming, as it sets the scene of it being a shared responsibility to reduce fatal and serious injuries as it is not an enforcement matter alone.</p>

PCC Question	Constabulary Answer
<p>In relation to the Neighbourhood Police Guarantee, do the Constabulary have any additional communications plans to make members of the public aware of the named, contactable police officer for every neighbourhood? Furthermore, in relation to the ‘Keeping Town Centres Safe this Summer’ initiative how would the Constabulary summarise any successes or lessons learned from this?</p>	<p>In relation to the ‘Keeping Town Centres Safe this Summer’ initiative, the Director of the Local Policing Delivery Unit (DLPDU) commented on how Norfolk Constabulary had to grow by 31 officers and there is a slight lag between recruitment and implementation, however, by the 31 March 2026 the last element of this growth will be the Community Policing Team in Great Yarmouth. He noted that there is some rigour around the reporting element of this growth as there are two separate mechanisms by which the Constabulary need to report into, being both into the National Police Chiefs’ Council and the Home Office. Alongside this, there has been a developing performance framework which is nationally held and will be publicly available. Norfolk Constabulary have always had a named police officer for the 49 established neighbourhoods, so the Constabulary are building off a good foundation when it comes to this. There is a working group chaired by Temporary Assistant Chief Constable Buckley, so there is extra focus on pushing communications and building links with the Public Voice Survey. Furthermore, an Engagement Officer was one of the 31 posts established to try and maximise all opportunities presented. The Constabulary has just received news that the next wave of officers will be a growth of 20 by the end of the year which the Constabulary will be working through.</p> <p>The PCC added that she has always taken pride in the fact that she has been able to provide reassurance to members of the public that Norfolk Constabulary do have allocated police officers for all neighbourhoods, however, with the Government’s Neighbourhood Policing plans, the expectations have increased so any way to make communications more accessible would be welcomed.</p> <p>The PCC also asked if the Constabulary know where the next cohort of officers will be allocated. The CC confirmed that he did not know at this point in time as</p>

PCC Question	Constabulary Answer
	the Constabulary have yet to get that level of detail from the Home Office. He confirmed that he would share this information with the PCC once known.
In relation to Operation Foxtail, do you see that continuing?	The CC confirmed that the Constabulary will continue with Operation Foxtail as it has been very effective at shining a light on criminals. He mentioned that there has been one police officer who has led on the operation and has done a fantastic job with it.

6. Police and Crime Plan: Priority 1 – Preventing Crime – Winter of Action Plan

PCC Question	Constabulary Answer
Introductory comments.	The CC introduced the paper and started by identifying that there have been increases in the number of Domestic Abuse (DA) related offences. He questioned whether this may be due to higher confidence levels in reporting, however, the figure does shine a light on the high levels of victims experiencing DA. The CC mentioned that the Constabulary are expecting the Office for National Statistics Quarterly Crime figures on the 29 January 2026 where Norfolk is expecting a -1% decrease in overall crime volumes against the previous 12 months. The CC commented on how in March 2022 69,200 crimes were reported in Norfolk, whereas in September 2025 there were 58,700 reported. So, there has been a decrease in total crimes of over 10,000 in the last three and a half years. The CC noted that Norfolk Constabulary want to focus on the crime types that are seeing increases in reporting. The CC mentioned Operation Bokken which focuses on young people involved in group-based criminality and exploitation, which have been appropriately targeted by Norfolk Constabulary. There has also been a spotlight on Child Sexual Exploitation (CSE) both locally and nationally; Norfolk has set up Operation Steadfast to coordinate a response to children that go missing which may be a precursor of CSE, and it

PCC Question	Constabulary Answer
	<p>ensures that there is a good multi-agency response to this. The CC stated that hotspot work is ongoing in the highest crime areas in Norfolk and commented on the Winter of Action plan which was established by the Home Office. The CC confirmed that the initiative set out no more than what Norfolk Constabulary were already planning to do. He added that the Constabulary always have these sorts of plans in place around the winter period.</p> <p>The PCC agreed that the Home Office’s Safer Streets Summer Initiative was more powerful and had a longer period to mobilise with greater stakeholder involvement. The CC commented on how national initiatives have value, but they will not always represent the most pressing issues within the County. For example, the Winter of Action Plan coincided with their Drink and Drug Driving Campaign, and as the data within the performance papers would demonstrate, that campaign would merit a greater level of resource within Norfolk. The CC confirmed that Norfolk Constabulary will have to be flexible with national initiatives going forward. The PCC confirmed that this will be feedback which she will provide the Home Office with.</p>
<p>In relation to the renaming of the Youth Violence and Early Intervention Team to the Neighbourhood Violence and Reduction Team, are you able to say anything on how this may change Norfolk Constabulary’s approach to tackling violence and vulnerability?</p>	<p>The Deputy Chief Constable (DCC) stated that violence is not just linked to juveniles, so this amalgamation brings broader scope for tackling violence and vulnerability beyond the Youth Violence Strategy. It will bring together a broader spectrum of partners and powers, giving a wider perspective and ability to tackle violence in its entirety.</p>
<p>The PCC commented on the training provided to officers and staff around suicide awareness and mental health first aid which has enabled a dedicated team of suicide responders. The PCC had members of the public contact the OPCCN asking whether Norfolk Constabulary had any suicide responders embedded within the organisation.</p>	<p>The CC stated that he was grateful for the support from the OPCCN which enabled the establishment of that team.</p>

7. Police and Crime Plan: Priority 3 – Reducing Harm – Emergency Call Performance

PCC Question	Constabulary Answer
Introductory comments.	<p>The DCC introduced the paper and started by commenting on policing interventions of Serious and Organised Crime with increases in the number of disruptions against the previous 12 months. He commented on how momentum has been generated with a better way of recording disruptions in collaboration with the Eastern Regional Special Operations Unit. The DCC turned his attention to 999 call performance, specifically those 999 calls answered in under 10 seconds. He noted that one of the key points is that the Constabulary's internal data is usually 2-3% better than what is published publicly on Police.uk due to differences in methodology. However, the DCC noted that forces nationally all experience this, so the data is comparable. The DCC accepted that Norfolk Constabulary has been falling below the monthly national target of answering 90% of 999 calls in under 10 seconds, and the DCC is driving improvement in this area. The DCC set up a continuous improvement meeting which generated 32 separate actions for the Constabulary in relation to their emergency call performance. The DCC confirmed that a second meeting had taken place which aimed to implement all these actions. There are structural issues from the Constabulary which have led to them not achieving the 90% national target, so they have now invested in additional Communications Officers who will be trained and operational ahead of the summer peak where the Constabulary experiences around 30% more calls. The DCC noted how the initial changes have made an immediate impact as Norfolk Constabulary experienced improved performance for the percentage of 999 calls answered in under 10 seconds in December 2025 (just over 91%) and January 2026 (94.4% currently). The DCC noted that 101 calls have not suffered as a consequence of this focused approach on emergency calls which is positive. The DCC finalised by stating that the predicted summer increase in emergency calls should be fielded by the</p>

PCC Question	Constabulary Answer
	recruitment of the additional Communications Officers, and new technology would aid this even further.
<p>What are the timescales on the implementation of any new technology into the Control Room to help with demand?</p>	<p>The DCC confirmed that there are a number of initiatives in the pipeline, such as 'Queue Buster' and reconfiguration opportunities for existing applications. The Constabulary is also looking at software to improve customer experience. These pieces of technology will hopefully free up some capacity within the Control Room, and once in place, the Constabulary will reassess staff resourcing. The PCC asked if by late spring the staff will be more familiar with the new technology. The DCC confirmed that this would be the case as they are wanting to upscale before the summer demand.</p>
<p>In relation to Control Room staff and officer welfare, is this a continued line of work or are there any additional provisions?</p>	<p>The CC suggested that the additional recruitment will be good for staff morale and welfare as those already in position will realise that help is on the way. It may take a few months but there is a plan in place to increase resourcing and take the pressure off current staff. The CC stated that the Constabulary is investing in them. The CC also stated that SmartSTORM (a modern command and control platform designed to enhance efficiency, reliability, and user experience) is on the way and Norfolk Constabulary will be providing the best version of that to the Control Room. The CC also mentioned how the culture within the Constabulary has changed in recent years and it is made clear that if anyone needs to put down their headset and step away from their workstation then they absolutely can. The Control Room will always be a high-pressure environment, but welfare is right at the top of the Constabulary's priority list. The PCC commented on how it is striking that there is a reduction in overall crime in Norfolk yet there is a continued increase in calls handled. She noted that 'Right Care, Right Person' and work in the partnership space has been happening and seems to be going well. However, it would be helpful to get a more detailed analysis on what the disparity between crime levels and calls into</p>

PCC Question	Constabulary Answer
	Constabulary looks like. The CC mentioned that the likes of calls on highway obstructions, missing persons and concerns for safety are contributing factors towards this disparity.

8. Emerging Operational/Organisational Risks

- The CC mentioned there is the live issue of the financial settlement which came through on Friday, so the Constabulary still has some work to do in order to digest this.
- The CC noted that there is a need for the Constabulary to know the ground rules for the Neighbourhood Policing Guarantee Phase Two and stated that the White Paper on Police Reform is due to be published soon.
- The CC stated that in the time since the last PCC Accountability Meeting there have been some significant and high-profile incidents that have been dealt with by Norfolk Constabulary which are still live. The CC stated that he is really pleased with how the Constabulary has responded, however, they did impact on demand and created pressure within the Constabulary.

9. Any Other Business

- None raised.

Actions

Description of Action	Action Update/Decision
<p>Action 16 (16 April 2025): The CC is to look to refresh the Constabulary communications on Road Safety specifically linked to the Highway Code changes implemented in 2022.</p>	<p>The CC stated that there have been various communications on Road Safety which in recent months have been linked to the NPCC Darker Nights Campaign. The CC noted that it is important to keep feeding these posts through, so this will be conducted in a business-as-usual way. Action Closed.</p>

Description of Action	Action Update/Decision
<p>Action 21 (22 October 2025): Norfolk Constabulary is to break out the last row of the Killed and Seriously Injured data table so that types of vulnerable road users can be identified and explored more in future PCC Accountability Meetings.</p>	<p>The PCC thanked the CC for breaking down the Killed and Seriously Injured data table within the performance papers to include specific vulnerable road users. The PCC commented that she was particularly concerned with the data on cyclists but was content that the action has been complete. Action Closed.</p>
<p>Action 22 (22 October 2025): T/ACC Balmer is to brief the PCC on the new trauma tracker once embedded with specifics on the efficacy of that.</p>	<p>The PCC noted that this action is deferred and will be revisited at a later date once embedded. The CC commented that the work is under way and is happy to discuss at a later date. Action Live.</p>
<p>Action 23 (22 October 2025): Norfolk Constabulary is to provide the PCC with an update regarding the feedback gained through the 'DA Matters' training programme, with a focus on the continuous learning endeavour.</p>	<p>The CC stated that the 'DA Matters' training is incredibly positive and was long overdue. Norfolk Constabulary have partnered with 'SafeLives' which provides opportunities for officers to set out any problems associated with Domestic Abuse. The CC commented on how the Constabulary have a young workforce who are frequently stepping into challenging households and being exposed to those environments; he identified that those officers need constant support. There is a challenge to make sure the next offence is as important as the current. The CC noted that there is an issue with DA related incidents where English is not the first language of those involved. The CC confirmed that there are live translation services available for officers, however, the Constabulary is looking at how to improve this. There is a force-wide frontline policing model, which looks to move more high-risk incidents to specialist officers. The CC commented on how he would like to collaborate with counterparts within the Crown Prosecution Service to lessen those barriers to prosecution.</p> <p>The PCC commented on how she receives many pieces of correspondence concerning DA related matters, so she appreciates the concern and the commitment to enhancing and developing officer training. Action Closed.</p>

Description of Action	Action Update/Decision
<p>Action 24 (22 October 2025): Norfolk Constabulary is to discuss how much utility and usage the Public Voices Survey has at a future PCC Accountability Meeting in Spring 2026.</p>	<p>The Director of the Local Policing Delivery Unit stated that the Constabulary has already received upwards of 900 responses to its Neighbourhood Policing Survey. He noted that there was a sharp increase in responses following a focused communications approach mainly through Facebook. He confirmed that the Constabulary have received responses from all 49 neighbourhoods in Norfolk and they are still early on in the Public Voices Survey journey. The themes in which the Constabulary are initially seeing are speeding, drug use and parking. He confirmed that Norfolk Constabulary are starting to build up more information in order to lead operational activities.</p> <p>The PCC noted that the initial launch of the survey was provided in multiple languages; she therefore asked whether there has been completion of any surveys in non-English. The Director of the Local Policing Delivery Unit confirmed that there has yet to be any surveys completed in the other languages.</p> <p>The PCC added that it was prudent to do a soft launch of the survey and that she will be engaging with people to complete the Easy Read version. The PCC thanked the team for showing her the analytical tools behind the survey.</p> <p>The Director of the Local Policing Delivery Unit commented on how the Constabulary are already using the survey results within Neighbourhood Policing Teams. He also added that the ONS Crime Survey for England and Wales usually gets 500 responses for Norfolk, so the Constabulary's new Public Voices Survey has surpassed the level of responses in which the Constabulary would typically receive.</p> <p>The CC stated that once the initial survey results have been assessed, they will look to see how the Constabulary can incorporate it into Single Online Home, and campaigns on StreetSafe so that the Constabulary can bring it all together to obtain richer data. The PCC added that any opportunities to consolidate has</p>

Description of Action	Action Update/Decision
	to be a win. There are different ways to engage businesses and young people which she welcomes, but it is about getting the entry point right. Action Live.
<p>Action 25 (19 January 2026): The PCC and CC are to meet and discuss the disparity between decreasing overall crime volumes in Norfolk and the increase in calls into the Control Room. The PCC would like to look at some of the non-crimes incidents that frequently come the Constabulary's way which impact on this.</p>	<p>New Action.</p>

Date of Next Meeting:

Tuesday 21 April 2026.

Signatures



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 Sarah Taylor
 Police and Crime Commissioner



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 Paul Sanford
 Chief Constable



PREVENTING CRIME OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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. The reporting period is 1st October 2025 to 31st December 2025.

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

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)

Crime	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	7,777	7,904	8,274	-1.6%	-6.0%
	% Domestic Abuse	33.8%	33.5%	33.6%	0.3pp	0.2pp
Grievous Bodily Harm (GBH)	Number of crimes	673	710	664	-5.2%	1.4%
	% Domestic Abuse	29.4%	28.7%	29.1%	0.7pp	0.3pp
Actual Bodily Harm (ABH)	Number of crimes	5,441	5,541	5,838	-1.8%	-6.8%
	% Domestic Abuse	40.2%	39.6%	38.4%	0.6pp	1.8pp

Table 1: National Crime and Policing Measure for Serious Violence - Violence with Injury offences, Grievous Bodily Harm (GBH) offences, Actual Bodily Harm (ABH) offences, including volumes and percentage that are Domestic Abuse related.

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024. The date range for the long-term average is 01/01/2022 – 31/12/2024.

- Violence with Injury offences have reduced, both against the previous 12 months period (by 1.6%) and the long-term average (by 6.0%). The proportion of Violence with Injury relating to domestic abuse is slightly higher than in both the previous 12 months (+0.3 percentage points) and the long-term average (+0.2 percentage points).
- The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12 months was 5.2% lower than the previous 12 months (37 fewer offences) but was 1.4% higher than the long-term average (9 more offences). 29.4% of the GBH offences recorded in the last 12-month period were flagged as being domestic abuse related. This is a lower proportion than overall violence with injury (33.8%) but has slightly increased compared with the previous 12 months (+0.7 percentage points) and the long-term average (+0.3 percentage points).
- In the last 12-month period, Actual Bodily Harm (ABH) offences decreased by 1.8 percent when compared with the previous 12-month period (100 fewer offences) and against the long-term average (-6.8%, 397 fewer offences). 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 1.8 percentage points higher than the long-term average.
- The Domestic Abuse Sexual Violence Group (DASVG) has continued to strengthen the integration of sexual violence within its work. A strategy has been co-developed, setting priorities around communications, training, data analysis, strategic understanding of sexual violence, and targeted interventions.

- Through the DASVG, work is underway to improve understanding of the links between domestic abuse, suicide, and self-harm. Public Health are leading this work, supported by Integrated Care Board (ICB) analysts and intelligence teams, to identify and assess data from primary and secondary care. In parallel, existing support pathways for domestic abuse and sexual violence Service Users are being mapped, incorporating lived-experience insights to identify barriers, clarify referral routes, and highlight challenges within the current system. A workshop and survey are also being developed in partnership with the University of East Anglia, ensuring that experts by experience meaningfully shape any future proposals. Findings will be reported to the DASVG.
- Operation Cortex is a multi-agency response to rising vulnerability, drug, and alcohol-related crime and antisocial behaviour linked to large groups of children gathering in Norwich City centre on Friday and Saturday evenings. These gatherings can involve 100 to 250 young people, including both vulnerable individuals and those without prior safeguarding concerns.
- The operation takes a child-centred approach, aiming to safeguard young people, prevent and detect crime, and maintain public confidence. This is delivered through coordinated uniformed patrols, plain-clothed activity, and proactive youth worker engagement across the Haymarket and surrounding areas. Teams respond to intoxication, predatory behaviour, and the presence of known youth-violence nominals who frequent the locality.
- The operation is further supported by activity under Operation Focus and Operation Vigilant, with officers briefed on key areas of vulnerability, including frequent high-risk missing children who may be present within the night-time economy.
- Governance and reporting flow through the Community Tensions Meeting and onwards to the Vulnerable Adolescent Group (VAG) to ensure wider strategic learning and partnership oversight.
- Operation Bokken has evolved into a fully proactive, MoRiLE (Management of Risk in Law Enforcement) scored Tactical Vulnerability under the SOC governance framework. What began as a Norwich-focused response to serious youth violence has developed into an intelligence-led model that identifies and mitigates the highest-risk individuals and networks across the city. This quarter marked a clear shift from reactive policing to a structured, harm-focused approach, supported by stronger intelligence collection, enhanced multi-agency information sharing, and frequent reassessment of priority individuals. Bokken meetings now deliver deeper analytical insight, mapping associations and identifying early opportunities for disruption and safeguarding.
- The re-designation of the Youth Violence and Early Intervention Team as the Neighbourhood Violence Reduction Team further reflects this expanded strategic focus, strengthening the Constabulary's ability to address violence, vulnerability, and exploitation in a cohesive and consistent way across communities.
- Root-cause identification remains central to Bokken's methodology, enabling earlier recognition of exploitation, drug supply, coercion, debt, and associated criminality. This approach has increased early disruption and safeguarding opportunities, supported by

strong Multi-Agency Child Exploitation (MACE) processes. Alongside prosecutions, a range of preventative and protective tools, including Community Protection Notices, partial Closure Orders, and Criminal Behaviour Orders, continue to be used effectively to disrupt perpetrators and protect vulnerable children.

- Constabulary data indicates a sustained reduction in serious violence offences (Section 18 and Section 20 GBH) committed by individuals within the Bokken cohort across the last two reporting periods. This positive shift correlates strongly with earlier identification of high-harm nominals, strengthened offender management, increased proactive disruption, and more coherent multi-agency planning.
- The MACE team is being restructured, with the Safeguarding Team moving into the Multi-Agency Safeguarding Hub (MASH) environment. The MACE team will work alongside the MASH Missing People Team and the Phoenix Project, enabling closer collaboration and more effective information sharing. Social workers will be embedded within these teams to model an integrated, multi-agency approach to child protection.
- Operation Steadfast continues to deliver a rapid and assertive response to missing children identified as being at heightened risk of exploitation or serious youth violence. Internal audit activity shows strong compliance with Steadfast processes, alongside notable improvements in the quality of risk assessments and the recording of missing episodes. This provides assurance that the highest-risk children remain visible to agencies and receive the intensified oversight they require.
- During the reporting period, high-visibility hotspot policing (Operation Focus) became further embedded as part of routine policing. This quarter delivered 4,500 hours of visible patrols across hotspot areas, resulting in ninety stop searches and the seizure of five weapons. Of Norfolk's twenty-one hotspots, eighteen recorded reductions in Operation Focus crime types (retail theft, retail violence, serious violence, and knife crime, and anti-social behaviour), with an overall average decrease of 23% across these offences.
- External publicity for hotspot policing has expanded significantly. Leaflets, advertising boards, and radio adverts, reaching around 450,000 listeners, have highlighted the dedicated local officers tackling crime and antisocial behaviour while providing community reassurance. These campaigns also give clear guidance on how to report crime and encourage public involvement in strengthening community safety, supporting both effective crime prevention and community confidence.
- The dedicated Operation Focus Problem-Solving Advisor has continued to support local plan owners in identifying ongoing opportunities for partnership-led problem solving, ensuring efforts are targeted at the issues generating the greatest harm and antisocial behaviour within communities.
- A key aim has been to build a more embedded approach so that, when Home Office Hotspot Policing funding ends in March 2026, the learning and benefits of Operation Focus remain part of routine practice.

- Throughout the Home Office funded period, the Constabulary has actively assessed how best to invest in programmes and resources that strengthen hotspot resilience by reducing vulnerability, increasing visibility, encouraging crime reporting, and supporting partnership working. Funding has been provided for several initiatives, including:
 - The purchase of gazebos for use by local policing teams to enhance visible policing and engagement within town centres.
 - Targeted Youth Support Service (TYSS) delivery in the Haymarket area of Norwich to support Operation Cortex.
 - Funding for a University of East Anglia (UEA) intern working with Operation Divert to design bespoke out-of-court disposal intervention packages. Tailored interventions have been developed for anti-social behaviour, retail theft, retail violence, and low-level knife possession. The approach is attracting interest from other police forces.

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

- Project Vigilant involves specially trained plain-clothes officers patrolling nightlife areas and community spaces to identify concerning behaviours and alert uniformed officers to intervene, with the Intelligence Development Unit (IDU) providing support by profiling individuals of concern.
- During this quarter, Project Vigilant conducted ten deployments within the Norwich night-time economy, three of which took place in the Haymarket in support of Operation Cortex.
- Officers visited local hotels during each deployment to encourage staff to report concerning behaviour. Plans are in place to work with Night-Time Economy partners and licence holders to provide bystander training and strengthen their confidence in calling out predatory behaviour within venues.
- In December, two members of the Home Office Violence Against Women and Girls (VAWG) team joined a Project Vigilant deployment to observe how the approach is being delivered in Norfolk.
- Additional funding has been secured, allowing for increased officer deployments and enabling mutual aid from Thames Valley Police, who provided drugs dogs to support operational activity. The funding is also supporting enhanced analytical work and strengthened communications activity linked to Project Vigilant.
- Training has been delivered across the county to equip officers to recognise and challenge predatory behaviour and intervene early when something does not feel right. Approximately 150 officers in North Norfolk and Great Yarmouth have now been trained, in addition to the two hundred Norwich officers previously trained.
- In November, the government announced that following the Safer Streets Summer Initiative, the ‘Winter of Action’ would run throughout December and January. The focus being on addressing issues in the night-time economy including tackling alcohol-related

disorder, spiking, and violence against women and girls, as well as reducing town centre criminality, shop theft, street crime, and anti-social behaviour.

- The Winter of Action initiative provided an opportunity to highlight and reinforce the importance of Project Vigilant and wider Safer Spaces approaches aimed at reducing violence against women and girls.
- The Constabulary's network of Vulnerability and Public Protection Champions completed a successful initial Continuous Professional Development (CPD) day in September, focusing on domestic abuse and victim experience, including survivor accounts. A further CPD day centred on exploitation is planned for April.
- Stalking awareness training, provided by the Suzy Lamplugh Trust, has been delivered to the Vulnerability and Public Protection Champions, and other officers working in relevant roles.
- The Domestic Abuse Perpetrator Partnership Approach (DAPPA) identifies and proactively manages the domestic abuse perpetrators posing the highest or most persistent risk in Norfolk, using Recency, Frequency, and Gravity (RFG) scoring. Monthly multi-agency meetings focus on targeted disruption activity. During the reporting period, meetings were held regarding thirty-eight individual perpetrators.
- The DAPPA team has continued to work closely with the Norwich Operation Redline pilot team who undertook proactive checks on DAPPA perpetrators. The DAPPA team received referrals from the Redline team for cases requiring wider multi-agency intervention.
- The Constabulary's Horizons Team has developed a bespoke Rape and Serious Sexual Offences (RaSSO) dashboard that provides supervisors with real-time insight across their investigations. The dashboard includes outstanding suspects, suspects not yet arrested, a concise status summary, identification of repeat suspects, and investigations where a suspect features in multiple cases with different Officers in the Case. This provides supervisors with visibility not currently available through Athena, supporting improved prioritisation and risk management.
- Further RaSSO training for officers and first-line supervisors continues under the 'Strengthen Officers and Staff training' programme. As part of the wider upskilling aligned to Operation Soteria principles, this includes nationally recognised suspect-focused investigative techniques, consistent with the Operation Soteria National Operating Model (NOM).
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are key tools for safeguarding victims of domestic abuse. Significant improvements continue to be made with more victims safeguarded through increased numbers and stronger monitoring leading to an increase in detected breaches.

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

Crime	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	3,510	3,602	3,700	-2.6%	-5.1%
	Solved	364	369	385	-1.4%	-5.5%
	% Solved	10.4%	10.2%	10.4%	0.2pp	0pp
	Charged	278	279	279	-0.4%	-0.4%
	% Charged	7.9%	7.7%	7.5%	0.2pp	0.4pp
Residential burglary	Number of crimes	1,231	1,242	1,251	-0.9%	-1.6%
	Solved	118	105	129	12.4%	-8.5%
	% Solved	9.6%	8.5%	10.3%	1.1pp	-0.7pp
	Charged	90	79	90	13.9%	0.0%
	% Charged	7.3%	6.4%	7.2%	0.9pp	0.1pp
Vehicle offences	Number of crimes	1,555	1,644	1,719	-5.4%	-9.5%
	Solved	175	196	190	-10.7%	-7.9%
	% Solved	11.3%	11.9%	11.1%	-0.6pp	0.2pp
	Charged	130	149	135	-12.8%	-3.7%
	% Charged	8.4%	9.1%	7.9%	-0.7pp	0.5pp
Theft from the person	Number of crimes	385	385	397	0.0%	-3.0%
	Solved	20	17	16	17.6%	25.0%
	% Solved	5.2%	4.4%	4.0%	0.8pp	1.2pp
	Charged	14	8	9	75.0%	55.6%
	% Charged	3.6%	2.1%	2.3%	1.5pp	1.3pp
Robbery (Personal Property)	Number of crimes	339	331	333	2.4%	1.8%
	Solved	51	51	50	0.0%	2.0%
	% Solved	15.0%	15.4%	15.0%	-0.4%	0pp
	Charged	44	43	45	2.2%	-2.2%
	% Charged	13.0%	13.0%	13.5%	0pp	-0.5pp

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

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024. The date range for the long-term average is 01/01/2022 – 31/12/2024.

- Neighbourhood crime volumes have reduced compared with both the previous 12-month period (by 2.6 percent) and the long-term average (by 5.1 percent). Solved and charged rates have both shown increases when compared with the previous 12 months.
- The data in Table 2 for residential burglaries includes offences committed against a 'home' as well as residential 'unconnected' buildings. Residential burglaries have decreased against both the previous 12-month period (by 11 offences) and the long-term average (by 20 offences).
- The solved rate for residential burglaries is higher than the previous 12-month period (+1.1 percentage points) but remains slightly below the long-term average (-0.7 percentage points). The charged rate has increased by 0.9 percentage points compared to the previous 12 months and is in line with the long-term rate.
- Data collected by the Home Office shows that for the 12-month period up to 1st December 2025, the Constabulary attended all reported residential 'home' burglaries.
- Online crime-prevention advice on the Constabulary website provides guidance on protecting homes, supported by strong neighbourhood policing principles such as the cocooning model, where awareness is raised among neighbours following a burglary to support wider prevention. With an average of three dwelling burglaries reported per day, Norfolk remains one of the lowest-volume areas nationally; however, the Constabulary recognises the significant impact on victims. Crimes are closely monitored to identify emerging patterns and linked series. Public appeals are issued swiftly when a suspected series is identified, increasing community vigilance and supporting investigations. A single officer is allocated as the Officer in the Case (OIC) for any suspected linked dwelling burglaries to maintain investigative consistency.
- Vehicle offences have decreased in volume compared with both the previous 12-months and the long-term average. The solved rate is slightly lower than the previous 12-month period (by 0.6 percentage points) but similar to the long-term average (+0.2 percentage points). The charged rate is below the previous 12-month period (-0.7 percentage points) but above the long-term average (+0.5 percentage points).
- Theft from the person is at the same volume as the previous 12 months, representing a small reduction from the long-term average (-3.0%, 12 fewer crimes). The solved rate and charged rate have increased against both comparison measures.
- Robbery of personal property has increased by 2.4% compared with the previous 12 months (+8 offences) and by 1.8% compared with the long-term average (+6 offences). The solved rate has fallen slightly compared with the previous 12-month period (-0.4 percentage points) but is consistent with the long-term average. The charged rate is unchanged compared with the previous 12 months and is 0.5 percentage points below the long-term average.
- Although the number of personal robberies has risen slightly over the last year, volumes remain comparatively low, averaging fewer than one report per day. Potential links between offences are routinely assessed. When a suspect is charged, offences with

similar modus operandi or proximity are reviewed to determine whether additional crimes can be Taken into Consideration. In 2025, this process resulted in the detection of six robberies and nine dwelling burglaries.

- Operation Investigate continues to deliver focused training to frontline officers, improving investigative responses to neighbourhood crime. The sessions strengthen core investigative skills, emphasise securing positive outcomes, and reinforce the effective use of civil and preventative orders. Training covers identifying key lines of enquiry, prompt and effective evidence capture, and enhanced victim care, with a strong focus on timely communication and safeguarding assessments.
- Frontline supervisor training is scheduled for early 2026 and will focus on improving evidential reviews, decision-making, supervisory oversight, and the correct application of crime-closure outcome codes. Supervisors will also receive guidance on maintaining regular victim updates and effective communication with the Officer in the Case (OIC) to support investigative momentum, improve victim satisfaction, and maximise safeguarding opportunities.

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 spotlight section highlights a key area of technology being used by the Constabulary to deliver more efficient, compliant, and effective policing services.

In Cell-Video Technology

- Over the past year, Norfolk Constabulary has expanded its use of in-cell video technology across custody suites, enabling detainees to engage in secure, two-way video communication directly from their cells. This innovation supports more efficient custody processes, enhances compliance with Police and Criminal Evidence Act (PACE) requirements, and strengthens the safeguarding and wellbeing of detainees.
- The project has been primarily funded through Home Office grants under the *Harm to Hope* scheme, which supports innovative approaches to reducing the harm caused by drugs and alcohol.

Improved PACE Compliance:

- Inspector's Reviews of Detention were previously cited as an 'Area for Improvement' following the 2018 inspection of Norfolk custody suites by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In-Cell video technology has contributed to a significant rise in PACE-compliant reviews across all Police Investigation Centres (PICs).
- Overall compliance with the PACE requirement for these reviews to be undertaken in-person has increased from 59.7% in February 2025, to 87.3% in January 2026, with significant improvements seen at every PIC.

- Two-way video capability has also enabled Inspector's Reviews of Detention to be completed more promptly, particularly during periods of high demand.

Enhanced Information for Detainees

- In-cell screens host short, accessible videos explaining detainee rights and entitlements, PACE Code C processes, and Liaison and Diversion Service content, with further expansion planned.
- Content has been co-developed with academic and specialist partners to ensure accessibility for vulnerable detainees and has been trialled as part of the University of Sheffield's 'Good' Police Custody study led by Professor Layla Skinns. The research demonstrates how digital custody guides can improve detainee understanding, autonomy, and engagement.

Partnership Activity:

- Norfolk's use of in-cell technology for harm-reduction messaging has received national recognition. In April 2025, the Great Yarmouth, Gorleston and Caister Community Alcohol Partnerships (CAP), working with Norfolk Constabulary, won the CAP Innovation Award at the Houses of Parliament for using in-cell screens to deliver targeted information on alcohol and substance misuse, mental health support, and local services. This national recognition demonstrates the value of using custody as a reachable moment for prevention and diversion messaging.
- Partner agencies continue to expand their use of the two-way video system. Liaison and Diversion teams and drug-treatment services have used the platform to complete assessments for detainees held in other PICs.
- Healthcare Professionals (HCPs) have begun using the system for medication discussions where appropriate.

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

Between October and December 2025, Norfolk Constabulary delivered a wide-ranging programme of proactive communications designed to inform the public, support operational activity, and maintain transparency. This included regular news releases, targeted social-media campaigns, video content, and media interviews, with messaging focused on raising awareness, preventing crime, and reassuring communities.

Activity in this reporting period included:

October 2025

- Publishing the results of a multi-agency Road Policing action day, highlighting four arrests, twelve vehicle seizures, £45,000 recovered, and sixty-eight vehicles checked.
- Promotion of the launch of the Public Voice Neighbourhood Policing Survey to gather public views and help shape local policing priorities.
- Coordinated media and social-media activity to mark thirty years of Broadsbeat sponsored patrols.
- Promotion of the National Police Chiefs' Council Operation Dark Nights campaign with targeted road-safety messaging for vulnerable road users, including reminders drawn from the Highway Code.
- Sharing of examples of inappropriate 999 calls during International Control Room Week to encourage responsible use of emergency services.
- News and social-media content released on the sentencing of a male convicted for dangerous driving, including dashcam footage.
- Updates from a Student Officer community training day in Wymondham shared on social media, which generated positive public engagement.
- Messaging encouraging respect and consideration for those who do not celebrate Halloween.
- BBC Radio Norfolk interview with Inspector Toby Gosden to outline Operation Focus patrol activity and seasonal policing priorities.

November 2025

- Promoting the unveiling of the 'Legend on the Bench' mental-health support bench near Wymondham Police Investigation Centre.
- Marking of White Ribbon Day and the start of 16 Days of Action, sharing one-year progress updates for Project Vigilant.
- Publicising Operation Focus intensification results, including over 450 hours of visible patrols targeting antisocial behaviour and violent crime.
- Updates from Operation Vigilant weekend patrols shared, including arrests for knife possession and associated sentencing outcomes.

- Sentencing news published regarding a Thetford cocaine-supply gang who were jailed for more than twenty years.
- Reporting of the conviction and sentencing of a male for child rape, and the conviction of a male for offences involving hidden cameras, providing community reassurance messaging.
- Local policing updates shared, including patrols in Bradwell, stop-search activity in Gorleston, and walkabouts on Middlegate during fireworks night.
- Sentencing of six Gorleston-based Organised Crime Group members to a combined twenty-seven years for cocaine supply highlighted.
- Operation Foxtail action-day results from Great Yarmouth shared, including fifty-four vehicle stops and sixteen arrests.
- Safer Action Business Week promoted, with content focused on retail-crime prevention activity.
- West Norfolk updates shared relating to e-bike misuse and associated damage, with further communications planned ahead of Christmas.

December 2025

- Operation Limit Christmas drink- and drug-driving campaign content delivered, aligned with national THINK! messaging.
- Support for 16 Days of Action with a video featuring male officers reinforcing the “Speak Up” theme.
- Project Vigilant results shared alongside a domestic-abuse victim-survivor video across social media channels.
- Pre-Christmas messaging to raise awareness of e-bike legislation and safety.
- Dashcam and body-worn video footage of a dangerous driving pursuit released following the sentencing of the offender.
- Operation Foxtail outcomes reported, including twenty-five arrests, over seventy vehicle stops, and thirty vehicle seizures.
- Outcomes from the Winter of Action activity in Norwich highlighted, including fifteen arrests and high-visibility patrols across key retail areas.
- Support for the national Counter Terrorism Winter Campaign, encouraging the public to report suspicious activity.
- Norwich Public Spaces Protection Order (PSPO) reminders shared relating to vehicle-related antisocial behaviour.
- Closure Order in Scarning publicised and updates on weekend patrols and vehicle seizures in Thetford shared.
- Development of a scam-awareness seminar, working with Aviva and the University of East Anglia (UEA), which will highlight the risks associated with various types of fraud. The event is scheduled for March and will be delivered in person, with the session recorded for wider future use.

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 continues to develop initiatives to enhance the welfare and support provided to Police Officers, staff, members of the Special Constabulary, and Police Support Volunteers, ensuring a resilient workforce with the capacity and capability to meet policing priorities.
- Providing our people with a voice through the People Opinion Survey (POS) enables ongoing monitoring of progress and identification of areas for improvement. Data from the Autumn 2025 People Opinion Survey again shows positive movement across key wellbeing indicators. Scores remain consistently high for personal ownership around health and wellbeing, indicating strong levels of individual resilience and confidence. Knowledge of how to access health and wellbeing support also remains strong and stable, reflecting effective communication and visibility of available services.
- Open conversations about mental health continue to increase. This upward trend suggests a meaningful cultural shift, with teams and managers becoming more confident in discussing mental health and supporting colleagues.
- Proactive organisational wellbeing has shown a positive upward trajectory. Although still an emerging area, this improvement reflects progress towards a more preventative, forward-looking approach, supported by work undertaken by the Workplace Health and Safety Team during the reporting period.
- There are now more than 150 Wellbeing Champions across both Norfolk and Suffolk.
- Tailored wellbeing inputs continue to be delivered to teams and departments upon request.
- Reflective-practice sessions have commenced with groups who have a higher level of exposure to psychological hazards, receiving positive feedback.

Activities undertaken this quarter to support the welfare of our people included:

- Happiness at Work Week and World Mental Health Day - A range of fitness classes and wellbeing resources were offered and promoted on the intranet.
- National Investigators' Wellbeing Week - A programme of wellbeing inputs focusing on team cohesion, resilience, and mental wellbeing.
- Stress Awareness Day (November) – Delivery of a specialist session titled “*Burnout for Emergency Services: Putting Your Oxygen Mask on First*” by Dr Laura Brenner. Excellent feedback was received, and further sessions are planned.
- Making Every Contact Count (MECC) training pilot - Delivered to Wellbeing Champions, focusing on supporting wellbeing conversations and behaviour-change interventions, particularly regarding unhealthy coping strategies. More sessions are scheduled.

- o Launch of new peer-support groups – The Polycystic Ovary Syndrome (PCOS) and Endometriosis Peer Support Group and the Chronic Fatigue and Long Covid Peer Support Group are now established, with growing membership.

Planned wellbeing activity includes:

- o Blue Monday (January 2026) – Raising awareness of emotional wellbeing and emphasising the positive impact that connection with nature can have on mental health.
 - o Alcohol Awareness Training (February 2026) - Upskilling individuals across the Constabulary to recognise early signs of alcohol-related issues and provide support to colleagues who may be using alcohol as a coping strategy.
 - o Time to Talk (February 2026) - Delivering a series of Oscar Kilo 9 (OK9) Wellbeing Dog visits and wider communications to challenge stigma and encourage open conversations about mental health.
 - o Development and publication of the 2026 Wellbeing Calendar to provide a clear year-round programme of support, awareness activity, and wellbeing initiatives.
 - o Further MIND training sessions in March and April, expanding across to evidence-based mental health support and resilience training.
 - o Promotion and continued development of the Trauma Risk Management (TRiM) process, supported by the recently established TRiM Manager and Coordinators, to increase uptake and strengthen trauma-support provision across the organisation.
- Table 3 provides a comparison of misconduct cases initiated over the past 12 months against the previous 12-month period. The number of misconduct hearings, accelerated hearings, and misconduct meetings held during this time are also detailed, along with the number of Police Appeal Tribunal cases received.

Indicator	Last 12 months	Previous 12 months	Difference
PSD conduct cases	71	95	-24
Accelerated misconduct hearings	7	3	4
Misconduct hearings	12	17	-5
Misconduct meetings	13	5	8
Police Appeals Tribunals – Appeals received	1	2	-1

Table 3: Professional Standards Department (PSD) data for conduct cases, accelerated misconduct hearings, misconduct hearings, misconduct meetings, and Police Appeals Tribunals received.

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024.

END.



COHESIVE COMMUNITIES – OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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. The reporting period is 1st October 2025 to 31st December 2025.

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

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 its manifesto commitment to increase visible policing across the UK by delivering 13,000 additional Neighbourhood Officers. For Norfolk, this equates to approximately £2.2 million in funding for the 2025/26 financial year, which must be used exclusively to achieve an uplift in the number of officers deployed in Neighbourhood Policing roles.
- Four options were identified 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.
- The number of Police Officers in Neighbourhood Policing roles was baselined with the Home Office at 168.77 FTE. Previous PCC's Accountability Meeting paper updates erroneously reported the baseline as 176.41 FTE which was the April figure. By 31st March 2026, the Constabulary had to increase Neighbourhood Policing strength by thirty-one officers to meet the required uplift, i.e. to 199.77 FTE.
- Norfolk had already over-recruited by fourteen Police Officers by March 2025 in preparation for this planned growth and in support of the previous national Uplift programme. As per the previous paper's update, Norfolk Constabulary has met its ambition to advance the growth swiftly within the financial year and has already delivered the thirty-one growth, prior to the 31st of March 2026 deadline.
- Progress is tracked on a monthly basis, with submissions to the Home Office to evidence the financial position and to the National Police Chiefs' Council to confirm the number of officers deployed in Neighbourhood Policing roles. All monthly submissions have been completed successfully, and grant draw-downs have been approved as expected.
- In the next financial year, the Constabulary will be required to grow Neighbourhood Policing by a further 20 officer posts. This presents a challenge, as Norfolk has received one of the lowest financial settlements across policing. However, the removal of the Uplift Maintenance Target, which previously governed the minimum number of Police Officers that Norfolk had to maintain, provides greater flexibility to review the overall workforce mix. A number of roles have already been identified as potentially suitable for conversion to Police Staff posts, helping to create the capacity required to support the planned growth.
- As previously reported, and as part of the Neighbourhood Policing Guarantee, the Police & Crime Commissioner has supported the development of a new 'Public Voice' initiative. This provides opportunities for communities to share their views on the issues that matter most in their local area. The survey is now live and at the end of December 2025 had received more than 600 responses.

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	514	503	477	2.2%	7.8%
Killed & Serious Injury collisions – Fatal	29	36	33	-19.4%	-12.1%
Killed & Serious Injury collisions – Serious Injury	485	467	445	3.9%	9.0%
Killed & Serious Injury collisions involving vulnerable road users (total)	269	278	263	-3.2%	2.3%
Cyclists	77	60	62	28.3%	24.2%
Motorcyclists	124	142	127	-12.7%	-2.4%
Pedestrians	68	75	74	-9.3%	-8.1%
Horse Riders	0	1	0	-100%	0%

Table 4: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024. The date range for the long-term average is 01/01/2022 – 31/12/2024.

- Fatal and serious injury collisions increased by 2.2 percent in the most recent 12-month period compared with the previous year and are 7.8 percent higher than the long-term average.
- Collisions involving at least one vulnerable road user fell by 3.2 percent over the last 12 months compared with the previous period but remain 2.3 percent above the long-term average.
- During the reporting period (1st October 2025 – 31st December 2025), there were 133 serious injury collisions on Norfolk’s roads, 24 more than in the same period of 2024. There were seven fatal collisions, resulting in seven fatalities, representing a reduction of four compared to the same quarter in 2024.
- The Roads and Armed Policing Team (RAPT) continues to work closely with partners to enhance road safety across Norfolk. Key partnership activities from this period are summarised below.
- The Road Casualty Reduction Team (police motorcycle) continued to support Fatal Four enforcement through daily deployments at collision hotspots and by assisting RAPT operations. The team also began promotional work for the 2026 Bike Safe courses, including free taster and feedback sessions for Norfolk Constabulary colleagues. Enforcement outcomes this period included 72 Traffic Offence Reports (TORs) issued for

speeding, 32 issued for seatbelt offences, 19 issued for mobile phone offences, and 205 issued for other road related offences.

- Throughout December, the Constabulary took part in the National Police Chiefs' Council (NPCC) Operation Limit drink and drug driving campaign. This resulted in 222 vehicle stops, 24 positive breath tests, and 16 positive drug wipes.
- The RAPT Commercial Vehicle Unit (CVU) provides a proactive response to criminality involving commercial vehicles and plays a key role in disrupting Organised Crime Groups, including those linked to Organised Immigration Crime. This includes participation in local, regional, and national days of action with partners such as Immigration Enforcement, Driver and Vehicle Standards Agency (DVSA), and National Highways.
- During this period, the CVU stopped 192 vehicles, including private vehicles, Heavy Goods Vehicles (HGVs), Public Service Vehicles (PSVs), and agricultural vehicles. Offences identified included overweight vehicles, insecure loads, dangerous vehicle conditions, breaches of HGV drivers' hours, and carriage of dangerous goods offences. The team also began delivering tailored HGV driver Continuous Professional Development (CPD) training for drivers transporting sugar beet to Wissington and Cantley beet factories, with positive feedback from hauliers and drivers.
- Non-compliance with drivers' hours regulations among EU-registered HGVs appears to have reduced, with 50% non-compliance, down from 75% in previous periods. DVSA has reported similar reductions, although this could be influenced by lower national checking levels over the Christmas period. Stops of note included two Turkish HGVs, each with 36 tachograph offences; £3,000 in fines were issued, and both vehicles were prohibited and immobilised for 45 hours for failing to observe weekly rest requirements. The CVU continued to support DVSA's Operation Mamba, targeting illegally operating 3500kg vans.
- The CVU secured £45,000 in Operation Terminus (Organised Immigration Crime) funding to target illegal workers in the delivery driving (gig economy) sector, specifically those in the UK unlawfully and linked to organised crime. During this period, 87 vehicles were stopped and 142 individuals were encountered, including 19 irregular boat migrants. 29 intelligence reports were submitted relating to organised immigration crime, and 30 arrests were made, of which 20 were for immigration offences. Officers seized two fake driving licences. Thirty illegal e-bikes and scooters were also seized from persons working illegally in the food delivery sector, and thirteen other vehicles were seized for document-related offences, many linked to delivery vans entering the county via the A11 at Thetford.
- Operation Foxtail, led by RAPT and the Intelligence Directorate with Home Office Project Invigor funding, targets fraudulent driving licences through a multi-agency approach involving Immigration Services, Moonshot, the Road Casualty Reduction Team, and the CVU. In this quarter, 234 vehicles were stopped under Operation Foxtail. 59 arrests were made for offences including fraudulent licences, cross-border thefts, immigration offences, drug-driving, driving while disqualified, drug possession, false documents, and outstanding warrants. Officers submitted 94 intelligence reports, seized 63 vehicles, and

issued 99 Traffic Offence Reports. These results continue to have significant impact on both road safety and wider criminality.

- The Norfolk Safety Camera Partnership operates fixed and mobile speed cameras across the county, including van-based cameras on strategic routes and community enforcement assets responding to local concerns.
- Progress continues on new average speed camera schemes, including permanent installations on the A47 at Acle and between Tilney and Walsoken and a temporary site at Thickthorn. Discussions remain ongoing regarding proposals for the Acle Straight. Although owned by National Highways, these systems are operated by the Norfolk Safety Camera Partnership, and all cost recovery directly supports the partnership’s back-office functions.

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

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Shoplifting	Number of crimes	5,884	6,071	4,852	-3.1%	21.3%
	Solved	2,822	2,657	1,977	6.2%	42.7%
	% Solved	48.0%	43.8%	40.7%	4.2pp	7.3pp
	Charged	2,018	1,901	1,427	6.2%	41.4%
	% Charged	34.3%	31.3%	29.4%	3.0pp	4.9pp
	Taken into Consideration	329	289	175	13.8%	88.0%
	% Taken into Consideration	5.6%	4.8%	3.6%	0.8pp	2.0pp
	Out of Court Resolutions	472	466	372	1.3%	26.9%
	% Out of Court Resolutions	8.0%	7.7%	7.7%	0.3pp	0.3pp

Table 5: Shoplifting offences - Number of shoplifting crimes, number and percentage solved, number and percentage charged, number and percentage Taken into Consideration by a court, and those resolved through Out of Court Resolution

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024. The date range for the long-term average is 01/01/2022 – 31/12/2024.

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 volumes have decreased by 3.1 percent compared with the previous 12-month period, following a recent upward trend. However, levels remain 21.3 percent higher than the long-term average.

- Norfolk Constabulary continues to perform strongly at a national level in relation to shoplifting investigations, achieving a 48.0 percent detection rate over the past 12 months, the highest in the country for this reporting period. Both the Solved rate and Charged rate have increased compared with the previous 12-month period and the long-term average.
- The use of Out of Court disposals (Youth Cautions, Adult Cautions, and Community Resolutions) for shoplifting offences has increased compared with both the previous 12-month period and the long-term average.
- The number of offences Taken into Consideration (TIC) at court has also risen against both the previous 12-month period and the long-term average.
- The ongoing review of Criminal Behaviour Orders (CBOs) has identified several cases where applications were refused, not heard, repeatedly adjourned, or later revoked. Examples from across the county have been shared with the Crown Prosecution Service (CPS) locally and nationally to improve application success rates. Anecdotal evidence suggests that persistent shop thieves are deterred by CBOs, making them an effective tool for reducing repeat offending and overall retail theft.
- The Norfolk Retail Crime Strategy has received positive feedback from retailers, Business Improvement Districts (BIDs), and Business Crime Reduction Partnerships (BCRPs) following its launch. Relationships between Norfolk Constabulary and the retail sector continue to strengthen, improving engagement, communication, and information sharing.
- Initial feedback on the Retail Crime Reporting Toolkit from Norwich BCRP members has also been positive. Further discussion is planned at the upcoming Business Forum meeting to assess its long-term value.
- Safer Business Action (SaBA) Week generated significant positive engagement across the county, providing valuable insights into retailers' experiences of shop theft. A number of arrests were made, and data has been shared with the National Business Crime Centre (NBCC).
- The Constabulary continues to deliver nationally aligned crime prevention advice. Crimestoppers posters funded by Norwich BCRP have been produced, and a Retailer Crime Prevention Toolkit is being trialled in three Operation Focus hotspot districts. If successful, it will be rolled out countywide.
- Strategic meetings with the Co-op and Boots are under way to enhance partnership working, with early progress already identifying potential opportunities for joint initiatives.
- Work has begun to scope the integration of Auror, a retail crime and intelligence-sharing platform, into Constabulary systems. Engagement with other police forces is ongoing to gather lessons learned before moving into adoption planning. Other platforms are also being assessed for retailer uptake and integration potential.
- Initial scoping of drug dependency support provision in Norfolk indicates a strong foundation for developing an 'Offender 2 Recovery' style programme. The next steps will

involve establishing links with service providers and setting out governance arrangements, structures, and responsibilities.

- In November, the government announced that following the Safer Streets Summer Initiative, the 'Winter of Action' would run throughout December and January. The focus being on reducing town centre criminality, shop theft, street crime, and anti-social behaviour, as well as issues in the night-time economy including tackling alcohol-related disorder, spiking and violence against women and girls.
- For the Winter of Action, existing hotspots were reviewed in line with these priorities. Nine new hotspots in town centres and retail parks were added to address rising retail crime during the Christmas period.
- To support the retail-crime focus, the Community Policing Team met with representatives from Norwich Business Improvement District (BID) to introduce Project Servator tactics (aimed at deterring hostile activity, disrupting criminality, and identifying individuals who pose a threat) and ensure a coordinated partnership approach for a successful launch of the Winter of Action initiative.
- Throughout December, the Community Policing Team and Project Servator teams delivered five days of highly visible and proactive deployments across key retail areas. Working alongside local Safer Neighbourhood Teams, the focus was on identifying offenders, tackling retail crime, and providing reassurance during periods of increased footfall.
- Operational Partnership Teams (OPTs) worked with partner agencies, BIDs, and the Crown Prosecution Service to take proactive action against prolific retail-theft offenders. This included securing Criminal Behaviour Orders that ban offenders from specific areas or retail premises, reducing offending and providing respite to repeat-victim retailers.
- As part of the wider 'Winter of Action' programme, the OPCC has commissioned a Business Crime Survey for companies across Norfolk.

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

- During the reporting period (1st October – 31st December 2025), recorded hate crime decreased, with 215 unique hate crimes recorded compared with 292 in the previous quarter (1st July – 30th September 2025). This aligns with similar levels recorded in 2024.
- The increase in reported hate crimes observed during the previous reporting period, and during the same period in 2024, mirrors wider national trends, where peaks in hate crime reporting are commonly seen over the summer months. Although these fluctuations appear seasonal, they are generally linked to broader social and political tensions that tend to intensify during this time of year.
- Community tensions eased during the reporting period. Attendance at the weekly Sunday demonstrations related to asylum hotels declined; however, weekday evening activity increased, with up to 20 demonstrators regularly present outside the Brook Hotel.

- Displays of St George’s Cross and Union flags on street furniture and painted on roundabouts continued to be observed, but these had largely disappeared by the end of December.
- Race-related hate crime remained the highest category during this period, accounting for 75% of all recorded hate crime (up from 71% in the previous quarter). This was followed by:
 - Sexual Orientation: 10% (11% previous quarter)
 - Disability: 7% (9% previous quarter)
 - Religion: 4% (5% previous quarter)
 - Transgender: 3% (4% previous quarter)
- The Constabulary remains confident that hate crime continues to be significantly under-reported, and efforts will continue to encourage victims and witnesses to come forward.
- Stop Hate in Norfolk (SHiN), the Constabulary’s third-party reporting mechanism, continues to gain momentum, with increasing numbers of organisations attending free training sessions. Targeted work with partner agencies and the Office of the Police and Crime Commissioner (OPCC) will continue to emphasise the importance of reporting hate crime.
- The Constabulary continues to work closely with partners, particularly through the Community Relations and Prevent Strategic Group (CRPSG), to ensure emerging community tensions are reported via the dedicated Community Tensions email address. This enables Engagement Officers and the Equality, Diversity, and Inclusion (EDI) Team to provide support and guidance to vulnerable communities at the earliest opportunity.
- On 16th October, as part of National Hate Crime Awareness Week, the Constabulary and OPCC hosted a Hate Crime Conference at the University of East Anglia. Partner agencies came together to discuss barriers to reporting and explore opportunities to strengthen community cohesion.

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

- During the reporting period, the Constabulary’s Community Safety Operational Unit (CSOU) has continued its internal and partnership activity to identify and implement prevention, enforcement, and detection opportunities aimed at tackling rural criminality.
- This activity has included:
 - Attendance at local rural industry awards events to engage with businesses and residents and strengthen relationships within the rural community.
 - Providing support to North Norfolk District Council during an enforcement warrant relating to illegal dog breeding, reflecting the Constabulary’s broad rural expertise and strong partnership working. Twelve dogs were removed on welfare grounds during the operation.

- Participation in a Forestry England multi-agency event alongside key partners to address illegal foraging activity across several Norfolk sites.
- Attendance by Operational Randall team officers at the National Wildlife Enforcers Conference in November. This event provides national networking opportunities, promotes best practice, identifies developing trends, and helps shape the team's priorities and operational activity.
- Participation in regional Operation Galileo action days in response to hare coursing activity. These deployments offer high-visibility prevention and disruption opportunities. Norfolk officers also supported arrests in neighbouring counties, using specialist knowledge and equipment, including drones. These joint operations form an important part of the wider regional strategy to combat hare coursing and provide reassurance to rural communities.
- The Operation Randall team hosted the Community Rural Advisory Group (CRAG), bringing together partners from law enforcement, government agencies, and industry to coordinate responses to rural crime, identify trends, and address issues affecting rural communities.
- Members of the Community Safety Operational Unit (CSOU) carried out regular visits to farms and rural businesses, providing visible reassurance and tailored crime-prevention advice, particularly to those who had previously been victims of crime.
- Continued enhanced partnership work to tackle fly-tipping across the county. Although reporting levels remain low, proactive prevention work and operational support for enforcement opportunities have been maintained.
- The Operation Randall team continued to review all rural crime reports received by the Constabulary, monitoring for emerging patterns and trends to inform prevention, early intervention, and offender apprehension. In appropriate cases, the team collaborates with regional and national partners to coordinate activity and share intelligence. This process has now expanded to include Heritage Crime, with a designated CSOU officer leading partnership efforts for prevention and enforcement.

END.



REDUCING HARM – OBJECTIVES

ORIGINATOR: Deputy Chief Constable Dave Marshall

REASON FOR SUBMISSION: For information

SUBMITTED TO: Police and Crime Commissioner's Accountability Meeting

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. The reporting period is 1st October 2025 to 31st December 2025.

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

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

- Table 6 shows the disruptions recorded by Norfolk Constabulary when responding to the threat posed by serious and organised crime.

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	491	412	297	19.2%	65.3%
Disruptions recorded against scored OCGs only	101	97	99	4.1%	2.0%

Table 6: Serious and Organised crime disruptions – Disruptions against Tactical Vulnerabilities/Priority Individuals and against scored Organised Crime Groups (OCGs) only.

The date range for the Last 12 months is 01/01/2025 – 31/12/2025. The date range for the Previous 12 months is 01/01/2024 – 31/12/2024. The date range for the long-term average is 01/01/2022 – 31/12/2024.

- Table 7 shows the number of disruptions recorded each month over the last 12-month period and the previous 12-month period.

Month	2024	2025
January	14	35
February	13	23
March	25	44
April	20	53
May	29	31
June	46	12
July	48	47
August	30	20
September	53	41
October	83	67
November	28	74
December	28	44
Total	412	491

Table 7 – Serious and organised crime disruptions since January 2024.

- During this reporting period (1st October – 31st December 2025), 185 Serious and Organised Crime (SOC) disruptions were recorded, an increase of 77 (+44.5 percent) compared with the previous quarter.

- Year-on-year data shows a sustained upward trend in recorded disruptions, and current forecasting indicates this pattern is likely to continue.
- Since His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) last inspected the Constabulary's response to Serious and Organised Crime in 2022, the approach to recording SOC threats has been significantly broadened. Instead of focusing solely on counting Organised Crime Groups (OCGs), the updated methodology captures a wider range of SOC threats. This streamlined approach reduces bureaucracy, simplifies the recording process, and provides a more comprehensive and accurate understanding of the issues affecting the county.
- Work continues under the governance of the joint-force Serious and Organised Crime Board to ensure all SOC disruptions are accurately recorded, particularly within the Local Policing Command. Performance relating to SOC disruptions is closely monitored by this Board and at the Victim Focus Meeting, chaired by the Deputy Chief Constable.
- A new SOC Board structure has been agreed and will go live in April. This will strengthen governance, improve accountability within local policing, and enhance SOC activity across Norfolk.
- Operation Barrette commenced with the seizure of approximately £80,000, 3 kilograms of cannabis, and four blank-firing weapons from a property where the tenant had concealed their identity. This individual and a suspected criminal network around them were identified. During enforcement, officers recovered 1.75 kilograms of high-purity cocaine, 140 ecstasy tablets, benzocaine, crack cocaine, and £20,000 in cash, along with high-value goods evidencing a criminal lifestyle. The principal suspect pleaded guilty at first hearing and is currently on remand awaiting sentence. Close partnership work with the Eastern Region Special Operations Unit (ERSOU) financial investigators resulted in cash and assets being restrained for Proceeds of Crime Act (POCA) forfeiture. Two additional suspects remain on bail.
- Operation Megabuck is a long-running and complex investigation involving six suspects and twenty-one offences in an acquisitive crime series, alongside associated Class A drug trafficking and arson endangering life. Charges to date include five burglaries and two handling stolen goods offences against the principal subject.
- Operation Vermouth is another complex acquisitive crime investigation involving an OCG responsible for stealing high-value vehicles through a sophisticated operation. Four individuals have now been charged in relation to the theft of eight Range Rovers.
- Key sentences issued by courts in this reporting period include:
 - November – Six subjects involved in Operation Accent (cocaine supply in Great Yarmouth) were sentenced, receiving a combined total of 27 years imprisonment.
 - November – Five subjects from Operation Boeing (cocaine supply in Thetford) were sentenced to a combined total of 20 years imprisonment.
 - December – Five subjects linked to Operation Halsham (cocaine and ketamine supply in Norwich) received a combined total of 23.5 years imprisonment.

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
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%	9.0%	0.4%
April 2025	10,351	7.43	89.3%	9.9%	0.8%
May 2025	11,380	7.15	89.4%	10.0%	0.5%
June 2025	11,693	7.79	87.8%	11.3%	0.9%
July 2025	12,608	7.95	87.2%	11.9%	0.9%
August 2025	12,627	8.29	86.1%	12.8%	1.1%
September 2025	11,245	8.73	84.1%	14.6%	1.2%
October 2025	10,680	8.32	86.5%	12.4%	1.1%
November 2025	10,394	8.25	86.0%	12.8%	1.2%
December 2025	10,375	6.61	91.5%	8.1%	0.4%
Last 12 months	129,695	7.48	88.3%	10.9%	0.8%

Table 8: Norfolk Constabulary 999 Call Handling performance data since January 2025

- Table 8 presents 999 call performance data published on the Police.uk website, an online platform providing crime statistics and policing performance metrics for all forces across the UK. Performance is measured against the national standard (Service Level Agreement), which recommends that police forces answer 90 percent of 999 calls within 10 seconds. This measure includes both BT’s transfer time and the time taken by the receiving force to answer the call, with BT transfer times varying between forces.
- Maintaining the Service Level Agreement (SLA) for 999 and 101 calls is a key priority for the Constabulary. Achieving this proved challenging over the summer period due to high demand, staff leave, and essential training commitments. Although the Contact and Control Room (CCR) actively manages staffing, abstractions, and officer deployment, meeting performance targets has become increasingly difficult with current staffing levels.
- This reporting period (1st October – 31st December 2025) saw higher 999 call volumes than the same three-month period in 2024. This continues the pattern of consistently

elevated demand over the last three reporting periods, which has placed additional pressure on resources.

- During the reporting period, 88.0 percent of the 999 calls received by the Constabulary were answered within 10 seconds, an improvement of 2.2 percent on the previous quarter.
- In December, 91.5 percent of 999 calls were answered within 10 seconds. Performance for 101 call handling times and answer rates also improved.
- The Constabulary recognises the need to increase call-taking capacity to deliver sustained improvements in 999 and 101 call-handling times and to reduce call-abandonment rates. To support this, new Communications Officers are being recruited and trained. The first intake will complete their training and become operational in February. Staffing levels within the Control Room will continue to increase, with the aim of reaching target levels by May/June 2026, subject to successful recruitment.
- Changes made to the Calabrio system, which is used to forecast call demand, have had a positive impact on predicting additional pressure within the Control Room. This has resulted in a short-term increase in overtime to cover staffing gaps until the new Communications Officers become operational. Since implementing these changes, performance against the 999 and 101 SLAs has improved.
- Norfolk and Suffolk continue to collaborate on technological enhancements across both Force Control Rooms. Programmes to introduce SmartSTORM and Vodafone 101 upgrades are scheduled over the next 12 months. These initiatives are expected, in time, to reduce demand on both Control Rooms and improve the customer experience when contacting the Constabulary.

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

Crime	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	10,886	10,824	11,774	0.6%	-7.5%
	Solved	1,363	1,323	1,344	3.0%	1.4%
	% Solved	12.5%	12.2%	11.4%	0.3pp	1.1pp
	Charged	1,068	1,020	1,072	4.7%	-0.4%
	% Charged	9.8%	9.4%	9.1%	0.4pp	0.7pp
Stalking and Harassment	Number of crimes	4,063	3,934	4,447	3.3%	-8.6%
	Solved	531	593	497	-10.5%	6.8%
	% Solved	13.1%	15.1%	11.2%	-2.0pp	1.9pp
	Charged	317	377	343	-15.9%	-7.6%
	% Charged	7.8%	9.6%	7.7%	-1.8pp	0.1pp
Rape	Number of crimes	1,159	1,025	1,070	13.1%	8.3%
	Solved	92	83	70	10.8%	31.4%
	% Solved	7.95	8.1%	6.5%	-0.2%	1.4pp
	Charged	92	79	64	16.5%	43.8%
	% Charged	7.9%	7.7%	6%	0.2pp	1.9pp
Other sexual offences	Number of crimes	2,137	2,126	2,123	0.5%	0.7%
	Solved	386	298	258	29.5%	49.6%
	% Solved	18.1%	14.0%	12.1%	4.1pp	6.0pp
	Charged	311	255	220	22.0%	41.4%
	% Charged	14.6%	12.0%	10.4%	2.6pp	4.2pp

Table 9: Crime volumes, Solved and Charged rate/percentages for Domestic Abuse, Stalking and Harassment, Rape and Other Sexual Offences.

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

- Recorded Domestic crimes have increased slightly over the previous 12 months (+0.6 percent) but remain 7.5 percent below the long-term average. The solved rate has improved against both the previous 12 months (+0.3 percentage points) and the long-term average (+1.1 percentage points). The charged rate has also increased across both measures.
- Over the last 12 months, Stalking and Harassment offences have risen following a period of decline. The solved rate has fallen compared with the previous 12 months (-2.0 percentage points) but remains 1.9 percentage points above the long-term average. The charged rate has reduced compared with the previous 12 months (-1.8 percentage points) but is broadly in line with the long-term average.
- Rape offences have increased by 13.1 percent compared with the previous 12 months and by 8.3 percent against the long-term average. The solved rate has decreased slightly (-0.2 percentage point) compared with the previous year but remains 1.4 percentage

points higher than the long-term average. The charged rate has increased against both measures.

- Other Sexual Offences have recorded small increases in volume, rising 0.5% percent (11 additional offences) over the previous 12 months, and 0.7 percent (14 additional offences) compared with the long-term average. The solved rate and charged rate have improved across both measures.
- Further detail on work undertaken this reporting period to improve conviction rates for Domestic Abuse, Stalking and Harassment, and Rape and Serious Sexual Offences (RaSSO) is set out in the 'Preventing Crime' report under the 'Bringing More VAWG Offenders to Justice' section.
- The Constabulary continues to implement its new Vulnerability and Public Protection Strategy, aligned with the national strategy developed by the National VAWG and Public Protection Centre to ensure local delivery reflects national best practice.
- To support this implementation, the Constabulary has commissioned an independent peer review from the National VAWG and Public Protection Centre. The review will begin in March and will focus on the Pursue element of Domestic Abuse, providing external scrutiny and guidance to strengthen our approach.
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are key tools for safeguarding victims of domestic abuse. Significant improvements continue to be made, with more victims protected through increased use of these measures. Strengthened monitoring processes have also contributed to a rise in recorded breaches, demonstrating more effective oversight and enforcement.
- This activity is supported by Operation Redline, which targets repeat domestic abuse perpetrators and high-harm offenders, and ensures consistent monitoring of orders. Following a successful pilot in Norwich, the Operation Redline approach is being rolled out across all districts.
- Continued progress is also being made in increasing the number of Stalking Protection Orders (SPOs), supported by proactive engagement with the judiciary.
- A new offender insight dashboard is being rolled out across teams that investigate Rape and Serious Sexual Offences (RaSSO) to strengthen analytical capability by identifying behavioural patterns, improving visibility of risk, and enabling quicker prioritisation and action. This enhanced tool is designed to support more informed decision-making, streamline investigative focus, and ultimately improve outcomes for victims.
- The Multi-Agency Safeguarding Hub (MASH) remains under internal review with a focus on developing more efficient operating models, making better use of technology, and strengthening data-driven safeguarding. As part of this work, a new 'hidden risk' dashboard is in early testing, designed to improve oversight of domestic incidents and enhance the identification of vulnerability.
- Internal communications have been strengthened through the *Making a Difference* campaign, which will next prioritise domestic abuse. In addition, monthly Inspector audits have been refocused to concentrate specifically on domestic abuse investigations.

- Audit work undertaken to understand why some victims disengage from prosecutions has informed the development of the new Sergeants Continuous Professional Development (CPD) programme, which will launch in March. Audit activity has also shaped the next phase of the *Making a Difference* communications campaign and has supported improvements to victim engagement and case progression.
- In March, the Constabulary will receive a visit from the national Operation Soteria team, who will provide feedback on the organisation's recent self-assessment. The purpose of the visit is to support ongoing improvement work, ensuring the Constabulary continues to strengthen investigative standards and bring more offenders to justice.

Strengthen officer & 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 an update on the training being delivered to Police Officers and members of Police Staff in support of Norfolk Constabulary's ongoing commitment to improving the standards of Rape and Serious Sexual Offences (RaSSO) investigations.
- In this reporting period:
 - The rollout of '*An Introduction to the National Operating Model (NOM)*' for frontline officers has continued. Delivery began in August 2025 and is scheduled to run until July 2026. Engagement has been positive, with officers providing encouraging feedback on the relevance and practical application of NOM principles. The programme builds on the 2024–2025 First Responder training, reinforcing national standards and supporting consistency across all sexual offence investigations.
 - Delivery of the Specialist Sexual Assault Investigators Development Programme (SSAIDP) remains on track. Training continues to run to schedule, with joint Norfolk and Suffolk cohorts progressing as planned. The Constabulary remains on course to achieve the joint-force objective of training all RaSSO investigators by the end of 2029.
 - The College of Policing's online training package on non-contact sexual offending was released in December 2025. This package is now mandated for all Constables through to Inspectors, including specialist staff within the Safeguarding and Investigations Command. Rollout and uptake are being actively monitored to ensure full compliance.
 - Updates to the My Team Power BI dashboard were implemented for Investigations Detective Inspectors in November. These enhancements support improved data insight, risk management, and workload oversight, particularly in relation to repeat RaSSO suspects and investigative demand. A briefing accompanied the launch to ensure effective use. A wider rollout to Detective Sergeants is planned for February.
 - Soteria Supervisors training is scheduled to run from March to June 2026. Attendees will include Safeguarding & Investigations Command Detective Sergeants, Detective Inspectors and Detective Chief Inspectors. The training has also been extended to all

District Crime Unit supervisors. The programme provides an in-depth focus on NOM investigative products, supervisory responsibilities, suspect-focused approaches, and enhanced collaboration with the Crown Prosecution Service.

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

- The Joint Restorative Justice (RJ) Hub is commissioned by the Offices of the Police and Crime Commissioners (OPCCs) for Norfolk and Suffolk. Funding has been confirmed until March 2027, and work is underway to extend this to March 2028 as part of a proposed two-year funding agreement with both OPCCs.
- The RJ Hub is embedded within the Offender Diversion Team (now Operation Divert). This approach is designed to strengthen the culture of restorative justice within policing and enables the Hub to embed best practice while supporting officers in the delivery of Out of Court Resolutions (OOCRs).
- The RJ Hub team currently consists of 1.5 OPCC-funded RJ Advisors in Norfolk, 1 RJ Advisor in Suffolk, and 1 administration post. The additional 0.5 FTE post in Norfolk has supported management of the serious and complex caseload and is leading a new initiative to increase RJ referrals from the Roads and Armed Policing Team (RAPT).
- Extensive training has been delivered across Norfolk to increase awareness and improve referrals from officers and staff. To manage Level 1 and some Level 2 cases, RJ Champions are trained to RJ Level 2 Practitioner standard. There are currently 25 trained Champions in Norfolk. Although they are not assigned a formal caseload, Champions are empowered to resolve incidents suitable for RJ as they arise, reducing demand on frontline officers.
- Restorative Justice Awareness sessions will be delivered to teams within the Safeguarding and Investigations Command over the coming months.
- The Norfolk and Suffolk RJ Hub has been recognised as delivering best practice, with the National Police Chiefs' Council (NPCC) developing national Restorative Justice guidance based on the local model.
- Governance and oversight are provided through a bi-monthly Operation Divert OOCR Strategic Group, chaired by the Joint Specialist Operations Commander, which receives progress updates from the Managing Offenders Inspector.
- Quarterly operational RJ Service Review meetings, attended by the OPCCs and RJ Hub staff, provide updates on service delivery and include performance monitoring reports.
- Referrals have increased year-on-year since the Restorative Justice Hub was established in 2020.
- All cases that are resolved via an Out of Court Resolution (Conditional Cautions and Community Resolutions) are triaged by the Hub for suitability for RJ. In 2025, 21% of Conditional Cautions in Norfolk received an RJ intervention.

- Reinvigorating the appropriate use of OOCs and restorative justice aligns with the recommendations of the Leveson Inquiry. This is essential not only for improving victim outcomes and reducing reoffending but also for easing pressure on the court system. Although Crown Court backlogs remain a national concern, a growing backlog within the Norfolk Magistrates' Court estate highlights the increasing importance of using alternative resolutions effectively.
- The Restorative Justice team has developed a suite of online courses based on Restorative Justice principles, including Victim Awareness, Retail Crime, and Anti-Social Behaviour. These courses encourage offenders to reflect on the impact of their actions on both victims and the wider community. They are delivered via an external online platform as part of Norfolk's diversionary offer for Out of Court Resolutions.
- '*On the Bench*,' an online course created in partnership with Norwich City Football Club, has been developed as a diversionary intervention for both Community Resolutions and Conditional Cautions issued for football-related offences.
- A Knife Crime Awareness and Reflection course has also been created using funding awarded to the Constabulary by the Home Office through the Safer Streets anti-social behaviour 'Hotspot' fund. Additionally, an anti-social behaviour course focusing on the dangers of 'car meets' has been developed in collaboration with the Roads and Armed Policing Team and the Joint Traffic Justice Unit. Both courses are scheduled to launch in April.
- Further online courses based on Restorative Justice principles are in development. This includes an Assault Emergency Worker course, designed in partnership with the Norfolk and Suffolk NHS Foundation Trust (NSFT), the East of England Ambulance Service Trust (EAST), and the Norfolk Police Federation.
- Following the success of a University of East Anglia Intern who supported the creation of digital course content for the online platform, the Constabulary will soon advertise for a new Intern. This role will focus on analysing recidivism rates linked to Out of Court Resolutions.
- A pilot project aimed at addressing antisocial behaviour through Restorative Justice was launched in November. The initiative targets first-time and low-level offenders, offering an optional Community Resolution condition in which individuals take part in a day of meaningful voluntary work with a community organisation. Participation is free of charge, and certificates of attendance are provided upon request.
- The Constabulary has been successful in its application to join a National Police Chiefs' Council pilot to develop a diversionary course for Hate Crime. The course is being produced alongside subject-matter experts and is expected to launch in June, subject to approval by the National Hate Crime Independent Advisory Group.

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 comprises representatives from a range of departments, including colleagues from the Office of the Police and Crime Commissioner for Norfolk. The subgroup oversees the delivery of the Victims' Code and aims to ensure that victims and witnesses receive consistent, high-quality support throughout the criminal justice process, from first point of contact through to case conclusion.
- The Victims and Prisoners Act 2024 places a statutory requirement on all police forces and criminal justice agencies to collect both quantitative and qualitative information to assess their compliance with the Victims' Code, with the aim of driving improvements to victim services.
- Following the national Victims Code metrics pilot (May to July 2024), the Ministry of Justice (MOJ) has been considering next steps. New Draft Measures have now been published and will require consultation and further review. These metrics remain subject to spending-review allocations and ministerial approval. The reporting period is scheduled to begin in April 2027, although reforms to the police governance model may delay implementation to 2028.
- Training aligned to the new Victims' Code will be delivered once the new metrics have been finalised.
- Current Constabulary data relating to all Victims' Code rights is captured in a dedicated Victims' Code dashboard. This dashboard draws data from Athena, the Constabulary's Crime, and Intelligence System. Compliance data against the Victims' Code is reviewed monthly at District and Force-level performance meetings, and managers can access the dashboard to monitor their team's compliance. The dashboard will be updated to reflect the new Victims' Code metrics for the 2027/2028 reporting period once these metrics have been confirmed.
- While the Constabulary contributes in some way to all Victims' Code rights, only Rights 1 to 9 are monitored for compliance. Rights 8 and 9 fall primarily under the responsibility of the Witness Care Unit (VAWS) rather than the Officer in the Case.
- Overall Victims' Code compliance across Norfolk Constabulary for Rights 1–7 between 1 January 2025 and 31 December 2025 was 81.34%.
- The Supporting Victims Subgroup has identified Right 7, the requirement to offer a Victim Personal Statement (VPS), as the priority area to support improved compliance.
- The Constabulary's Victim and Witness Care Unit continues to face high workloads, with over 300 cases per Witness Care Officer, due to ongoing backlogs in both the Crown Court and Magistrates Court. Court data shows caseloads continuing to rise. Additional pressures are caused when hearings are cancelled or rescheduled.
- The review of the Victim and Witness Care Unit has now been completed. From 5th January, the unit will transition from three separate teams to a single 'One Team'

structure to help better manage demand. The review has also resulted in additional permanent staffing for the unit.

- On 1st October 2025, Catch-22 became the new provider of Norfolk and Suffolk Victim Services (NSVS). Work has since begun with Catch-22 to review the top 10 repeat victims in Norfolk and identify opportunities to enhance support and reduce re-victimisation.
- Final decisions on establishing a cross-system survey for victim feedback are still under consideration by the Ministry of Justice.

END.