



Annual report **2021–2022**

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Foreword

This annual report, which covers the year 1 April 2021 to 31 March 2022, is the last to be written on the basis of the Police and Crime Plan 2016–2020. This plan was written by my predecessor, Lorne Green, and has stood up well to the tests of time and events. The plan was initially extended by a year because the pandemic delayed the Police and Crime Commissioner election from May 2020 until May 2021. I then extended the plan again until 30 March 2022 to give myself plenty of time to consult about and to write my own plan, which came into effect on 31 March 2022. My plan carries forward much of the thinking behind Lorne’s plan and so, while presented differently, there will be continuity between the old plan being reported on here and the new plan, which will be reported on in future.

Norfolk Constabulary continues to do excellent work in keeping the county safe. Acting on the public’s behalf, I hold the Chief Constable, Paul Sanford, to account for the performance of the Constabulary against the plan through formal PCC Accountability Meetings and through less formal meetings and conversations on a day-to-day basis. I am kept informed of the public’s concerns by questions asked of me during the public engagements I undertake, the Time to Talk surgeries that I hold and the large volume of correspondence my office receives. It is the performance of the Constabulary, and the performance of my office in the wider ‘And Crime’ arena, that is summarised in this Annual Report. The Constabulary is also expected to report to the National Policing Board about its performance against the government’s Beating Crime Plan.

[This information is also available to the public through my website](#) in accordance with the Specified Information Order.

Policing is a wider subject than just police officers. Norfolk has a resident population of around a million people and a police force of 1,800 officers. At any one time there are probably only around 200 officers on duty across the county. Sir Robert Peel, when he created the modern police service in the 1820s and 30s said that “the public are the police, and the police are the public”. By this he meant that everyone has a role to play in policing: whether by simply abiding by the law; or through more active support of those members of the public who serve in the police force.



Norfolk enjoys a significant and growing degree of public engagement with policing: whether it is through volunteer schemes such as the Special Constabulary, Independent Custody Visitors, Community Speed Watch or neighbourhood priority meetings and so on; or through the charities engaged in the partnerships that support my office in the wider 'And Crime' arena. This public engagement is both welcome and important in addressing not just crime itself but also the circumstances that create conditions for crime and the consequences of crime having occurred.

Last, but by no means least, I would like to highlight the work of my office. The Office of the Police and Crime Commissioner for Norfolk (OPCCN) is a net financial contributor to the wider 'And Crime' work. The OPCCN alone brings in upward of £2.5million in additional grants each year. An important factor in identifying where such resources are needed is the close integration, to a degree not matched anywhere else in the country, of policing with the Norfolk County Community Safety Partnership. The OPCCN also does excellent work in bringing together and coordinating the work of other partners from across the public, private and charity sectors so that the resources available across the county may be used to deliver the best effects on the ground. The new Norfolk Integrated Domestic Abuse Service (NIDAS), launched on 3 January 2022, which supports victims of domestic abuse, is an excellent example of the strength of such partnerships.

This may be the final annual report set against my predecessor's plan. However, looking forward, it will also be the start point for the next report, which will be set against my Police, Crime and Community Safety Plan. The continuity from one plan to the next will be important in ensuring that Norfolk continues to be provided with the policing service that the people of Norfolk expect.



Giles Orpen-Smellie
Police and Crime Commissioner for Norfolk



Section

1

Executive summary

The Police Reform and Social Responsibility Act 2011 requires a Police and Crime Commissioner (PCC) to produce and publish an annual report. This report covers the period from 1 April 2021 to 31 March 2022 and presents the progress made during the last financial year in meeting the Police and Crime Plan objectives.

PCCs are required to publish certain information to allow the public to hold them to account. Following stage one of the Government's PCC Review, it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. In response to this finding, on 31 May 2021 an amendment was made to the Specified Information Order and this report provides more detail on those changes and how readers can access information in relation to this important area of transparency work.

With Covid-19 restrictions easing, public visibility was once again a priority for the PCC to ensure that residents of Norfolk had an opportunity to have their say on policing and crime. Between the months of April and November 2021, the PCC visited each district in Norfolk holding a series of pop-up street surgeries with local policing teams.

Alongside this, the PCC conducted a series of walkabouts in several locations across Norfolk, including King's Lynn, Great Yarmouth, Norwich, Diss, Wymondham, Wells, and across the Norfolk Broads. The walkabouts provided the PCC with an opportunity to discuss local policing concerns with members of the public and local businesses. Whilst on the walkabouts the PCC discussed his plans for the future of policing and listened to what residents wanted from their police service.

For the PCC Accountability Meeting in July 2021, the PCC invited Norfolk residents to submit questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This new initiative was a resounding success with 59 submissions being received from members of the public over the past year, covering a wide range of local issues and concerns.

In February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people with direct one-to-one access to the PCC.

Norfolk Constabulary is now into the second year of 'Operation Uplift'. This Home Office led plan, announced in September 2019, aims to increase nationally the numbers of police officers by 20,000 over three years. These new posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers leave or retire.

To meet the challenge, the Constabulary has developed a recruitment plan which is regularly reviewed. Part of that plan is a comprehensive marketing campaign which is an opportunity to broaden the recruitment profile to ensure all Norfolk's diverse communities can consider the police officer role as a potential career.

The pandemic brought about positive changes to the way that the Constabulary engaged with the community through an increased presence on digital platforms including Twitter, Nextdoor, Police Connect and Facebook. That engagement utilised an enhanced use of online polls, surveys and 'live chat' approaches to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concern them.

Alongside the heightened online footprint, officers maintained a strong visible presence in their local communities throughout the pandemic. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns, and providing reassurance.



Volunteers continue to be an invaluable resource for the Constabulary across the county whether these are operational warranted Special Constables working side-by-side with their regular colleagues or non-warranted volunteers performing supporting roles.

'County Lines' is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the United Kingdom. A dedicated mobile phone number known as a 'deal line' is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

Most County Lines impacting on Norfolk are London-based and in 2019 Norfolk Constabulary formed a specialist County Lines Team to work alongside officers from the Metropolitan Police Service to target those in control of the lines under Operation Orochi. The number of County Lines active in Norfolk has reduced from 41 lines in April 2021 to 29 in March 2022, a 29.3% reduction.

The Constabulary's drone response has continued to evolve at pace across the year both in terms of technology and personnel. A team centrally based at Wymondham continues to deploy to a wide remit of tasks including both indoor and outdoor events to support operations, colleagues, and partner agencies. In addition, the drones team continue their close working with Norfolk Fire and Rescue Service to provide a countywide drone response day and night, seven days a week.

Operation Randall is Norfolk Constabulary's response to rural crime in the county. Covid-19 continued to affect rural face-to-face engagement events across the year, however, as restrictions lifted the team were able to attend both the Sandringham Show and East Anglia Game and Country Fair. An extensive online presence remained throughout the pandemic with alternative engagement methods being utilised.

Norfolk Constabulary implemented a new 'Safer Roads' meeting in 2021 which is now well embedded within the Norfolk Road Safety Partnership (NRSP), bringing together agencies and police within a tactical forum to analyse collision data, understand risk areas and develop responses. In addition to the day-to-day education and enforcement work of the Roads and Armed Policing Team (RAPT), the NRSP has funded the Road Casualty Reduction Team (RCRT). The RCRT is a team of police motorcyclists who prioritise work around education and enforcement with a particular focus on vulnerable road users.

The Road Casualty Reduction Team lead on two key engagement operations:

- > 'Safe Rider' workshops for motorcyclists
- > 'Close Pass' initiative to increase safety for cyclists

In the last year the RCRT have held eleven Safe Rider events with colleagues from the Norfolk County Council Road Safety Team, with a total of 94 members of the public participating. In the past twelve months, the Constabulary ran seven Close Pass events with over 60 vehicles stopped, of which seven drivers were prosecuted.



The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has played a lead role in ensuring vital support and services are in place in the county to ensure fewer women encounter the Criminal Justice System (CJS) or end up in custody leading to crime free, healthier lives. The management of women in contact with the CJS requires a joined-up approach that acknowledges the gender-specific needs of women, promotes positive wellbeing and supports successful long-term outcomes to reduce reoffending.

As part of the 'Women in the CJS Strategy Group' the OPCCN has been working with the Eastern Region National Probation Service and partners to create a 'Norfolk Strategy' to set out its approach in this area. The strategy focuses on four key areas including Early Intervention and Prevention, Courts and Sentencing, Custody and Resettlement and Community Sentences. [Further information on the Norfolk Strategy can be found on our website.](#)

The OPCCN embarked on a complete system change for the delivery of domestic abuse services supporting high and medium risk clients, their children, the management of the county's Domestic Abuse Champion Network from Children's Services, Therapeutic Group Programmes for victims and training for professionals for those districts who worked in partnership with the OPCCN.

The Norfolk Integrated Domestic Abuse Service (NIDAS) was developed in co-production with Norfolk victims, the county's statutory agencies, the Domestic Abuse and Sexual Violence Group (DASVG) and the DA/SV Providers Forum. One of the aims was to provide an integrated service where victims/survivors would be offered a standardised provision for support across the county, where they only had to tell their story once and where their children could also be supported. The OPCCN is the lead commissioner for this county service; Children's Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council have all come on board as key partners with funding.

In the last year the Joint Norfolk and Suffolk Information and Communications Technology (ICT) department continued its assistance to the Covid-19 response, as well as supporting the commencement of work around the new Constabulary Modern Workforce Programme. During that period, over 350 new laptops were purchased and commissioned for staff members. This offered departments and teams greater resilience to the impact of absences through the pandemic by offering different working arrangements, as well as more flexibility as normal day-to-day business processes started to return.

The team supported a regional pilot of the introduction of a Robotic Process Automation (RPA) which is technology designed to increase the efficiency of the vetting procedure by automating certain elements. The pilot also offered the ICT team the chance to evaluate for the longer term the opportunities this type of mechanism will offer to automating other transactional processes across the Constabulary.



Home Office grants remained the same at £87.2m in 2018/19 as in 2017/18, which indicated a real term drop in funding when taking inflation into account. The increase to £88.8m in 2019/20, £94.8m in 2020/21, £100.2m in 2021/22 and £105.6m for 2022/23 was welcomed after challenging settlements, however much of this increase related to the officer uplift programme to increase police numbers nationally. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax above inflation. The council tax increased by 5.68% for 2021/22 and 3.59% for 2022/23.

However, there still was the need to make savings to balance the budgets and to the end of March 2022, those annually recurring savings since 2010 now total £40m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk and provides a strategic framework within which collaborative opportunities are progressed.

The Norfolk County Community Safety Partnership is unique, as it is the only crime and disorder reduction partnership in the country managed by the OPCCN for the police force area. There was an ongoing focus on domestic abuse during the past year, and during the first six months, the partnership continued to respond to the impact of the Covid-19 pandemic and the effects of social restrictions on the abuse being experienced by families. In addition, there was a wide range of significant activities undertaken and outcomes achieved.



Section

2

Business Delivery Plan

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) supports the Police and Crime Commissioner (PCC) to develop the Police, Crime and Community Safety Plan and sets local priorities (in conjunction with the Constabulary and other partners) and provides funding, governance and oversight, and monitors outcomes and public satisfaction.

The OPCCN makes the most effective and efficient use of all its technical skills and experience and continues to develop a network of support at a national, regional and local level. Officers maximise opportunities to gain from best practice and lessons learned, and to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with our partner organisations in the public, private and voluntary sector.

The OPCCN also has a role in continuing to increase awareness and use the profile and influence of the PCC role to lobby nationally and regionally on key issues relevant to Norfolk, providing a platform in supporting the PCC to operate as an 'effective voice' for our local communities to ensure their needs are heard and understood, and that police, community safety and criminal justice services are responsive to local priorities.

This is essential to ensure that the PCC and OPCCN can deliver the policy expectations of a number of government departments including the Home Office and Ministry of Justice and fulfil its legal responsibilities and operate within complex legal and accountability frameworks that apply to local policing bodies.

The Covid-19 pandemic brought many challenges and transformed the working environment for people across the country, and the OPCCN was no exception and created an agile working environment for all staff, enabling them to work from home and, crucially, maintain business continuity throughout the period of this annual report.

The OPCCN continued to ensure the effective scrutiny of police performance during an unprecedented period as well as ensuring the continued delivery of a range of services for victims of crimes such as domestic abuse, who had been made more vulnerable by the social restrictions of lockdown, alongside providing leadership for local partnerships in response to new and emerging issues.

The term of the previous PCC was extended by a year in response to the challenges posed by the pandemic and the countrywide PCC elections were instead held in 2021, with the new PCC taking up the role in May that year which covers the majority of the period for this annual report.

Following the publication of the new Police, Crime and Community Safety Plan on 31 March 2022, the OPCCN is evolving its Business Delivery Plan to ensure it can continue to support the PCC in delivering the key priorities for Norfolk. Performance will be monitored through future annual reports and performance updates to the Norfolk Police and Crime Panel.



Section

3

Transparency

Specified Information Order

Police and Crime Commissioners (PCCs) are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the Police Reform and Social Responsibility Act 2011 requires an elected local policing body to publish any information specified by the Secretary of State by order. The Elected Local Policing Bodies (Specified Information) Order 2022 sets out the information that must be published.

On 31 May 2021 an amendment was made to the Specified Information Order that required PCCs to provide information relating to the force's performance against the Government's national priorities for policing, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) performance reports on the force, and complaint handling must also be made available. The amended Order also specifies that this information must be published in a prominent place on the elected local policing body's website.

During stage one of the government's PCC Review it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. You can access all of the information in relation to [Norfolk PCC's compliance with the Specified Information Order](#) through the OPCCN website.

Our achievements

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) had previously been the recipient of a prestigious national award for openness and transparency over several successive years. The award of the Open and Transparent Quality Mark was issued by COPACC (Comparing Police and Crime Commissioners) – an independent national organisation established shortly after the first PCC elections in November 2012 to monitor policing governance in England and Wales – based on COPACCs ‘mystery shopper’ transparency assessment of the information made available to the public on the OPCCN website.

No award process has been in operation during 2021/22 due to COPACC no longer having the funding to deliver this service. As the PCC is the national lead for Transparency and Accountability it was vitally important that work does not stop in this area. In the forthcoming financial year, the OPCCN is undertaking several projects to ensure it continues to work in an open and transparent manner. An independent internal audit will be undertaken for 2022/23 to assess compliance and a new process is being introduced to replace the COPACC award using the services of the Norfolk Independent Advisory Group.

If you want to know more about [how the OPCCN discharges its governance duties and its commitment to transparency](#), you can read more on the Norfolk PCC website.



Section

4

Engagement and accessibility

PCC district visits and pop-up street surgeries

With Covid-19 restrictions easing, public visibility was once again a priority for the PCC to ensure that residents of Norfolk had an opportunity to have their say on policing and crime. Between the months of April and November 2021, the PCC visited each district in Norfolk holding a series of pop-up street surgeries with local policing teams.

The pre-advertised street surgeries invited members of the public to come and speak about their concerns regarding policing and crime in their area. The PCC was accompanied by the local Beat Manager or Inspector to provide advice and support on operational matters to develop ideas on how problems such as, Anti-Social Behaviour (ASB) and speeding in the local area, could be addressed.

Alongside this, the PCC conducted a series of walkabouts in several locations across Norfolk, including King’s Lynn, Great Yarmouth, Norwich, Diss, Wymondham, Wells, and across the Norfolk Broads. The walkabouts provided the PCC with an opportunity to discuss local policing concerns with members of the public and local businesses. Whilst on the walkabouts the PCC discussed his plans for the future of policing and listened to what residents wanted from their police service.

The PCC also attended some Safer Neighbourhood Action Panel meetings, virtually and in person, across Norfolk to understand the specific types of crime that were affecting residents in those communities.

The PCC continued to hold bespoke events with communities who may find engagement with the police difficult for a variety of reasons, these groups included members from the disabled community, the migrant community and the elderly.



Norfolk Association of Local Councils 'Q&A' sessions

The PCC continued to work with the Norfolk Association of Local Councils (NALC) and held a series of virtual 'Question and Answer' (Q&A) sessions beginning in early 2022. NALC is a not-for-profit membership association of parish and town councils and provides specialist information, advice, and training.

The meetings were held via an online virtual platform covering all seven districts across Norfolk; with all parish and some town council representatives being invited to ask policing and crime questions of the PCC. During the two-hour meetings, each policing District Superintendent provided updates on positive local police action as well as the response to district issues. Members were then asked to raise any concerns or ask questions of both the police and the PCC. All meetings were very well attended by members of the local parish councils, and this helped the PCC to continue to engage with various communities across Norfolk.



Online 'Time to Talk' sessions

At the beginning of February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people with direct one-to-one access to the PCC. To access the fifteen-minute sessions with the PCC, members of the public were asked to book via the web page or by calling direct into the office. The sessions have been very popular, and the PCC has managed to engage with many residents across Norfolk through these regular sessions.

Police and Crime Plan consultation

PCCs have a statutory duty to consult 'with the community and victims of crime' from their policing area when drafting their Police and Crime Plan. PCCs must consult with the community and victims of crime from their policing area on the priorities for a new Police and Crime Plan, as set out in Section 96 (1) of the Police Act 1996 as amended by Section 14 (3) of the Police Reform and Social Responsibility Act 2011. Consultation can be undertaken in whatever format the PCC considers appropriate.

The PCC has stated that consultation and public engagement are key priorities. To ensure the OPCCN fulfils its Public Sector Equality Duty, an Equality Impact Assessment was conducted before the launch of the consultation and reviewed throughout the period. The public consultation for the Police and Crime Plan 2022-2024 ran for four weeks from Monday 26th July until Friday 20th August 2021 and took the form of an online survey.

The Police and Crime Plan consultation was conducted through an intensive programme of engagement activity which brought the PCC into contact with individuals, groups and organisations all over Norfolk. During the four-week consultation period, the PCC met with community groups and local organisations: including Norwich Market stall holders,

and local business across Norfolk, First Focus, Access, Norfolk PCC Youth Commission, Opening Doors, King's Lynn Islamic Community leaders, West Norfolk Jewish Community leaders, members from the LGBTQ+ community groups, ethnic minority community members, and the EP Youth Project in Fakenham and the Broads Authority.

In addition to this engagement activity, the PCC held focus groups to explore views and experiences, including those of victims of crime, in more depth. The sessions also sought to enable community groups who may have faced barriers in taking part in the survey to have their say and focused on increasing feedback from young people as survey data showed their voices to be missing from the public response. Focus groups took place with the Norfolk PCC Youth Commission, Opening Doors (user-led organisation for people with learning difficulties) in Diss and the Norfolk Independent Advisory Group. Other engagement included the PCC attending events with local community groups to raise awareness of his role, the consultation and to gather views. The PCC also spent time on patrol with police officers in King's Lynn, Great Yarmouth, Norwich, Wells, Swaffham, Dereham, Holt, Long Stratton, Hoveton, Wroxham and Wymondham, to gain a better understanding of the crime and disorder issues and demands on policing in both rural and urban areas.



Precept consultation

There is a duty on the PCC to consult with members of the public, ratepayers and community representatives within Norfolk when setting the policing precept in the council tax (section 14(3)(1B) of the Police Reform and Social Responsibility Act 2011).

The consultation period ran from Tuesday 3 January 2022 until Friday 14 January 2022, with the focus of the consultation being an online survey. During this time the PCC held a Q&A session with the Norfolk Association of Local Councils providing local councillors the opportunity to ask questions regarding his plans for the upcoming policing precept. The OPCCN worked with various media outlets to ensure that the consultation was promoted and allowed for all members of the public in Norfolk to have their say. Both on the OPCCN website and during various press releases, it was made clear that those residents who did not have access to a computer could be posted hard copies of the consultation documents and survey with a free post returning envelope included in the pack, so that their views could be included too.

The OPCCN worked with a variety of stakeholders to hold focus groups allowing for feedback to be provided from the hardest to reach communities; these focus groups included members of the Norfolk Independent Advisory Group and the Norfolk Youth Commission.

Section

5

Police and crime plan objectives

On 6 May 2021, the people of Norfolk elected Giles Orpen-Smellie as its Police and Crime Commissioner (PCC). As the new PCC, he was required to design and deliver a new Police and Crime Plan in consultation with residents across Norfolk, which was issued on 31 March 2022. Whilst that work was ongoing, the previous Police and Crime Plan 2016–20, and its associated priorities, set by former PCC Lorne Green remained in place. As a result, the following seven priorities continued until March 2022:

- > Increase Visible Policing
- > Support Rural Communities
- > Improve Road Safety
- > Prevent Offending
- > Support Victims and Reduce Vulnerability
- > Deliver A Modern and Innovative Service
- > Good Stewardship of Taxpayers' Money

5.1 Increase visible policing

The first priority focuses on:

- > Increasing the number of volunteers in policing
- > Increasing opportunities for the public to engage with the police and PCC
- > Bringing the community, including importantly young people, and the police together to develop more positive relationships
- > Giving people an opportunity to influence policing priorities where they live
- > Increasing public confidence and reduce fear of being a victim of crime

The Police Uplift Programme

The Constabulary is now into the second year of 'Operation Uplift'. This Home Office led plan announced in September 2019 aims to increase nationally the numbers of police officers by 20,000 over three years. These new posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers leave or retire.

A national formula has been developed around the current model used to distribute the police grant with the expectation being that this would ensure the growth in officers was proportionate to the needs of the policing area.

A baseline figure of 1,677 officers was established for Norfolk to track the progress of the Uplift programme. Over the three years Norfolk Constabulary has been allocated monies for an additional 224 officers. The 224 officers are split into three annual recruitment phases, with the allocation being 67 in the first year, 67 again in the second year and 90 in the final year. The Constabulary has met its Uplift targets for the first year and at the beginning of the 2022/23 financial year, plans are indicating that the target for year two will comfortably be achieved.

To meet the challenge, the Constabulary has developed a recruitment plan which is regularly reviewed. Part of that plan is a comprehensive marketing campaign. The campaign is seen as an opportunity to broaden the potential recruitment profile to ensure all Norfolk's diverse communities can consider the police officer role as a potential career.

A Positive Action Recruitment Advisor provides significant support to the process, and they continue to help underrepresented candidates through the stages of recruitment. In addition, they ensure close links with local education providers to ensure those looking to move on into work can consider the police role. The advisor also delivers targeted 'Open Events' for those seeking greater information about the process which have been well received by the community.

The Constabulary is already seeing some successes around increasing the diversity around officer recruitment. Within the 2021/22 intakes:

- > The proportion of those recruited who identify as Black, Asian and Minority Ethnic (BAME) increased from 2.7% (4 of 149) in 2020/21 to 2.8% (6 of 214) in 2021/22.
- > Female recruitment increased from 34.9% (53 of 152) in 2019/20 to 43.5% (93 of 214).
- > Those who identify as Lesbian, Gay, Bi-sexual, Transgender and those individuals who do not fit binary notions (referred to as LGBT+) increased from 3.9% (6 of 152) to 8.4% (18 of 214).



Police Education Qualification Framework

The Police Education Qualification Framework (PEQF) is the new national officer training programme brought in to ensure those performing this increasingly complex role have the necessary skills and knowledge.

The programme has two workstreams – those that have a degree study for two years and gain a diploma, and those without who will complete a three-year degree. Both methods are in effect a mix of dedicated classroom working alongside operational periods, performing the role of an officer. Norfolk Constabulary have partnered along with the other forces in the region with Anglia Ruskin University (ARU) to assist in the delivery of this training.

PEQF is now live in Norfolk with the first 16 new students progressing via the Degree Holder entry route workstream, whilst the first cohort of 20 students started on the Degree Apprenticeship workstream in June 2022. Due to the success of the recruitment marketing programme under its 'Yes Police' branding, the recruitment pipeline for year 2022/23 is almost filled already.

As PEQF develops into business as usual, collaboration between the region's forces and ARU will be key, and robust governance and controls are in place to ensure all aspects of quality and service delivery meet expectations and are compliant with contractual requirements. Reporting will be through a PEQF board with a focus on student progress, ARU performance and oversight of the learning around supporting operational policing demands.

In addition, there is close local working with City College Norwich and other local higher education providers around those uniformed services courses with a link to policing to ensure that those students are supported including a link into the recruitment process.

Impact of Covid-19 on frontline policing

The pandemic brought about positive changes to the way that the Constabulary engaged with the community through an increased presence on digital platforms including Twitter, Nextdoor, Police Connect and Facebook. That engagement utilised an enhanced use of online polls, surveys and 'live chat' approaches to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concern them.

Alongside the heightened online footprint, officers maintained a strong visible presence in their local communities throughout the pandemic. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns, and providing reassurance.

Safer Neighbourhood Action Panel (SNAP) priority setting meetings continued by moving to online platforms. In some areas it was found that digital events increased participation and representation. As the pandemic eased, these meetings returned to their traditional in person format but have continued to make use of online opportunities which allow community members to contribute virtually if this is preferred. Norwich East Neighbourhood Team are piloting technology which will allow the live streaming of the SNAP meeting across several different online platforms simultaneously.

As lockdown restrictions eased, traditional methods of face-to-face consultation and engagement have resumed, with Neighbourhood Policing Officers once again attending meetings and events in their local communities. Pop-up engagement surgeries returned, alongside 'Park, Walk, Talk' visibility patrols. The Constabulary also used data from the StreetSafe public reporting digital application to target patrols in areas where people were raising concerns that they felt unsafe.

The Constabulary also created a Community Policing Team with a county-wide remit. This specialist resource will support local policing teams to address neighbourhood priorities through high visibility patrols, focused on engaging with communities.

Volunteers

Volunteers continue to be an invaluable resource for the Constabulary across the county whether these are operational warranted Special Constables working side-by-side with their regular colleagues or non-warranted volunteers performing supporting roles.

Special Constables

During Covid-19 it was noted that some Special Constables were giving significant additional time to support their frontline colleagues. Their additional contribution provided a highly visible presence across the county.

Despite restrictions for periods of the year the Special Constable recruitment process continued and were a mix of online and face to face engagements. One of the initial training courses (which is classroom centred) was based out of RAF Marham.

Recruitment of officers into the regulars from the Special Constabulary continues and it is noted that several applicants apply to join within a few months of starting as a Special Constable. This of course causes a turnover of volunteers but for context, Norfolk has the lowest percentage of leavers in the region and has the highest percentage of those leaving to join the regular Constabulary.

Plans are being made for the return of face-to-face interactive recruitment events which showcase the role of a Special Constable. It is hoped this will attract more people to consider the opportunity.

This year, three members will undergo public order training, and this will mark the first time that members of the Special Constabulary will have the opportunity to work side-by-side with their regular colleagues performing this specialist function.

Volunteers

The Constabulary maintains a central oversight of the roles identified as suitable for volunteering so it can monitor fluctuations in availability to cover key tasks.



Activity by Police Support Volunteers (PSV) who did not carry warranted powers was initially suspended during the Covid-19 period as a precaution. During the last year however, several roles have been re-engaged and it is noted that, amongst existing volunteers, more are coming forwards again to contribute. Several volunteers have still voiced concerns around the need to continue to protect themselves post Covid-19 lockdown, which is completely understood, and the Volunteer Team will assist in maintaining contact where someone feels affected.

Any new volunteering opportunity in the first instance is being offered out to existing PSVs before being advertised externally. In addition, the Constabulary introduced the concept of Lead Volunteer for certain roles to assist with recruitment to certain types of work.

The Constabulary noted a very high response from people interested in helping run the 'Wellbeing Dogs' where volunteers will be out and about on police premises with their animals' lifting spirits and engaging with staff.

An update on the contributions Special Constables make to policing the rural community is provided within the Priority 2 'Support Rural Communities' section of this report and an update on the work of the Speed Watch volunteers is provided within the Priority 3 'Improve Road Safety' section.

County Lines

'County Lines' is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the United Kingdom. A dedicated mobile phone number known as a 'deal line' is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

The exploitation of children and vulnerable adults enables those in control of the criminal network to remain hidden from the police, often in another part of the country, far from where the drug dealing takes place. Most County Lines impacting on Norfolk are London-based and in 2019 Norfolk Constabulary formed a specialist County Lines Team to work alongside officers from the Metropolitan Police Service to target those in control of the lines under Operation Orochi.

The operation has now resulted in 71 county line controllers being sentenced to a total of 242 years imprisonment, and the termination of 58 drug lines. The number of county lines active in Norfolk has been reduced from 41 in April 2021 to 29 in March 2022, a 29.3% reduction. The quality of the Norfolk Police investigations has meant the Constabulary has secured 99% pre-trial guilty pleas and a 100% conviction rate.

Until recently, County Lines drug dealing has been regarded by criminals as low risk and high reward. The Constabulary believes its approach is making the county a more hostile operating environment for this type of criminality. The plan is that officers will continue to focus on the leadership of these criminal networks and relentlessly target this type of offending.

The Constabulary also continues to work closely with partners under Project ADDER (Addiction Diversion Disruption Enforcement and Recovery) to support those whose lives are blighted by drugs. A drop-in centre is now open in Norwich city centre offering improved recovery and diversion programmes to those affected, and it is hoped that a significant reduction in the availability of crack cocaine and heroin, coupled with better support and treatment, will reduce the demand for drugs, save lives, and improve life for all our communities.



Operation Moonshot

Operation Moonshot is now well established with three proactive teams covering the east, west and centre of the county. They provide a highly visible policing presence, and their purpose is to disrupt and deny criminals the use of the road network. Their deployments and targets are intelligence led.

Each team is led by a Sergeant and has eight proactive officers linked to an investigation support. On average three marked vehicles work from each location on any standard day. The teams work on a flexible shift pattern and are often called upon at short notice for operational reasons.

The teams proactively use Automatic Number Plate Reader (ANPR) systems to support their efforts.

The key headlines for 2021/22 were as follows:

3593

vehicles stopped – an average of **10** cars stopped a day, each day of the year. **1** in **4** vehicles stopped ended up with an arrest

840

arrests made in **320** working days, with **800** offences charged

145

disqualification periods – with those charged and found guilty adding up to **50** years' worth of driving bans

£544k

in property recovered, **£123k** in cash seized

526

vehicles seized

57

custodial sentences, **43** suspended sentences and over **50** years of imprisonment in total (*NB: this figure continues to grow due to cases not yet heard in 2022*)

£81k

in fines

£2m

in drugs seized (estimated value recovered)

An example of the work the Operation Moonshot team do:

One team was tasked by a local district to assist in an operation targeting the supply of controlled drugs. Whilst out on active deployment, the target vehicle was spotted driving erratically where it was quickly intercepted. The three occupants and the vehicle were detained for a search. A large packet containing a white substance was recovered and two of the occupants were found in possession of offensive weapons. Preliminary testing of the powder showed the presence of Crystal Meth with the quantity seized having an estimated street value in the tens of thousands of pounds. The suspects were arrested and have now been charged to court.

Drones

The Constabulary's drone response has continued to evolve at pace across the year both in terms of technology and personnel. A team centrally based at Wymondham continue to deploy to a wide remit of tasks including both indoor and outdoor events to support operations, colleagues, and partner agencies. In addition, the drones team continue their close working with Norfolk Fire and Rescue Service to provide a countywide drone response day and night, seven days a week.

Significant developments in the past twelve months included:

- > Development of an in-house database to manage several administration tasks including deployment requests, flight recording, training status, drone maintenance and handover reports. Utilising local expertise this was a no cost solution offering a potential significant saving when compared to other commercially available systems.
- > Scoping, development and approval of a business case to create a Norfolk Drone Training School. Based at the new police training facility at Hethersett Old Hall School, a dedicated team will offer both practical and theory-based training to qualify course attendees to be licensed drone pilots. In addition to addressing local training need the intention will be to offer this course to other forces and partner agencies with the potential that the work will provide an income generation opportunity.
- > Norfolk has also been successful in bidding for and receiving significant funding to develop trials around long-range drone flights, referred to as Beyond Visual Line of Sight (BVLOS). This potentially provides the Constabulary with an ability to send drones out from a central location with the ability to cover across the whole county. Significant work is in progress to ensure the correct safety and aviation procedures are developed, but the project potentially offers significant opportunities for the future.

Total drone deployments for 2021/22 show a 27.1% increase over the results for 2020/21 as the chart below highlights:

Month	Pre-planned	Spontaneous
April	28	159
May	38	149
June	40	142
July	40	146
August	35	132
September	58	130
October	16	118
November	18	135
December	20	113
January	29	128
February	17	92
March	25	114
Total 2021/22	364	1,558
Total 2020/21	329	1,226
Difference	+10.6%	+27.1%

Some examples of the diverse type of work undertaken by the team:

Following a road traffic collision, the driver of one vehicle ran off from the scene across marshland. The drone pilot was able to deploy the drone across the difficult and potentially dangerous landscape. The driver was located cold, wet and hiding from police in remote reed beds and arrested.

Following the report of a night-time house burglary, the drone pilot was able to deploy the drone to conduct an efficient and timely search of the area from the air leading to the drone's thermal camera locating the suspect and then being able to guide in officers on foot to make the arrest.

The drone pilot was one of the units sent to deal with an incident in Norwich. Early deployment gave the pilot and incident commander an opportunity to identify two suspects leaving the rear of the address and whilst the drone tracked these individuals', officers on foot were directed in to intercept them.

Some deployments are to support complex investigations where a view across the landscape around where an incident took place would assist. One such example was when the drone team were requested to provide a visual three-dimensional mapping with street images to support a Crown Court trial for a major investigation.



Community engagement and confidence in policing

Due to the impact of Covid-19 on the Crime Survey of England and Wales, and until the Office of National Statistics can publish confidence data at police force level, the Constabulary remain unable to comment on Norfolk’s position. Whilst overall confidence locally had been in line with national trends prior to the onset of Covid-19 (a general decline), policing has moved on with changes in society and so previous data is unlikely to reflect the context and challenges of policing more recently.

Public perceptions survey

The Norfolk Public Perception Survey is a telephone-based survey which continued throughout the pandemic, providing a consistent quarterly insight into the views of the local community throughout changes in society.

The survey is now into its third full year and is generating rich insight into the perceptions of the public on several key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared.



150 surveys per district are conducted each quarter, seeking views on:

- > Feelings of safety
- > Police visibility and presence
- > Perceptions of crime and Anti-Social Behaviour (ASB)
- > Police engagement with local communities
- > Experiences of victims of crime
- > Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos)

Headlines from the last public perceptions quarterly data (twelve months ending March 2022) are below, with a comparison against the previous twelve-month period (ending March 2021).

These figures are based on 4,200 surveys which were conducted over this period, 600 per district:

86%

of respondents think police are doing a good or excellent job (*four percentage points decrease compared with the previous reporting period*)

78%

of respondents indicated they had confidence in the police in their local area (*seven percentage points decrease compared with the previous reporting period*)

83%

of respondents indicated they were confident they would get a good service if they reported a crime or incident (*four percentage points decrease compared with the previous reporting period*)

88%

of respondents felt the police would treat them fairly and with respect (*five percentage points decrease compared with the previous reporting period*)

97%

of respondents felt safe in the local area during daylight hours. This drops to **67%** after dark (*the daylight figure is consistent with the previous reporting period, after dark hours has dropped by eleven percentage points*)

61%

of respondents felt police understood the issues affecting their community (*eight percentage points decrease compared with the previous reporting period*)

Norfolk Constabulary has used the results of the Public Perception Survey to inform and direct engagement activity across the county. All forms of engagement are recorded by officers on a purpose-built application on their personal digital device, which enables the Constabulary to better understand and direct where this activity is taking place. The results are communicated back to the public with the aim being to reach the widest possible audience. A new Neighbourhood Policing Strategy is being developed following the publication of the new Police, Crime and Community Safety Plan and will be published during 2022/23.

Nationally, public confidence in policing was knocked by the outcome of the trial of Wayne Cozens following the tragic and deeply disturbing death of Sarah Everard. Cozens, a serving Metropolitan Police Officer at the time of Sarah's death, was convicted of using her trust in policing to abuse his position leading to her murder.

Chief Constable, Paul Sanford, was quick to respond issuing a public statement on 30 September setting out what action Norfolk Constabulary intended to take locally, offering reassurance around the work that the Constabulary would undertake with all our communities and partner agencies within the justice system, to rebuild trust and to make the county's streets as safe as possible for not only women and girls, but all who live, work and visit Norfolk.

A key element was his reassurance that Norfolk would look to maximise the potential of all recommendations from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report on 'Engagement with Women and Girls'. This work recognised that even more is needed to be done to prioritise dealing with violence against women and girls, with partnership work looking to increase support for victims and survivors, managing offenders and bringing perpetrators to justice, to ultimately increase the feeling of safety in our communities of Norfolk. This includes further improving in-force processes to ensure consistently high standards during our response and investigation of such matters whilst ensuring effective safeguarding of victims. You can read more about how Norfolk Constabulary engages with victims within the Priority 5 'Support Victims and Reduce Vulnerability' section of this report.

The safety of everyone in our communities needs to be a whole system approach, however, certain crimes disproportionately affect women and girls and manifest themselves in different ways. They are often hidden crimes, and so they demand targeted solutions. To this end, the Constabulary advanced the launch of the national online tool called StreetSafe that allowed the public to tell the police anonymously where they felt unsafe when out and about in the community. The submissions from the public are reviewed and, along with other crime statistics and reports, local policing commanders will build an appropriate response that includes high visibility patrols and engagement with local communities. The Constabulary also supports the national Home Office Safer Streets Project and their communications campaign known as '[Enough](#)', around tackling, through education and raising awareness, and challenging unacceptable behaviour and working to change and manage repeat offenders.

In addition, recognising the negative impact of the case on public and police interactions, guidance and support, as well as clear messaging, was given to officers and staff emphasising that the onus was on them when at work, when working alone, and particularly when they were in plain clothes, to be supportive when facing concerns from a member of the public around any interaction with them.



Performance metrics

Increase visible policing in Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Actual Strength: Police Officers	1,799	1,537	+17.0%
Actual Strength: Police Staff	1,290	1,101	+17.2%
Actual Strength: Special Constabulary	186	189	-1.6%
Actual Strength: Police Volunteers	113	127	-11.0%
Funded Strength: Police Officers	1,672	1,509	+10.8%
Funded Strength: Police Staff	1,322	1,127	+17.3%
% of Police Officer Funded Strength available for frontline duties (Note 3)	88.0%	89.1%	-1.1%
% of people who agree that they have confidence in police (Crime Survey for England and Wales) (Note 4)		Data currently unavailable	
% of people who agree that police deal with community priorities (Crime Survey for England and Wales)		Data currently unavailable	

Notes

- The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2018 – 31/03/2021.
- Due to recording procedure, this data shows the % Effective Strength of the Force available for Front Line Duties. Officers who are out of the classroom and attending incidents under tutorship are not counted within this figure, as they are not recorded as effective until the point where they pass their in-house basic driving test, however they are available for/undertaking front line duties.
- Due to methodology and output changes due to Covid-19, there have been no police force level Crime Survey for England and Wales confidence data releases since March 2020. The interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police force level, and prevents some questions being asked that would ordinarily have featured in the face-to-face interviews.

There is currently no indication as to when, how or if the previous survey format will be reintroduced, but it is likely that this data will not be produced or accessible for the foreseeable future.

5.2 Support rural communities

The second priority focuses on:

- > Prioritising rural crime with a greater commitment to new ideas and joined-up approaches
- > Increasing confidence of rural communities
- > Increasing levels of crime reporting in rural communities

As a rural county, one of the Constabulary's core values is ensuring a commitment to rural communities, to focus on their concerns, and continue to be visible and responsive to rural crime trends. In addition to a physical presence, the Constabulary is also looking to support communities with an increased digital and online presence across social media platforms, including Twitter, Facebook and Nextdoor.

Operation Randall

Operation Randall is Norfolk Constabulary's response to rural crime in the county. A centrally based team works alongside locally based rural Beat Managers to provide visible and effective policing to the rural communities of Norfolk. The approach is managed as part of the recently restructured CSOU (Community Safety Operational Unit), a multi-portfolio unit with responsibility for rural crime, licensing, metal theft, unauthorised encampments and drones.

Covid-19 continued to affect rural face-to-face engagement events across the year, however, as restrictions lifted the team were able to attend both the Sandringham Show and East Anglia Game and Country Fair. An extensive online presence remained throughout the pandemic with alternative engagement methods being utilised. An extensive engagement presence is planned for 2022/23 including the Rural Crime Briefings (with the Chief Constable and Police and Crime Commissioner attending) and a presence at key rural events.

The team continue to deliver training to operational colleagues, recently delivering specific rural issues training to teams from Operation Solve, the Special Constabulary and the Police Cadets.

The monthly Operation Randall newsletter has continued to develop offering significant information and updates to the public and provides an ideal platform to highlight positive action as well as offering crime prevention advice. The newsletter will often include contributions from partners where this enhances an update. The number of subscribers to the Operation Randall newsletter remained consistent despite a change over to a new digital provider where recipients had to re-subscribe to ensure they continued to be sent the product. The subscriber figure is a guide only, as the newsletter is also disseminated by 23 partner organisations through their own contact lists, including the National Farmers Union, Country Land and Business Association, Diocese of Norwich and Norfolk County Farmers. Updates have been introduced to the format which now includes a PDF version making it easier to print for village notice boards and similar. It is also easier to upload to parish and partner websites.

Engagement has continued where possible by safe interaction, utilising outside meeting space and good use of social media and the wider press. The Operation Randall twitter account now has more than 3,000 followers, and the team encourage key messages to be re-tweeted.

The Operation Randall team continues to keep close focus on developing crime trends and issues across the county and region. The team provides oversight and leadership by working with colleagues to deal with matters in a coordinated manner.

Of note across the year has been the increased reporting of theft of GPS units from rural equipment. The Constabulary has created Operation Huff to respond to this issue with the team also linking in with national best practice and guidance.

Special Constables

For the last twelve months, the level of Special Constabulary support has decreased by 5.4% compared to the long-term average. This decrease is partially attributed to the recruitment of a proportion of the Special Constabulary into the regular police force, as well as some of those volunteers returning to their regular vocations following the end of lockdown.

The team has a committed cohort of Special Constables who support the rural crime portfolio and primarily work alongside the CSOU undertaking high visibility patrols, attending engagement events, and supporting days of action particularly in relation to Operation Galileo, the national police response to hare coursing.

Many of the team are also equipped to fly police drones and this tactic has been used to enhance the patrol of vulnerable rural locations.

The Special Constabulary also maintain Norfolk Constabulary's mounted division with officers and their horses attending many public events. There were fewer opportunities last year due to the impact of Covid-19, but the expectation is the team will return to supporting a packed programme for 2022/23.

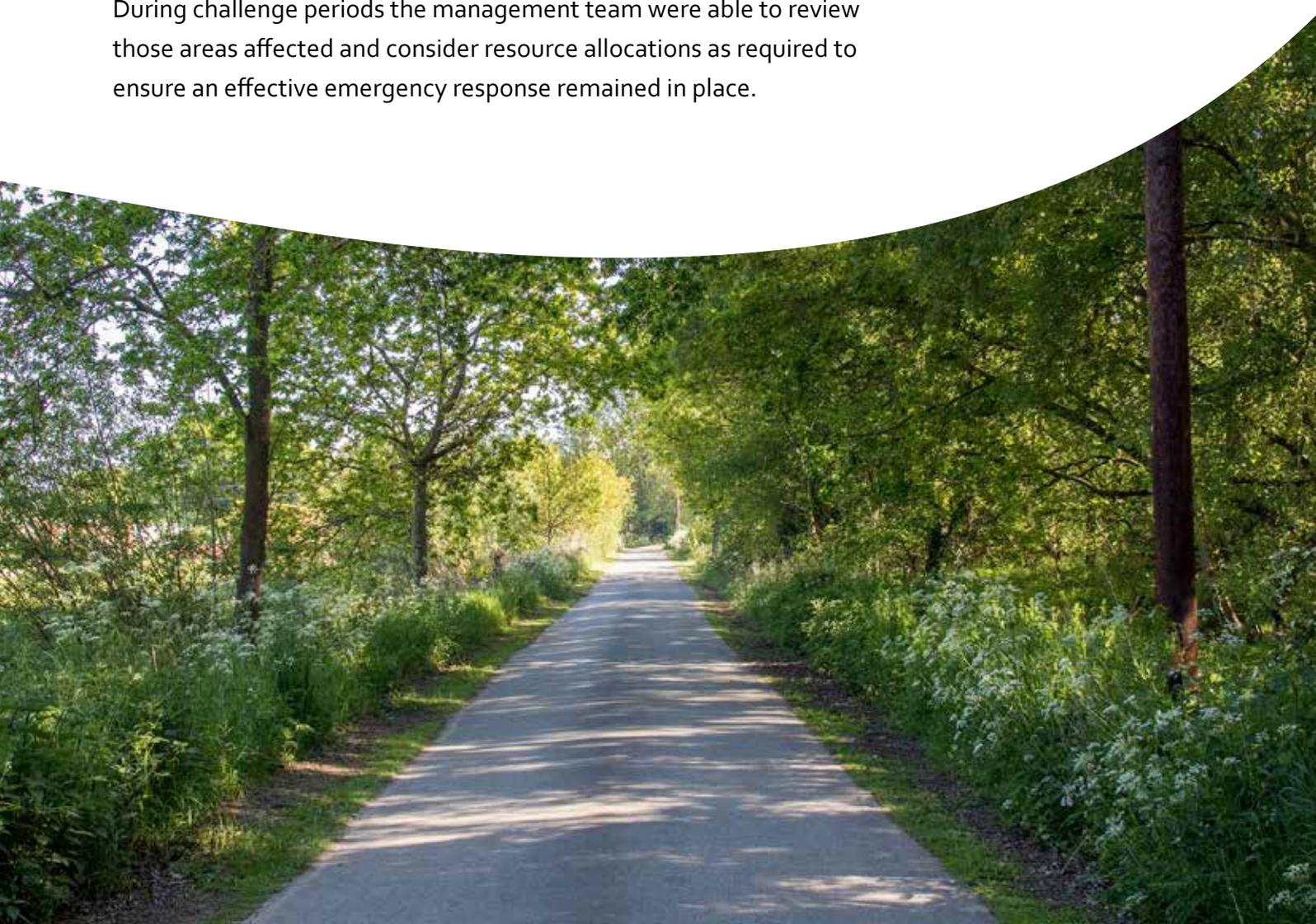


Attending rural emergencies

As reported within the Priority 7 'Good Stewardship of Taxpayers' Money' section of this report, the number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of rural emergency incidents that are attended within the target time is 1.7 percentage points below the long-term average (85.5% compared to 87.2%), indicating that the Constabulary are effectively managing the changes in demand.

Most districts have experienced small decreases in the rural emergency response rate over the past twelve months, when compared to the long-term average. The only district which experienced an increase is Broadland (+0.5 percentage points).

With the increase in the number of emergency response incidents alongside managing the teams through Covid-19, this data has been kept under regular review by the County Policing Command, consisting of the Control Room Response Officers, Neighbourhood Officers and CID. During challenge periods the management team were able to review those areas affected and consider resource allocations as required to ensure an effective emergency response remained in place.



Community Rural Advisory Group

Having migrated to an online platform in 2020, the Community Rural Advisory Group (CRAG) has continued to increase membership with strong levels of participation and engagement.

The CRAG is chaired by the Operation Randall Inspector and is organised and facilitated by the wider Operation Randall team. The CRAG is supported by prominent stakeholders from across the rural community including professional associations, charitable organisations, experts and specialists alongside interested members of the community. With over 30 regular contributors the meetings are lively and engaging, leading to a coordinated, problem-solving approach to rural issues from police, partners and the public.

As well as discussing some of the issues from the key current operations list such as metal theft and heritage crime, the CRAG will also pick up on emerging trends or concerns from the public. One example of the topics covered was around opportunities to work closer as a multi-agency response to dealing with the issue of fly tipping.



Operation Galileo

Operation Galileo is the national police response to hare coursing. The Constabulary acknowledge this is a particularly impactful rural crime which can result in damage to the land and sometimes lead to the intimidation of landowners. Norfolk has been a key member of a Seven Force initiative to target this type of offending working closely with the Crown Prosecution Service.

This year saw the commencement of the Seven Force initiative to utilise the legislation around Community Protection Warnings (CPW) and Community Protection Notices (CPN). A CPN can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a Magistrates' Court (or Youth Court if the perpetrator is aged 16 or 17 years old) have a range of options including a fine, order the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items. However, before a CPN can be issued, the subject must be given a CPW stating that a CPN will be issued if the behaviour continues.

Across the region (Norfolk, Suffolk, Essex, Hertfordshire, Bedfordshire, Cambridgeshire, and Kent) their impact helped reduce the number of incidents. As of 1 April 2022, 166 people had been issued CPWs across the region. Norfolk issued nine CPWs across the period concerned and there were no breaches of the CPWs issued in the county nor did the Constabulary deal with any breaches of CPWs issued by other forces.

Anecdotal evidence suggests that Norfolk is becoming a less attractive place to commit this type of crime. The team have led a robust approach including the seizing of dogs involved in the crime and once in court sought a forfeiture order to permanently remove these animals from their owners. When cases are referred to court, the Constabulary has also sought discretionary driving bans where appropriate to limit the ability of individuals to continue offending.

Unauthorised encampments

The team oversee the countywide policing response to Unauthorised Encampments. A protocol has been developed that guides officers and managers around the police requirements. At the same time there is close working with partners as often these incidents will require a multi-agency response. From the police perspective, attending officers will speak with the group, gather information, assess any risks, as well as link in with appropriate agencies. The oversight ensures that all persons and incidents are treated objectively, allowing fair, balanced and transparent decisions to be taken.

Overall numbers of encampments have continued to fall in Norfolk, from 107 to 52 compared to the previous twelve months (equating to a 51.4% decrease), and there is the potential that Covid-19 restrictions may have prevented some of the regular groups that visit Norfolk from attending.

Operation Traverse

The team have continued to work with partners undertaking supporting patrols to their enforcement activity, targeting illegal fishing, poaching and damage caused to endangered stocks of fish and wildlife. Joint patrols are planned with the Environment Agency throughout the season.

Operation Cronos

The Constabulary's dedicated response to Heritage Crime remains a key focus. Utilising the team's drone capability, relevant sites are patrolled offering both a deterrent and engagement opportunities.

Scrap metal crime

Due to the global financial situation and the cost of metals continuing to rise significantly, there has been a corresponding rise in criminality. The team undertakes close management of scrap metal dealer sites across the county ensuring that opportunities for unlawful activities are limited. There are close links and good working relationships with key partners (such as BT Openreach) and both regional and national colleagues to respond to developing threats and trends. Norfolk Constabulary recently participated in Operation Gold Juno, a national intensification week to target offenders and promote crime prevention initiatives.

Theft of dogs in the county

The wider community reporting of dog theft was very prominent on social media for a period. Norfolk Constabulary are part of a national working group to ensure access to any good practice or crime prevention initiatives related to this issue. Thankfully, reports in Norfolk remain minimal, with those that are reported, often linked to domestic situations (for example, following the breakdown of relationships) or lost dogs which were later found.

Operation Seabird

Operation Seabird is a joint operation started by the Royal Society for the Prevention of Cruelty to Animals (RSPCA) which has continued to expand across the country. The campaign is aimed to educate and inform visitors to the coastline to reduce the risk of people disturbing the environment for wildlife, such as seals and birds. Norfolk became part of the operation last year launching with a significant media event covered by ITV Anglia and BBC Radio Norfolk. Patrols have continued in hotspots throughout the year with regular updates on social media. The operation works alongside many partner organisations and businesses who also assist in educating the public and promoting best practice.

An element of the plan also involves enforcement, targeting those suspected of offences. Several operations have seen the deployment of officers with partners including the RSPCA, Royal Society for the Protection of Birds (RSPB), Local Council Enforcement Teams, Trading Standards, Natural England, and the National Wildlife Crime Unit. A number of these significant investigations remain ongoing at this stage.

Performance metrics

Support rural communities in Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of subscribers to Operation Randall Newsletter	1,143	1,141 (Note 3)	+0.2%
Number of hours spent on rural policing by Special Constabulary	1,959	2,071	-5.4%
% of rural emergencies responded to within target time	85.5 %	87.2 %	-1.7 p.pt

Notes

- The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2018 – 31/03/2021.
- This figure is the previous number of subscribers in November 2021 (the last occasion this priority was updated).

Percentage of rural emergencies responded to within target time

Area	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
King's Lynn & West Norfolk	81.4%	83.7%	-2.3 p.pt
Breckland	86.5%	88.1%	-1.6 p.pt
North Norfolk	86.2%	87.8%	-1.6 p.pt
South Norfolk	85.0%	87.8%	-2.8 p.pt
Broadland	87.8%	87.3%	+0.5 p.pt
Great Yarmouth	89.6%	94.4%	-4.8 p.pt

Notes

- The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2018 – 31/03/2021.

NB: Norwich does not qualify as a rural location for the purposes of rural emergency response.

5.3 Improve road safety

Working with the Norfolk Road Casualty Reduction Partnership, the third priority focuses on:

- > Tackling dangerous driving through education and enforcement
- > Reducing speeding in rural villages and communities
- > Reducing killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone whilst driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

Norfolk Constabulary works in partnership with key stakeholders within the Norfolk Road Safety Partnership (NRSP) including:

- > The Office of the Police and Crime Commissioner for Norfolk (OPCCN)
- > Norfolk County Council Highways
- > Norfolk County Council Public Health
- > Norfolk Fire and Rescue Service
- > East of England Ambulance Trust
- > Highways England

The partnership is supported by an overarching national road safety strategy set out by the National Police Chiefs Council and performance is monitored as part of the Police and Crime Plan. Collectively the county partnership delivers an approach focused on education, enforcement, and engineering solutions to support casualty reduction and safe use of the roads.

The NRSP is managed through an agreed multi-agency governance structure that includes a strategic board and an operational group. This structure ensures that a consistent and joined up approach is taken around managing road safety.

The key terms of reference for the partnership are as follows:

- > Develop a road safety strategy, incorporating key priorities
- > Oversee and promote close partnership working across the county, including joined up commissioning plans and the use of resources to improve the quality, range and cost effectiveness of interventions provided
- > Ensure that planning is evidence based and underpinned by joint intelligence, data, and identification of local needs
- > Monitor interventions and scrutinise performance where possible to understand the impact of partnership action
- > Ensure active participation of key stakeholders as appropriate
- > Promote effective engagement with both road users and members of the local community in the development and monitoring of activities
- > Implement an approach which increases public confidence in the safety of travelling on Norfolk's Roads

Norfolk Constabulary implemented a new 'Safer Roads' meeting in 2021 which is now well embedded within the partnership, bringing together agencies and police within a tactical forum to analyse collision data, understand risk areas and develop responses. Where an issue is agreed for further work, a multi-agency plan will be developed.

Safer Systems Approach

Norfolk follows the national best practice advice published by the Parliamentary Advisory Council for Transport Safety (PACTS) around a 'Safer Systems Approach'. You can [read more about this on the PACTS website](#).

The methodology follows five principles:

- > **Safe Roads** – The partnership invests in initiatives to treat known collision sites adopting an evidence-based approach through Accident Investigation Studies to deliver change, undertaking road safety audits on new highway schemes and safe use of the highway network, whilst monitoring collision data to enable the partnership to react to current trends.
- > **Safe Vehicles** – Norfolk Constabulary has supported the national campaign calendar focused on the 'Fatal 4', as well as local work focused on vehicle safety standards and manner of driving. NSRP promotes alternative modes of transport, such as walking and cycling for shorter journeys to reduce traffic levels on the county's roads. The use of technologies is also promoted.
- > **Safe Road Users** – The partnership utilises educational tools for existing and future road users with the 'Safe Rider' initiative and Young Driver Education Programme. In addition to this, Close Pass events are held, raising awareness of vulnerable road users (pedestrians and cyclists) with the options of enforcement, education, and engagement.
- > **Safe Speeds** – The NRSP supports parish councils to reduce speeds within communities by developing speed management measures and assisted funding to purchase road safety signs (SAM2s). The safety camera partnership, Norfolk Constabulary and Community Speed Watch Teams provide a visible presence utilising engagement and enforcement tools, to reduce speeds on Norfolk's roads.
- > **Post-crash Response** – The Constabulary will ensure collisions are effectively responded to, recorded and investigated. The investigation will be robust and in line with the common standards on forensic evidence capture and that Family Liaison Officers will continue to support families and victims of serious collision.

The 'Fatal 4'

The Constabulary focuses efforts with partners to target what is referred to nationally as the 'Fatal 4':

- > Not wearing a seat belt
- > Using a mobile phone
- > Drink/drug driving
- > Speeding

Those offences are identified as being the main contributory causation factors in collisions where there is a serious injury or a fatality.

Killed or Seriously Injured Collisions

Since the 1970s, nationally, the number of Killed or Serious Injury (KSI) collisions has reduced, more noticeably between 2006 and 2010. There had been a rise since 2016 in reported KSI's, until the impact of Covid-19, and Norfolk mirrors this national picture.

The annual report on road casualties in Great Britain in 2020 produced by the Office of National Statistics indicates that the rate of fatalities per billion vehicle miles for 2020 fell by 17% from the figure in 2019.

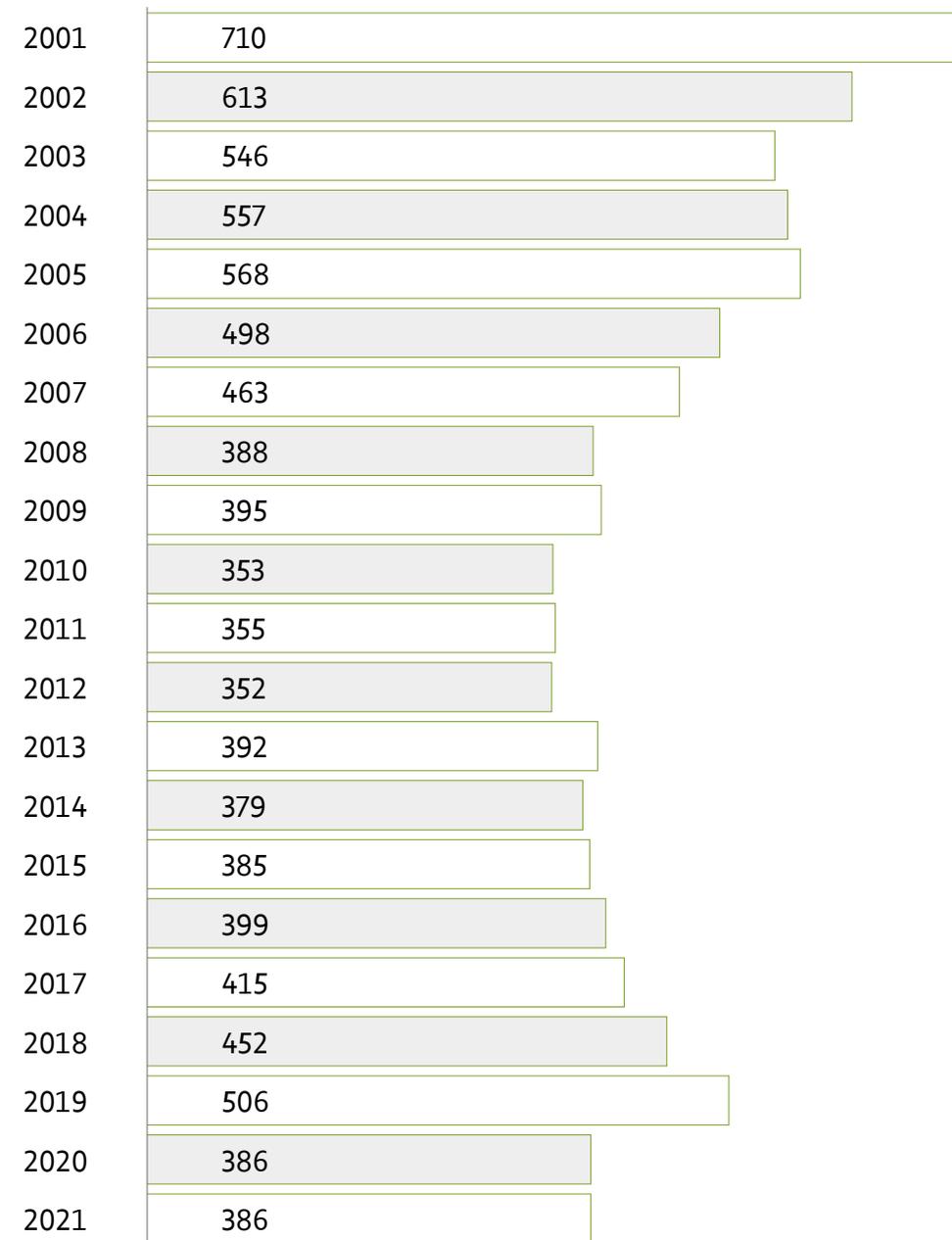
Nationally, there was a total of 115,333 casualties of all severities in reported road traffic accidents in 2020, a decrease of 25% on 2019. This is the lowest level since 1979 when current measures were introduced and will be due in part to a 21% reduction in road traffic levels nationally during Covid-19 lockdowns.



As the chart below shows, since early 2001 the number of people killed or seriously injured on Norfolk roads has almost halved, from 710 in 2001 to 356 in 2021 when looking at the data per calendar year. This represents a 50% reduction in KSI road casualties, despite an increase in the number of vehicles on our roads and the distance travelled by those vehicles.

Norfolk road KSI casualties since 2001

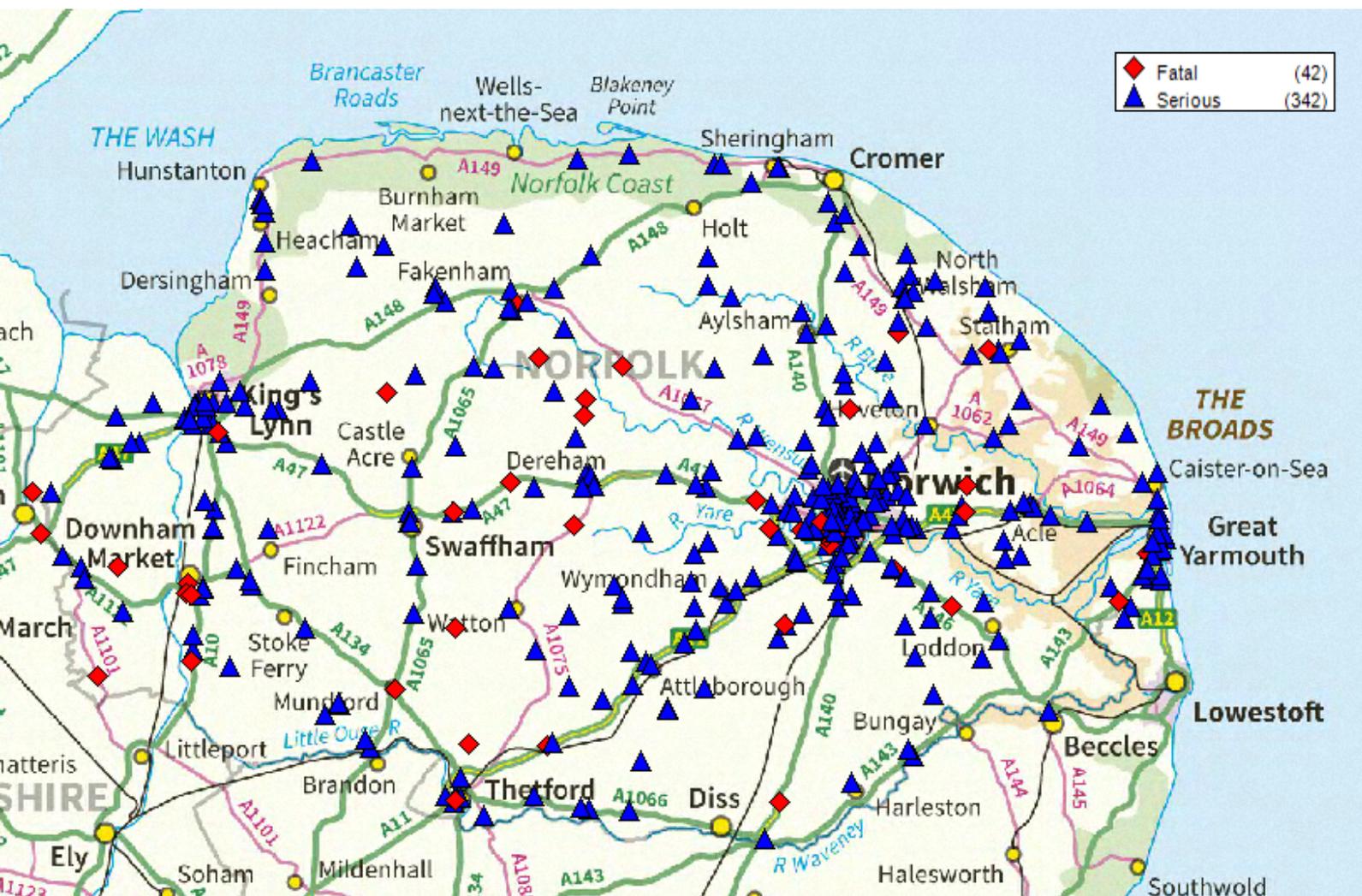
Year



Number of casualties

A likely explanation is that over the last 20 years, many of the collision hotspots and dangerous stretches of road have been improved, alongside increased police enforcement and visibility in these vulnerable areas. It is speculated that these efforts have led to a plateauing of the contribution that road engineering and enforcement can make to drive further KSI reductions. The Constabulary is therefore now looking to broaden the focus to include encouraging people to use the road network more safely.

The map below shows the location of all KSI collisions that occurred between the 1 April 2021 and 31 March 2022 (NB: fatal collisions are represented by a red diamond and serious collisions by a blue triangle). The majority of KSI collisions have occurred in the urban areas of King's Lynn, Norwich and Great Yarmouth, as well as on 'A' roads.





Vulnerable road users

Vulnerable road users are defined as pedestrians, cyclists and motorbike/moped riders (known as 'powered two wheelers'). The Constabulary focuses work on this group as they form a significant percentage of those killed or seriously injured in collisions. In the past twelve months, 51% of KSI collisions involved vulnerable road users. Motorcyclists themselves represented 23% of KSIs. This is in line with the national figure for 2019 in which motorcyclists accounted for 19% of road deaths.

In addition to the day-to-day education and enforcement work of the Roads and Armed Policing Team (RAPT), the NRSP has funded the Road Casualty Reduction Team (RCRT).

The RCRT is a team of police motorcyclists who prioritise work around education and enforcement with a particular focus on vulnerable road users.

The Road Casualty Reduction Team lead on two key engagement operations:

- > 'Safe Rider' workshops for motorcyclists
- > 'Close Pass' initiative to increase safety for cyclists

In the last year the RCRT have held eleven Safe Rider events with colleagues from the Norfolk County Council Road Safety Team, with a total of 94 members of the public participating. The programme consists of a pre-learning event of several downloadable inputs followed by two face-to-face sessions totalling seven and a half hours. The course allows a rider to receive professional advice, help identify how they can improve and allows them the benefit of having their riding ability assessed.

Close Pass events involve the deployment of plain clothes police officers on pedal cycles with recording equipment. If a motorist fails to afford the appropriate space to the cyclist, their actions are recorded, and they are stopped by a marked police vehicle further down the road.

The officers have several outcome options available to them, dependent on the severity of the incident. When prosecutions are not sought, drivers are still given advice highlighting vulnerable road users and the associated risks. These sessions will now also be used to educate motorists of the recent changes to the Highway Code and its new guidance that gives new priorities to vulnerable road users, including cyclists.

In the past twelve months, the Constabulary ran seven Close Pass events with over 60 vehicles stopped, of which seven drivers were prosecuted.



Enforcement campaigns and activity

The National Police Chiefs Council (NPCC) publish an annual road safety partnership calendar. Events are identified based on intelligence and planned around likely key vulnerable times of the year.

Norfolk Constabulary fully supports this programme. RAPT and RCRT lead the response supported by officers across the County Policing Command (Neighbourhood Teams and Response) and the Special Constabulary. Their activity is listed below:

- > April – ‘2 Wheels’ Operation
- > May – Global Road Safety Week
- > June – ‘Fatal 4’ National Seatbelt Campaign
- > July – ‘Fatal 4’ National Speed Campaign
- > August – ‘Drug Drive’ Operation
- > September – Vulnerable Road Users
- > October – Commercial Vehicle Campaign
- > November – ‘Operation Drive Insured’
- > December – ‘Fatal 4’ National Alcohol and Drugs Operation
- > January – ‘Operation Winter Days’ (local campaign)
- > February – ‘Fatal 4’ Using a Mobile Phone Whilst Driving Operation



To give some examples of the outcomes, Norfolk Constabulary's uniformed officers issued 99 Traffic Offence Reports (TORs) during the two-week seat belt campaign between the 31 May 2021 and 13 June 2021 and 304 TORs in the two-week speed campaign between the 26 July 2021 and 8 August 2021.

In addition to the national calendar, RAPT and RCRT officers conducted five 'Specialist Operations Action Days' within the county over the past twelve months in conjunction with key road safety partners including Driver and Vehicles Standards Agency (DVSA), Her Majesty's Revenue and Customs (HMRC), Norfolk County Council, and Trading Standards. In addition to these action days, Norfolk Constabulary hosts 'Operation Alliance' once a year with partners and several other forces from the Eastern Region joining together.

Across all the action days the results can be reported as follows:

297

vehicles were stopped and checked over

214

Traffic Offence Reports issued

7

arrests were made

9

vehicles were seized

As part of the Constabulary's work in combating the Fatal 4, there was a force-wide response to the NPCC led Christmas Drink and Drug Drive campaign in December. With all remaining Covid-19 restrictions lifted there were more vehicles on the road, and this was likely to have been a factor in the increased number of positive results for drink drivers, with a rise of 185% over the previous year.

In several of the past campaigns there have been restrictions on the amount of drug wipes that could be administered due to capacity issues with the national forensic laboratories that process the work. This was not the case for Christmas 2021 and the campaign in Norfolk saw a 241% increase in their use and a 182% increase in positive tests.

The table below shows the comparison of results from this year's Christmas campaign against the results for the previous year:

NPCC Christmas Drink/Drug Drive campaign returns	2020	2021	Difference
Breath tests administered	798	768	-30
Positive (failed)	46	85	+39
Negative (passed)	752	683	-69
Drug wipes administered	31	75	+44
Positive (failed)	28	51	+23
Negative (passed)	3	24	+21
Failed to provide (breath test or drugs wipe)	8	9	+1
Driving whilst unfit through drink or drugs	4	16	+12

The Constabulary also secured ongoing funding from the Safety Camera Partnership for the Young Driver Education Coordinator (YDEC) to continue their work. The role focuses on delivering Fatal 4 awareness presentations, targeting 15 to 19 year-olds to influence their behaviour at the start of them learning to ride or drive. Whilst some schools were still implementing Covid-19 measures, the YDEC continued to adapt delivery with both face-to-face and online sessions to over 7,000 young people in over 220 sessions across the year.

Since its introduction in 2013, the YDEC has delivered the road safety message to a staggering 75,000 students in over 2,300 sessions, continuously adapting the approach with changing times and adding new elements to increase awareness of young people, such as the recent addition for e-scooters.

Additional initiatives have also been introduced into this critical area of education and road safety awareness such as the 'blind spot' training event. This is led by a RAPT Sergeant in tandem with the YDEC and has already engaged with over 1,000 students, teaching them about the dangers of blind spots when encountering larger vehicles on Norfolk's roads. This initiative has developed with positive feedback and led to greater investment from the Constabulary on display kit and materials to help better illustrate the risks associated with this type of hazard.

RAPT officers have continued to conduct localised team police events throughout the year, targeting a specific location or offending type based on the intelligence. These events will often be reported on by the media, with officers working alongside partners from Highways England and the DVSA to target offending. The intention is to increase their regularity during the morning and evening rush hours to maximise the engagement opportunity and show the public a very visible policing involvement in road safety.

Norfolk Safety Camera Partnership

The Norfolk Safety Camera Partnership manages a network of 23 fixed speed camera sites and three average speed systems. Additional assets and technology supporting this network includes Community Enforcement Officers (CEO) and mobile vans which predominantly operate within local communities focussing on 30mph and 40mph speed limits. The deployment of CEOs is managed through an evidenced-based approach that includes locations being identified by members of the public as an area of concern and then supported by speed data analysis. The Constabulary also reviews collision data monthly which is then used to target 'hotspot' enforcement which can include speed checks.



Speed enforcement continued during the Covid-19 period. The table below shows the number of speeding offences recorded from fixed, average and mobile enforcement during the past twelve months. Covid-19 and the reduction of the number of vehicles on the road will likely have contributed to the 9% overall reduction in offences identified. In addition, during this period several camera faults also required a road surface repair. In those instances, there was a delay in returning the camera to its operational status. That said, CEOs continued to deploy, based on the data analysis, to target speed enforcement in risk areas.

Offences reported

Speed enforcement method	2020/21	2021/22	Difference
Fixed camera sites	21,307	16,930	-20.5%
Average speed cameras	4,590	3,086	-32.8%
Mobile vans	14,000	11,012	-21.3%
Community enforcement officers	10,899	15,242	+39.8%
Total offences	50,796	46,270	-8.9%

The impact of Covid-19 and the restrictions around lockdown affected the Constabulary's ability to handle speeding offences. The Central Ticket Office team that processes speeding matters faced similar challenges to other businesses around adapting their processes to allow staff to work remotely as well as dealing with increased absence rates. In addition, when face-to-face courses could not take place, the National Driver Offender Retraining Scheme (NDORS) – which is offered to those caught speeding within a small margin of the speed limit – had to be suspended until an online version of the course could be developed.

The below chart shows how speed offences are processed. The 'awaiting disposal' option is because drivers have up to six months to decide how they wish to be dealt with. This could include NDORS, Fixed Penalty or a court hearing, dependant on the circumstances. Over the six months from the end of March 2022, this category will slowly reduce, and the other disposal outcomes will adjust accordingly.

Disposal

Speed enforcement disposal	2020/21	2021/22	Difference
Courses attended and completed	25,433	24,793	-2.5%
Fixed penalty paid	13,869	11,387	-17.9%
Prosecuted	4,806	3,213	-33.1%
Cancelled	6,688	3,092	-53.8%
Awaiting disposal	–	3,785	

Community Speed Watch

Community Speed Watch (CSW) in Norfolk is a scheme managed and funded by the Safety Camera Partnership. The scheme benefits from a partnership funded full-time co-ordinator who provides contact with and support to all the teams. Volunteer members are provided with the necessary equipment and training is delivered in conjunction with the Constabulary's Special Constables, at the roadside.

Even with the obvious impacts of the pandemic and the associated regulations at the time the CSW initiative remains strong with 94 active teams, 67 of which have recommenced activity since the relaxation of lockdown measures. There are a further seven teams in the training phase and due to become operational soon, although this number is not represented in the table on the next page.

The Constabulary recognises the significant support these volunteers offer towards helping make the road network safer through educating the public around speed. Drivers recorded at excess speed are written to highlighting the risks. Those that do not heed the warning can be targeted for enforcement by neighbourhood officers or the RAPT team.

Below is a table illustrating the current number of active teams and the number of letters sent out, per calendar year.

Community Speed Watch

Actions	2016	2017	2018	2019	2020	2021	2022
Active teams	51	73	91	91	88	67	75
Letters sent	6,506	10,026	16,953	18,906	8,340 (Note 1)	4,251 (Note 2)	15,225

Notes

- 2020 figures represent 7 months of monitoring.
- 2021 figures represent 3 months of monitoring.
NB: numbers affected by pandemic lockdown.

Performance metrics

Improve road safety in Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of KSI collisions	395	400	-1.3%
Number of KSI collisions involving vulnerable road users	201	230	-12.6%

Notes

- The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2018 – 31/03/2021.

5.4 Prevent offending

The fourth priority focuses on:

- > Tackling all forms of violence and abuse
- > Reducing the number of domestic abuse incidents
- > Continuing to work in partnership to tackle anti-social behaviour
- > Reducing overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
- > Reducing the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people

Foundations

Foundations is an award-winning project which supports prison leavers to reintegrate back into Norfolk's communities. It attracted national recognition and the project was highly commended in the Homeless Link Awards 2021 category 'prevention into action'.

The OPCCN is working with Norwich-based homelessness charity St Martins to help people released from prison, in the city, to find accommodation, with the aim of reducing the likelihood of reoffending. A locally funded project, Foundations is supported by Norwich City Council and Broadland Housing. Match-funding was provided by Norfolk Probation Service (NPS), supporting Foundations to run until September 2022.

As well as helping prison leavers access accommodation, Foundations provides individualised support to help its clients address issues such as drug and alcohol use, poor mental health and debt. All of which makes them vulnerable to return to criminal behaviour and the 'revolving door' of the criminal justice system.

A person-centred support officer at St Martins, funded by the OPCCN and NPS, works directly with prison leavers to help them access mental, physical and emotional care to support their reintegration back into society by encouraging positive activities and links with communities.

Set up at the start of the pandemic, statistics for Foundations show that reoffending has reduced.

Positive Futures

Positive Futures was a new two-year pilot programme developed in partnership with Norfolk County Council, Norwich City Community Sports Foundation (NCCSF) and the OPCCN. Two strands to the programme 'Protect' and 'Prepare' were developed to provide interventions for young people across Norfolk.

From March 2020, the country was in various stages of full lockdown so regular discussions were held with NCCSF and Children's Services to ascertain impact on service delivery. Several key performance indicators were not met, including the provision of residential services and more recently the full completion of twelve-week interventions across all identified schools, for both the Prepare and Protect projects.

Funders agreed to close the Positive Futures programme which led to an underspend. Therefore, the alternative pilot project, known as 'Transitions', continued to be delivered until 31 of December 2022.

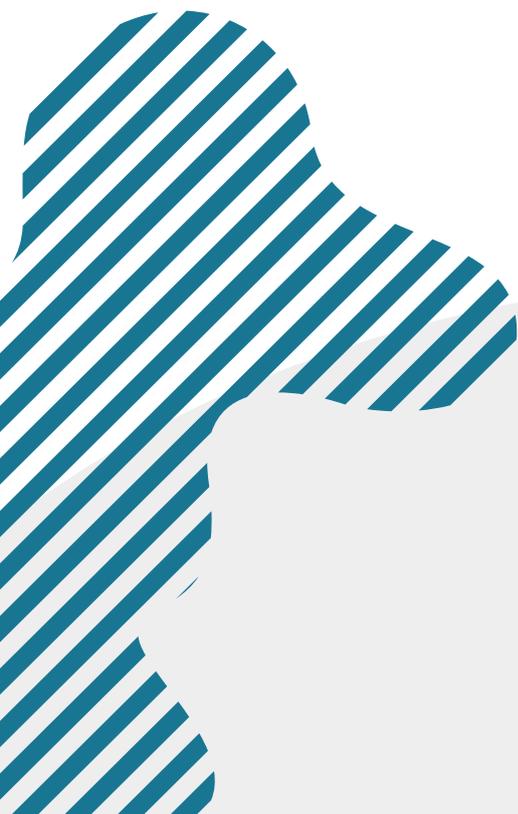
Case study: School Headmaster

Phil Wilkinson, Vice Headmaster at Open Academy, regarded the Transitions pilot project as a great success.

“The programme has had unbelievable impact; we have not had a single permanent exclusion from our Year 7 cohort this year. The student flagged as highest risk has transformed himself on the programme and has recently been made head boy.”

“The Transition project has been vital in the attendance of certain students. The role is vital, and we could do with a full-time person for the whole year. It has been so helpful and has brought a better experience for those who have found the transition hard.”

In addition to this extension to Transitions, funders agreed to expand the referral criteria to include children and young people over the age of 12 years old to be adopted onto the 'Onside' project. Onside works with children and young people alongside their family and friends with the aim of reducing violent youth crime and exclusions in early years.

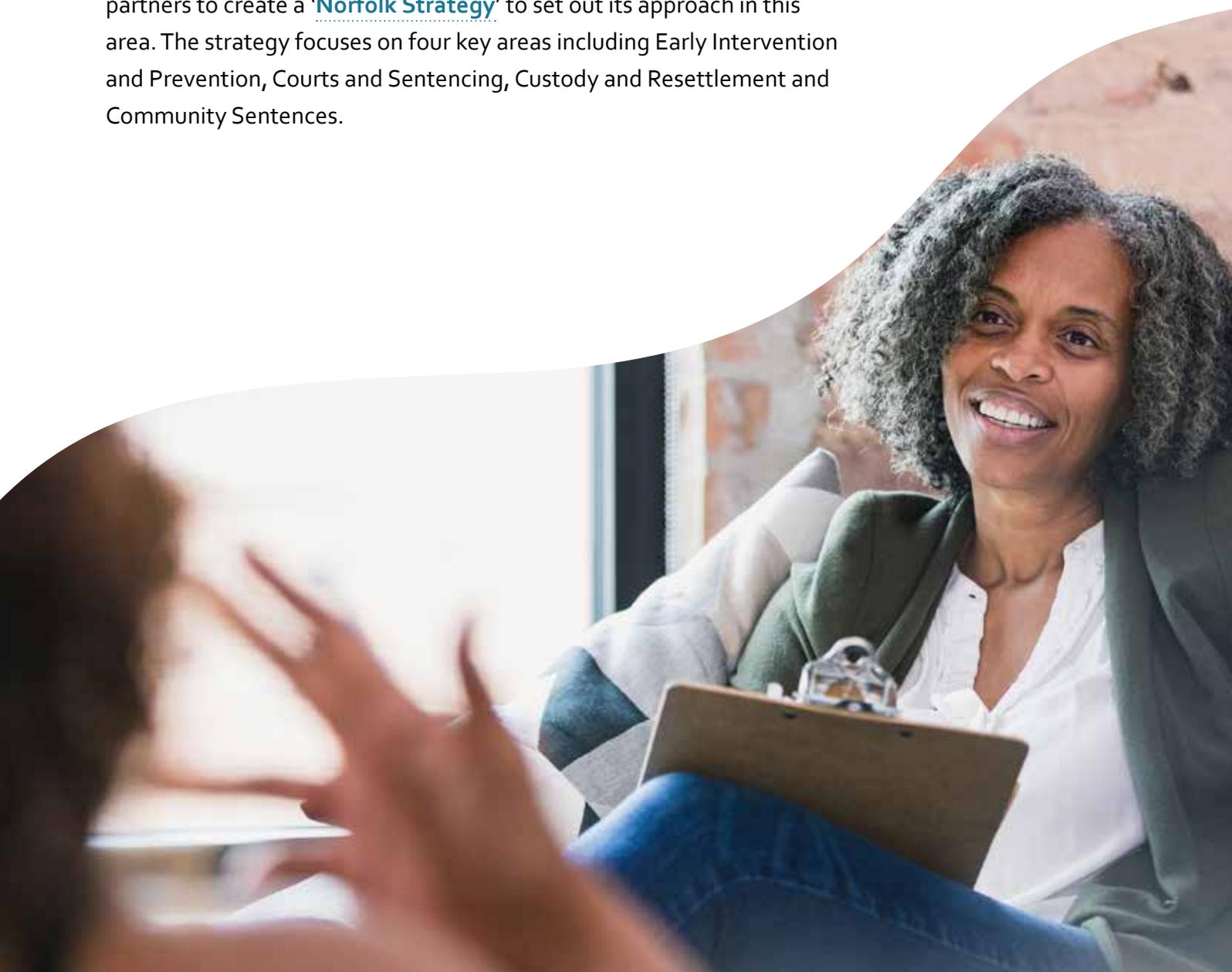


Women in the Criminal Justice System Strategy Group

Vulnerable women in danger of entering the criminal justice system (CJS) are being given a helping hand to turn their lives around thanks to the continued strong partnership approach led by the OPCCN.

The OPCCN has played a lead role in ensuring vital support and services are in place in the county to ensure fewer women encounter the CJS or end up in custody leading to crime free, healthier lives. The management of women in contact with the CJS requires a joined-up approach that acknowledges the gender-specific needs of women, promotes positive wellbeing and supports successful long-term outcomes to reduce reoffending.

As part of the 'Women in the CJS Strategy Group' the OPCCN has been working with the Eastern Region National Probation Service and partners to create a '[Norfolk Strategy](#)' to set out its approach in this area. The strategy focuses on four key areas including Early Intervention and Prevention, Courts and Sentencing, Custody and Resettlement and Community Sentences.



Examples of positive work carried out in this area during the last twelve months include:

- > Securing funding to provide specialist trauma-informed training to professionals, including Norfolk Police, the OPCCN, National Probation Service, Norfolk Youth Offending Team and partners across the voluntary sector
- > Developing a framework tool to discover if women follow the correct journey in the CJS and to measure if they receive suitable rehabilitative support
- > Joint presentation to sentencers to share examples of best practice, in recognition of the significant harms experienced by the women themselves and their children whose primary carers are imprisoned
- > Funding was sought and awarded to assist HM Prisons Peterborough and Norwich in strengthening their 'StoryBook Mum/Dad' provision
- > The strategy group successfully applied to the National Probation Service to provide secretariat resource from someone with lived experience
- > Partnership training event with Norfolk's Independent Custody Visitors, in response to HMICS and ICVA report 'Women in Police Custody, a Lived Experience Perspective from Scotland'

Vital funding has also recently been secured by the OPCCN to further fund the WONDER+ Project which aims to divert women out of the CJS. The Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) project was launched by the OPCCN in 2017 as a one-year pilot to offer help and support to women being released from police custody facilities in two parts of the county.

The initiative has since evolved into the WONDER+ scheme, extending across Norfolk and beyond custody facilities and working with partners to address issues such as the impact of drugs on the lives of its clients. Thanks to funding from the OPCCN, Norfolk County Council Public Health and St Giles, WONDER+ will now operate until 31 March 2023.

Pathway Out

Pathway Out, a project that aims to provide training skills and employment opportunities to people with an offending past, celebrated its first year in May.

The service is jointly funded by the Department for Work and Pensions (DWP) East Anglia, Norfolk Public Health England (PHE), and the OPCCN and provides community-based provision, reaching out to people who have a lived experience of the criminal justice system and with issues caused by addiction to Class A drugs.

Pathway Out provides one-to-one tailored support for up to three months. Before support into employment and training can begin, support workers adopt a trauma-informed approach, motivating and empowering clients to engage in activities that will improve their ability to manage their lives independently.



Case study: Vicky's Story

Vicky is a 28 year old mother living in the Norwich area. Vicky is bi-polar, suffers from PTSD and at times finds it hard to concentrate. Four years ago, as a heroin addict trying to cope with a chaotic lifestyle, her two children were put into foster care and, whilst pregnant with her third child, she made the hard decision to put her new-born up for adoption.

In 2021, Vicky was put in touch with Kate, her support worker from St Giles Trust. This came after a recent police arrest. Vicky had a long history of drug addiction, which she has managed to address with support from various agencies.

“After my arrest, both X and X from St Giles called me to offer support and at the time I wasn't interested. I've always had issues with authority and really struggled when I was in care, but they persisted and checked up on me to see if I was okay. We had an initial chat with no strings and that was the difference, there were no bad consequences if I didn't meet them. This time I wanted to do it.”

“Before the arrest, I had been volunteering in a charity shop one day a week and had been going to the gym – I could so have slipped backwards again. Kate built up my confidence and helped me with putting a CV together, I didn't know where to start. Here I am at 28 and I'd never had a job before.”

Kate also helped Vicky with interview techniques, and she is now undergoing a ten-week peer-mentoring course. Vicky will be working alongside offenders and ex-offenders, and their families, to offer support. This will include peer support before release from prison, through the prison gate and beyond, in the wider community.

During the pandemic, through the Pathway Out project, Vicky voluntarily took part in a recovery workshop.

“At first, I feared taking part because of the cravings but it really was beneficial. Some stuff was common sense, normal life stuff but it was useful, especially things like managing my emotions. The six-week course was over Zoom which made me feel less anxious, I didn’t feel so awkward. I’ve been ‘clean’ for two and a half years now.”

“I’m so glad to have had these opportunities, I’m really excited to have a real job – I can use what I’ve been through to help everybody else. Learning is all overwhelming but once you get into it it’s not. This is a major step forward for me, I feel like an adult now. I would highly recommend doing this, it’s a life changer.”

Vicky has more good news to share – her two children are returning home in June.



Norfolk's Reducing Offending board

The current OPCCN led Norfolk Strategic Framework for Reducing Offending has two key aims:

- > Promoting timely interventions across agencies in Norfolk to reduce the risk of people becoming involved in offending behaviour
- > Ensuring that where people do offend, they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future

In support of the delivery of these aims, the framework sets out several key deliverables and supporting actions for the attention of agencies. One of these key deliverables includes taking forward a programme of work (strategic needs assessment) with partners to review the effectiveness of the new prison and probation reforms, taking account of recommendations from recent HMIP Inspections with the aim of improving the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.

In July 2021, the Minister of State for Crime and Policing confirmed the launch of Part Two of the Government's review into the role of Police and Crime Commissioners. The PCC review is part of the Government's manifesto commitment to strengthen the accountability of PCCs and expand their role. Offender management and reducing offending forms part of this review given that PCCs play an important role in commissioning reducing reoffending services alongside local partners such as probation.

The key aims of this needs assessment are:

- > To assess current and future needs of offending prevention and management across Norfolk, focusing on the wider system impact and demand
- > Mapping, accessibility and gap analysis of offending prevention and management services across Norfolk
- > To carry out an evidence-based options appraisal improving current and future systems approaches to offending and re-offending

The final report, commissioned by the OPCCN and delivered by the Centre for Public Innovation, will now be taken to countywide groups – including the Reducing Offending Board, Local Criminal Justice Board and Norfolk Youth Offending Board – for discussion, dissemination, and action as necessary.

Performance metrics

Whilst the county is experiencing an overall slight downward trend (5.5% decrease) in Child Sexual Abuse (CSA), there has been a significant increase in CSA offences recorded in South Norfolk compared to its long-term average (25.6% increase). However, research shows that this increase is caused by Norfolk Constabulary's headquarters being used as the default location when an actual address is unknown at the time of an investigation being recorded.

The number of recorded domestic abuse crimes has increased by 14% in the last twelve months against the long-term average; this increase is in line with national domestic abuse reporting trends. The likely explanation for this will be the continued improvements in police identifying and recording offences alongside an increase in the confidence to report.

Serious sexual offences include crimes of rape and other offences such as sexual assault, as well as child-on-child offending, reporting of non-recent events and third-party reports. An increase of 18.7% has been recorded in Norfolk over the last twelve months compared to the long-term average.

Personal property crimes include the following crime types:

- > Burglary residential dwelling
- > Burglary residential non-dwelling (sheds/garages etc)
- > Theft from the person
- > Theft from motor vehicle
- > Theft of motor vehicle
- > Criminal damage

The whole county experienced a significant decrease in the number of personal property crimes being recorded, with an overall decrease of 12.9% compared to the long-term average. There are no instances at district level where there has been an increase against the long-term average in any of the crime types under the personal property crime grouping. It is worth noting that Norfolk's decrease is in line with a national decrease in personal property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Covid-19 pandemic began. Assuming that there are no further national lockdowns, a return towards the long-term average may be anticipated.

Robbery has decreased by 15.2% against the long-term average which, again, has been driven partly by the conditions generated by consecutive lockdowns.

Improvements in recording standards continue to influence the 13.7% increase in offences of violence with injury compared to the long-term average. Most offences in this crime category are lower-level assaults and this trend has been seen nationally.



Domestic abuse

The 14% increase in domestic abuse recorded crimes comes in a context of a broadly static number of domestic abuse calls being reported to police. This means that a crime is being disclosed and recorded in a greater proportion of the number of calls police receive. This would suggest that victims are having greater confidence in reporting matters and officers are recognising and recording earlier in the process that an offence has taken place.

Domestic abuse accounts for approximately one in four victim-based crimes recorded by Norfolk Constabulary. Considerable training and briefing events have taken place to frontline officers to ensure that the response to these matters is maintained at the highest possible level of professionalism.

A number of investigations are audited each month to identify learning needs, which in turn help develop the next round of training. Through this process of briefing, audit and re-briefing the importance of the use of Body Worn Video has been reiterated with the result that usage of the technology has become near-universal. This enables additional evidence to be gathered and has been the deciding factor in bringing about criminal charges against a perpetrator in several cases.

This year, the Constabulary launched its Domestic Abuse Perpetrator Partnership Approach (DAPPA) pilot. Whilst the Multi-agency Safeguarding Hub (MASH) maintains a partnership-based oversight of the safeguarding of victims and children who are at particular risk, research highlighted that only 1% of domestic violence perpetrators received any specialist formal intervention aimed to address their behaviour. The OPCCN reviewed the opportunities around developing an enhanced response aimed at tackling offenders and their behaviours and recommended a trial of DAPPA. The PCC supported a two-year funded pilot with the project going live in September 2021, once the dedicated team of staff had been recruited. DAPPA seeks to develop robust multi-agency risk management plans around offenders utilising a menu of tactical options.

The focus of the interventions looks to:

- > Further protect the victim and their family
- > Disrupt the perpetrator and their behaviour to reduce the risk and likelihood of re-offending
- > Support the offender to address their behaviour

The team's analyst will use a specialist risk matrix to identify those individuals who present the most serious risk of harm to victims. Two lists of offenders are developed: a main cohort of around 50 individuals where the police and partners will look to take direct action, and a monitored cohort, expected once the scheme is fully operational to number around 100 persons. Individuals can move from one list to another with those on the monitored list being kept under review for six months to check whether they continue to come to police notice.

The scheme will establish a dedicated budget for offender targeted behavioural change programmes and the next steps are to find suitable bespoke training interventions for perpetrators. The Constabulary will look to evaluate the pilot with the OPCCN at the conclusion of its period of funding.

In addition, the Control Room has been working to a new grading structure which allows better management and oversight of those risks to ensure a prompt attendance by police. The new approach allows appropriately graded calls to be deferred so that the victim can be seen at a time of their choosing within a 24-hour period. It is hoped the change will allow victims to feel more in control of making a report to police and discussing their circumstances.



Serious sexual offences

The increase in serious sexual offences is different to the increase in domestic abuse in that it represents an increase in both the number of calls police received and the number of crimes being recorded.

Due to the increased reporting of serious sexual offences and to ensure robust management oversight, the Safeguarding and Investigations Directorate report on case management formally each month at force level. This presents an opportunity to ensure that department heads can review the resourcing of these investigations as well as checking on progress around case progression. Prior to the meeting, the directorate leads will review their team's caseload progress locally.

The 18.7% increase in serious sexual offences, is a combination of improved police crime recording practices, identifying more offences and the increased willingness of victims to report offences.

The night-time economy certainly was linked to the increased number of reports of 'spiking' incidents (where the victim feels they have been secretly injected or had drugs or alcohol added to their drink without their permission) being reported in late 2021, with the majority of these occurring in Norwich. The Constabulary worked with existing partner agencies including the Norfolk and Norwich Hospital to develop a protocol for testing victims who believed a substance had been administered but were unsure what it might have been or the precise method of delivery. This was seen as an important reassurance to victims, particularly those who had suffered serious symptoms as a result of the substance they had inadvertently taken.

While all such incidents are worrying, it is important to note that, the vast majority of those reported in Norfolk were not linked to sexual assaults. The Constabulary noted that there was evidence of friends looking out for those persons affected, alongside seeing enhanced vigilance by security staff at venues.

Online crime

The continued rise in online crime (an increase of 33.8%), which is also reflected in national crime recording figures, is likely to represent two long-term changes in behaviour:

Online crime is now more prevalent than before, a trend that had begun prior to the pandemic but which was exacerbated when in-person contact became so risky. It remains regrettably easy for an offender to commit crimes such as fraud and harassment without having had to leave their home.

Increased public awareness of this type of offending has led to greater volumes of offences being reported to the police and via Action Fraud.

While police have had success in some cases of online offending, particularly where the offender is local to Norfolk, this remains a crime type which is best dealt with through prevention, ensuring that victims take the protective measures they can minimise risk. A wealth of information is available online to help individuals avoid becoming a victim and the Norfolk Against Scams Partnership works across agencies to support victims after an offence has taken place to try to prevent them being targeted again.

Norfolk Constabulary signed up with the City of London Police to benefit from the services of the National Economic Crime Victim Care Unit, which is expected to provide a greater level of wraparound care to victims from April 2022 onwards.

The force has also invested in a dedicated Detective Sergeant to review and set detailed investigation plans on all allocated Action Fraud referrals, resulting in a significant increase in the number of cases leading to a charge or other judicial outcome. This has been held within a pilot program to enable learning to be captured and good practice to be disseminated further for use in other investigations.

Hate crime

Hate incidents and crimes are defined as those perceived to be motivated by hate and the victim, witness or any other person can report a hate incident or crime. The Constabulary records these under the following categories:

- > Disability
- > Religion
- > Race
- > Sexual orientation
- > Transgender identity

The Constabulary reviews hate crime at the district level and looks to support vulnerable victims and communities. Every six months the Chief Constable will discuss trends and key issues with the PCC and outline the police response. The Community Safety Department have oversight of hate crime reporting for the county and stated that the 14% increase in hate crimes represents a general level of increased reporting, rather than relating to a specific trend or issue.



Youth Offending Team

Data for the number of first-time entrants into the Criminal Justice System has not been available since 2019 because of limitations with the Youth Justice Board and Ministry of Justice data processing capabilities since the onset of Covid-19.

First-time entrants into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10 to 17 year olds and is measured when a youth caution, youth conditional caution or court appearance occurs. The current level of first-time entrants for Norfolk is 120 per 100,000 population, which is lower than the eastern region average (133) and lower than the average for England and Wales (154).

The number of 10 to 17 year-olds entering the criminal justice system has continued to fall when reviewing data supplied by the Youth Justice Board. Due to the Youth Offending Team reorganising their structures and the tasks during Covid-19, the last available data was from October 2020 until September 2021, as reported by the Norfolk Youth Offending Board. The Board continues to meet regularly to look at opportunities to support young people and to ensure local diversionary programmes are being delivered. Both the Constabulary and the OPCCN are represented at these board meetings and local bi-monthly steering group meetings were introduced in April 2021 to support the plans.

There are several reasons for the continued reduction in first-time entrants. The use of Safer Schools' Officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. Preventative key messages are provided to high school children on internet safety, healthy relationships, child sexual exploitation, County Lines and knife crime. In addition to this, there are several diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution.

There is also a greater understanding that a number of the children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach focusing on safeguarding at home, school and in the community is more suitable than the criminal justice route.

The introduction of the 'C4C' Challenge for Change triage system in June 2015 by the Norfolk Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in these levels.

C4C triage means that when a young person is arrested by the police their case is reviewed and, if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system, they are engaged on the C4C scheme. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances and is an enhanced benefit provided by the Norfolk YOT throughout the county and follows good practice examples promoted by the Youth Justice Board. The purpose is to prevent a young person from becoming a first-time offender and potentially reoffending. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support. During the past twelve months, Norfolk YOT delivered C4C interventions on 213 occasions.

An established countywide diversion panel was developed following a pilot in the Norwich District. Representatives from YOT, Norfolk Constabulary, Family Assessment and Safeguarding Teams and Communities Team (Children's Services and Children's Advice and Duty Service) attend once a week to assess whether a diversion option is likely to be more effective or whether a youth caution/conditional caution or court appearance are necessary and appropriate.

The emphasis of the diversionary approach is to again ensure that young people are not unnecessarily criminalised and to prevent future offending. Work is in progress to involve other agencies that can enhance the panel. The success of the panel has also contributed to the reduction in first-time entrants.

Integrated Offender Management

Norfolk and Suffolk Constabularies' Integrated Offender Management (IOM) team, works in partnership with the Probation Service and other agencies such as Change Grow Live, Department of Work and Pensions (DWP) and public and charity sector housing providers to assist the most prolific offenders to reduce their offending by working to address their behaviours. For example, the scheme can seek to address accommodation needs, help with substance misuse and/or provide access to financial and debt management services. The IOM team also identifies positive social activities with the aim of diverting people away from criminal activity. The scheme brings in a 'carrot and stick' approach with a clear message to offenders that they will be given the assistance they need, but if they start to re-offend, they will be dealt with swiftly and could go back to prison.

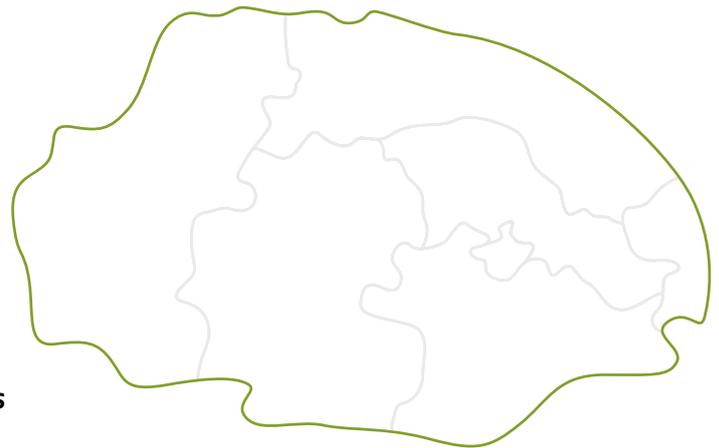
The National Strategy for IOM has brought about a renewed focus on acquisitive crime offenders – predominantly those involved in neighbourhood crime offences – with all Forces/Probation Delivery Units using the same selection criteria to identify who they will work with on a fixed cohort.

The IOM has two cohorts:

- > The first is referred to as the fixed cohort and it focuses on criminals that are under statutory supervision for offences such as robbery, burglary and vehicle crime.
- > The second flexible cohort extends the scheme to those that are under supervision for other crime types but are known to commit these offence types. The individuals on the scheme will have been identified as having a high risk of reoffending.

A further aspect of the strategy is a requirement for IOM offenders to have more frequent supervision by agencies involved in their rehabilitation. The police team picks up many of the additional appointments and provides intrusive supervision within home and community settings. Good partnership working and information sharing ensures that the police team are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. When this occurs, the partners will work together to ensure that enforcement decisions are made swiftly and appropriately.

Recent indicators show that most service users, recently removed from the IOM scheme, have completely stopped their offending behaviour. The next steps for the scheme are focusing on identifying where there are gaps in service provision and then finding commissioning opportunities to meet those needs.



Preventing offending and rehabilitating offenders in Norfolk

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	1,508	1,595	-5.5%
Number of Personal Property Crimes (Note 3)	9,808	11,261	-12.9%
Number of Hate Crimes	1,426	1,251	+14.0%
Serious Sexual Offence Crimes (SSO)	2,614	2,203	+18.7%
Number of Domestic Abuse Crimes (DA)	14,060	12,338	+14.0%
Number of Online Crimes	2,976	2,224	+33.8%
Number of Robbery Crimes	334	394	-15.2%
Number of Violence with Injury Crimes	8,255	7,262	+13.7%
Number of Rural Crimes	484	483	+0.2%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



**Preventing offending and rehabilitating offenders
in King's Lynn & West Norfolk**

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	228	249	-8.4%
Number of Personal Property Crimes (Note 3)	1,475	1,698	-13.1%
Number of Hate Crimes	189	154	+22.7%
Serious Sexual Offence Crimes (SSO)	348	307	+13.4%
Number of Domestic Abuse Crimes (DA)	2,110	1,868	+13.0%
Number of Online Crimes	402	349	+15.2%
Number of Robbery Crimes	30	42	-28.6%
Number of Violence with Injury Crimes	1,271	1,095	+16.1%
Number of Rural Crimes	128	132	-3.0%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in Breckland

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	201	231	-13.0%
Number of Personal Property Crimes (Note 3)	1,233	1,478	-16.6%
Number of Hate Crimes	142	132	+7.6%
Serious Sexual Offence Crimes (SSO)	366	305	+20.0%
Number of Domestic Abuse Crimes (DA)	1,968	1,643	+19.8%
Number of Online Crimes	411	294	+39.8%
Number of Robbery Crimes	39	32	+21.9%
Number of Violence with Injury Crimes	1,142	991	+15.2%
Number of Rural Crimes	128	132	-3.0%

Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)

Data currently unavailable

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in North Norfolk

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	126	151	-16.6%
Number of Personal Property Crimes (Note 3)	786	816	-3.7%
Number of Hate Crimes	110	73	+50.7%
Serious Sexual Offence Crimes (SSO)	204	186	+9.7%
Number of Domestic Abuse Crimes (DA)	1,291	984	+31.2%
Number of Online Crimes	259	186	+39.2%
Number of Robbery Crimes	10	10	0.0%
Number of Violence with Injury Crimes	665	540	+23.1%
Number of Rural Crimes	83	74	+12.2%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in South Norfolk

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	245	195	+25.6%
Number of Personal Property Crimes (Note 3)	1,042	1,216	-14.3%
Number of Hate Crimes	131	108	+21.3%
Serious Sexual Offence Crimes (SSO)	318	267	+19.1%
Number of Domestic Abuse Crimes (DA)	1,475	1,311	+12.5%
Number of Online Crimes	390	261	+49.4%
Number of Robbery Crimes	18	24	-25.0%
Number of Violence with Injury Crimes	762	676	+12.7%
Number of Rural Crimes	102	92	+10.9%

Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)

Data currently unavailable

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in Broadland

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	171	167	+2.4%
Number of Personal Property Crimes (Note 3)	827	1,087	-23.9%
Number of Hate Crimes	126	114	+10.5%
Serious Sexual Offence Crimes (SSO)	286	222	+28.8%
Number of Domestic Abuse Crimes (DA)	1,245	1,207	+3.1%
Number of Online Crimes	299	209	+43.1%
Number of Robbery Crimes	8	13	-38.5%
Number of Violence with Injury Crimes	705	661	+6.7%
Number of Rural Crimes	54	63	-14.3%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in Norwich

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	271	312	-13.1%
Number of Personal Property Crimes (Note 3)	2,626	3,055	-14.0%
Number of Hate Crimes	490	470	+4.3%
Serious Sexual Offence Crimes (SSO)	678	570	+18.9%
Number of Domestic Abuse Crimes (DA)	3,241	2,998	+8.1%
Number of Online Crimes	664	458	+45.0%
Number of Robbery Crimes	167	194	-13.9%
Number of Violence with Injury Crimes	2,199	2,012	+9.3%
Number of Rural Crimes	4	3	+33.3%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.



Preventing offending and rehabilitating offenders in Great Yarmouth

Crime types	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
Number of Child Sexual Abuse Crimes (CSA)	233	251	-7.2%
Number of Personal Property Crimes (Note 3)	1,778	1,788	-0.6%
Number of Hate Crimes	227	180	+26.1%
Serious Sexual Offence Crimes (SSO)	369	303	+21.8%
Number of Domestic Abuse Crimes (DA)	2,438	2,193	+11.2%
Number of Online Crimes	458	418	+9.6%
Number of Robbery Crimes	72	76	-5.3%
Number of Violence with Injury Crimes	1,457	1,241	+17.4%
Number of Rural Crimes	29	18	+61.1%
Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds (Note 4)	Data currently unavailable		

Notes

- 1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- 2 The date range for the long-term average was 01/04/2018 – 31/03/2021.
- 3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds/garages etc.), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage
- 4 There are currently delays in accessing and reporting on first-time entrants data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data for the last year due to priorities changing since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. The Constabulary regularly check with partners within the County Council for further updates.

5.5 Support victims and reduce vulnerability

The fifth priority focuses on:

- > Working to improve the overall experiences and outcomes for victims and witnesses
- > Working in partnership to make those at risk less vulnerable to victimisation
- > Working in partnership to deliver the most appropriate response to those in mental health crisis
- > Working in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
- > Supporting and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime

Commissioning of victims' services

Under the Ministry of Justice (MoJ) Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services.

During the past twelve months, Victims Services were still in a state of flux. Not only were victims still feeling the impact of Covid-19, so too were the staff within their services. At the early stages of the financial year, it was not envisaged that other new variants would send further waves of the pandemic to deal with and enforced working from home for many.

Working with vulnerable adults/children in a crisis from March 2020 onwards, dealing with the pandemic themselves and that of their families and a total change in a more agile workstyle, we have seen many changes, including the loss of experienced staff and difficulties in recruitment. This was exasperated by short-term funding from a variety of funders (statutory and non-statutory) and a lack of joined up initiatives delivering a 'feast' in 2020/21 and a 'famine' in 2021/22 for third sector organisations.

The OPCCN carried out a needs assessment with partners utilising data provided by Police, Children's Services, local authorities, health and local service providers. This data is produced for the county's Domestic Abuse and Sexual Violence Group (DASVG) which is co-chaired by the OPCCN and Norfolk Constabulary.



Additional work with Children’s Services and Norfolk and Waveney Clinical Commissioning Group identified lack of provision in certain areas for support for children and young people who were either experiencing or witnessed domestic abuse or sexual violence in the household. A paper was produced based on need across the county to which the PCC made the following awards on a one-year basis:

Organisation	Service / District	Funding amount
Leeway Domestic Abuse and Sexual Violence	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in each of the following districts: Norwich Broadland Great Yarmouth	£90,204
The Daisy Programme	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in the following districts of: Breckland	£29,000
Orwell Housing	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in the following districts of: South Norfolk (Recruitment was not secured and therefore funding at year end had to be returned in full to the Ministry of Justice in line with the terms and conditions of the Victims’ Fund Grant Agreement)	£29,000
Fresh Start New Beginnings	1.36 FTE Children’s Worker to support children/ young people and family where they have been sexually abused.	£52,208
Total		£200,412

The MoJ also released further funding to increase capacity for Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs). This funding known as the 'National Expression of Interest IDVA and ISVA' fund had to be an open and transparent process with each PCC running an expression of interest funding round for their respective counties. Unlike the uplift, this fund was for a two-year period covering 1 April 2021 to 31 March 2023.

The purpose of this fund was to increase advocacy support for victims and survivors of sexual violence and domestic abuse across England and Wales, including children. While the focus was to increase IDVA and ISVA support across local areas to expand service capacity in response to the pandemic, the MoJ were also interested in innovative models of advocacy.

The PCC received expressions of interest to the value of £2,278,550. The OPCCN was responsible for reviewing all bids against a needs assessment and a dashboard to make recommendations to the PCC. The PCC made awards to the following:

Organisation	Service district	2021/22 Awarded	2022/23 Awarded
Daisy Programme	1 x CYP IDVA Breckland	£38,488	£37,027
Daisy Programme	1 x Vulnerable Adults IDVA Breckland	£39,190	£37,990
Leeway Domestic Abuse and Violence Services	1 x Vulnerable Adults IDVA County	£43,000	£43,500
Pandora Project	2 x CYP IDVAs Kings Lynn & West Norfolk North Norfolk	£52,580	£53,596
Totals		£173,258	£172,113

The OPCCN also received further continuation of funding for a project that they had bid for in 2020. The OPCCN bid for 2.5 fulltime employee protected characteristic ISVAs who would work from the Sexual Assault Referral Centre (SARC), known locally as the Harbour Centre, but who would cover the county.

Organisation	Service	2021/22 Awarded
Norfolk Constabulary Harbour Centre SARC	2.5 FTE Protected Characteristic ISVAs (Recruitment was difficult during this financial year and therefore in line with the Ministry of Justice terms and conditions within the Victims' Fund Grant Agreement, £21,846.65 was returned to the MoJ from the amount awarded.)	£104,200



The 'core' MoJ Victims fund totalled £1,056,351 for 2021/22. Awards of the following amounts were made, however, due to the terms and conditions within the MoJ Grant Agreement, where there is underspend, this must be returned to the MoJ/HM Treasury.

Organisation	Service and district	Amount	Victims Referred	Victims supported
Victim Support	Norfolk and Suffolk Victims Care Service – county. Initial Referral and Needs Assessment Service for victims of crime with practical and emotional support to cope and recover. Jointly commissioned with the Suffolk PCC	£315,000	16,748	3,544
Norfolk & Suffolk Constabulary	Restorative Justice Service. Jointly commissioned with the Suffolk PCC	£32,178	24	13
Leeway Domestic Abuse and Violence Services	To provide the county with High Risk IDVAs. Please note this service ran from 1 April 21 – 2 January 2022 whereby NIDAS (Norfolk Integrated Domestic Abuse Service) was launched	£330,441	1,646	1,781
Sue Lambert Trust	To provide support for those affected by Sexual Violence, abuse, Rape, Historic Cases of Sexual Abuse. Grant also includes support for Children 11–18 years old	£180,000	221	602
Victim Support	The Scam Service – county	£34,385	2,096	262
Building Capacity and Associated Costs	This covers a contribution to OPCCN Commissioning and research and Domestic Abuse Scoping and Delivery Officer	£97,592	-	-
NIDAS – Managed by Leeway	Introduction of the New Norfolk Integrated Domestic Abuse Service (NIDAS) – contribution to mobilisation of service	£37,755	-	-
Total	++ £29,000 was returned as underspend from the MoJ Uplift	£1,027,351		

The OPCCN, led by the Director of Policy, Commissioning and Communications and the Head of Commissioning, embarked on a complete system change for the delivery of domestic abuse services supporting high and medium risk clients, their children, the management of the county's Domestic Abuse Champion Network from Children's Services, therapeutic group programmes for victims and training for professionals for those districts who worked in partnership with the OPCCN.

The Norfolk Integrated Domestic Abuse Service (NIDAS) was developed in co-production with Norfolk victims, the county's statutory agencies, DASVG and the DA/SV Providers Forum. One of the aims was to provide an integrated service where victims/survivors would be offered a standardised provision for support across the county, where they only had to tell their story once and where their children could also be supported. The OPCCN is the lead commissioner for this county service; Children's Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council have all come on board as key partners with funding.

A competitive procurement process was managed by 7Force Procurement Services, and the contract was awarded to Leeway Domestic Abuse and Violence Services as the lead provider in conjunction with four Tier 2 providers, those being the Daisy Programme, the Pandora Project, Orwell Housing and Safe Partnerships.

Mobilisation of the NIDAS commenced in October 2021 with the service going live on 3 January 2022. Due to the very early stages of delivery the next annual report will feature more details on NIDAS, however early outcomes from service users are as follows:

Quarter 1: January to March 2022

- > New referrals to the service = 834
- > Repeat clients = 120

Service user outcomes

63%

of clients reported they are better informed and empowered to act

86%

of clients reported improved health and wellbeing

83%

of clients reported they are able to cope with aspects of everyday life

88%

of clients reported improved confidence and self-esteem

100%

of clients reporting being able to engage with the local community

88%

of clients reported improvement to their feeling of safety

75%

of clients reported being able to understand what represents a healthy relationship

Case study: The Victims Voices

Dear X, I just wanted to say thanks again for the call yesterday....I really, really appreciate it. I don't really talk to anyone else about things for fear of burdening them with more stuff...so just keep it all in. And I just really, really appreciate the encouragement and strength you give me.....and all the other women in my position...

My domestic abuse case has been allocated to Miss X at the end of last year following physical and verbal assault and death threats from my former partner and father of my child. X called to talk to me after the initial response officers have left and thoroughly explained the process of what is about to happen now that I have made a statement against the perpetrator. She reassured me that she will be assisting me every step of the way and she indeed delivered the promise! X's attitude and commitment to the job is outstanding. She is what I would call an example of an excellent Domestic Abuse adviser – she has the knowledge, the skills, intelligence and a lot of empathy.

Hi there X, I would just like to take this opportunity to thank you so much for your support during this awful time. Being the victim of such a terrible attack may I just say, I really appreciate your expert communication with me, myself being very emotional it helped that you showed understanding and reassurance, you talked me through everything step by step making sure I was aware of everything I needed to know demonstrating excellent people skills and emotional intelligence. Being located in X since the incident I also appreciate that you kept me in the loop and updated me promptly throughout. You are fantastic at your job, I felt very well looked after and would like to thank you for being in my corner and taking the time to offer guidance and support when nobody else did. Thank you and I am very grateful.

Performance metrics

The percentage of victims not supporting prosecution for domestic abuse, serious sexual offences and child sexual abuse have all reduced slightly over the last twelve months when compared to the long-term average. This is set against an increase in the volume of recorded crimes in domestic abuse (13.5% increase) and serious sexual offences (18.6% increase), however, there was an 8.5% reduction in recorded child sexual abuse crimes.

Although the number of victims who are not ready to support a prosecution remains high, particularly for victims of domestic abuse and serious sexual offences, it is encouraging to see a small decrease in those who do not support prosecution.

The Constabulary aims to ensure that victims of serious crime receive the timely, professional supportive response they would expect. The County Policing Command (CPC) and Joint Justice Service (JJS) management teams regularly review the performance around the service levels offered to victims by all uniformed officers, detectives and police staff. Key high-risk investigations can be considered in a confidential environment to ensure a linked-up approach to safeguarding is in place, bringing investigators, local officers and key support options together.

Norfolk Constabulary has provided an update from the Head of the Safeguarding and Investigations Command (part of the CPC) outlining how the police focus on working operationally with victims not ready to support a prosecution, and the Head of Joint Justice Services outlines work done around how the victims code is being implemented, the work of the victim care unit and progress to the national standard on out of court disposals.

Safeguarding and investigations

Norfolk Constabulary focuses work on those victims who are not able to support a prosecution at the time an investigation closes for two key reasons:

- > The first is that the victim's initial evidence is often very powerful testimony for the case against the accused and an indicator as to the circumstances the victim is having to tolerate in the longer term. The Constabulary are always seeking to ensure there is a pathway to justice that victims are confident to agree to.
- > The second reason is that the measurement can be a useful indicator for the quality of the police response to a victim-based crime. The Constabulary looks to ensure its service to victims is the best it can be.

Some victims are told by their perpetrators that even if they report offences, nothing will happen at all. This means that if the police response to a reported offence is either slow or ineffective, victims are more likely to decide that they made a mistake in coming forward and decide not to support prosecution. By attending quickly and then taking positive action at the earliest opportunity, police can show that whether a prosecution is possible or not, the case is being treated seriously and any repeat case will be treated in the same way. To support officers in responding rapidly and effectively, the force has improved management information in the response times and arrest rates for domestic abuse incidents so that District Commanders can drive forward improving standards.

Another reason some victims choose not to support prosecution is that they lack confidence that they will be believed, and the case will come down to 'one word against the other'. This means that if police cannot find evidence that supports the victims account, then a court will not be able to convict on the criminal standard of proof. By actively and visibly gathering other evidence from witnesses, forensic exhibits, digital devices and their own observations, officers can have a huge impact not only on the strength of a prosecution case but also on the victim's confidence levels. Regular briefing and training sessions have taken place in the last year to explain to officers and supervisors what other evidence can be available in domestic abuse cases and the importance of gathering it quickly. Specialist officers involved in the investigation of rape and other serious sexual offences have also received training in building cases that challenge the suspect's account to find inaccuracies, giving victims greater confidence that they will not be made to feel like the one on trial.

Other victims feel unable to support a prosecution because they fear that whatever the outcome, the perpetrator will be able to continue victimising them and that no-one can prevent this. This means that if police cannot deliver or support effective safeguarding to those at risk, repeat offences will become inevitable. By having effective processes to identify and protect those at the highest level of risk, and to support those at other risk levels, police can give confidence to victims that they do not have to suffer continued abuse. The response here is delivered through partnership arrangements, primarily in the Multi-Agency Safeguarding Hub (MASH) and the Sexual Assault Referral Centre (SARC).

The MASH as a department comprises Police, Children and Adult Social Care, the NIDAS and other agencies. Cases are dealt with by specialists trained in the key forms of abuse but with the flexibility to work together on more complex circumstances, for example supporting a victim of domestic abuse whilst also dealing with a vulnerable child within the same address. NIDAS is an innovation for 2022, bringing together victim support services across the county under one umbrella.

There are two benefits to this approach:

- > After assessment the team ensures that the most appropriate service is provided to the victim.
- > By avoiding the risk of duplication, the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.

The SARC is a co-commissioned forensic medical and victim support service jointly funded by the police and the NHS for victims of the most serious sexual offences, primarily rape. The service is built around the work of the Independent Sexual Violence Advisors (ISVA) who assist victims in navigating the court process and rebuilding their lives following the trauma of such offences. A nominated ISVA will normally stay in contact with a victim from their first report to police all the way through to post-trial. An ISVA can, where they identify a risk or issue, refer that into the MASH for police and other agency support.

There are other reasons that victims may choose not to support a prosecution that are neither influenced by the police nor a measure of police success. Some crimes are reported indirectly, where the victim themselves is potentially so affected by the controlling and coercive behaviour they are subjected to, they don't recognise the crime for what it is. In these situations, officers will still look to engage and consider the possible safeguarding measures that could be utilised.

Some other victims base their decision on a misunderstanding of the law based on inaccurate press or television articles, over which police can have limited influence. Again, significant training and briefing work has been done with officers attending such incidents to ensure victims' concerns are identified and addressed wherever possible.

Looking to the future, the Constabulary will continue to develop its service to victims through continuing the above efforts and developing new evidence-based initiatives to further improve its offer to victims and thereby to achieve more prosecutions against offenders.

Criminal justice

Victim care

The Joint Justice Services (JJS) Command continues to experience significant challenges around the management and support of victims and witnesses who continue to experience significant delays in trial dates owing to Crown Court capacity.

In response, the Constabulary, supported financially by the OPCCN through precept funding, increased resourcing in the Victim and Witness Care Team (VWCT) to facilitate this support and to ensure all victims and witnesses receive dedicated and personal contact as required.

The team continue to navigate their way through significant difficulties as court dates are regularly and repeatedly changed, but their approach has without doubt ensured that the engagement rate of victims and witnesses remains largely unaffected.

The VWCT continue to experience late notice court scheduling changes and team members will often remain at work to ensure victims receive the relevant notifications and support. Their ongoing commitment in such a challenging environment should be acknowledged and applauded.



Victims Code of Practice

[The Code of Practice for Victims of Crime](#) (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched, the main changes included:

- > Rationalising the code to focus on 12 key areas or rights, for the victim
- > Allowing the victim to decide the frequency around when they would like updates
- > Ensuring a rationalisation of contact points so victims know who to speak with about their case
- > Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS)
- > A greater emphasis on explaining to the victim why a decision was made.

Work around embedding the Victims' Code has continued through the year with a focus on improving the management information available to monitor compliance by staff. Until now data was collated via the manual dip sampling of individual cases but moving forward JJS are leading on designing a digital VCOP compliance dashboard that will automatically extract data from the Constabulary crime system. This enhanced reporting on performance can then be discussed and reviewed through the Supporting Victims Subgroup as well as the monthly Force Performance Meeting.

A key VCOP priority for the Constabulary is ensuring that all victims are afforded the opportunity to document their feelings on the crime committed and to offer their personal perspective to the court on the impact the crime has had on themselves and their family. This takes the form of a Victim Personal Statement. Considerable work with staff has been undertaken to ensure its importance is understood and data shows a steady increase in the number of Victim Personal Statements being offered, showing the positive impact this awareness raising is having.

In addition, the needs assessment questionnaire is now embedded within options investigators have when recording a crime on police systems ensuring those victims get access to the support services they need. Referrals to the Norfolk and Suffolk Victim Care Unit continue on a regular basis for all victims who request it, and work is also underway to ensure those not referred in at the start when the crime is reported, can access the service later when support is required. For more information about their work, please [visit the Norfolk and Suffolk Victim Care Unit website](#).

Video enabled justice

The Constabulary's commitment to Video Enabled Justice and the provision of Virtual Remand Hearings will finish at the end of July 2022. The process effectively supported the court to function in a timelier manner by enabling a person to be produced to the hearing via a video link from the custody suite. This was particularly valuable and effective during the pandemic. However, owing to the ongoing resourcing costs and a decision by the Ministry of Justice nationally not to support forces with any funding for this option, Norfolk Constabulary will regretfully withdraw from the process. Conversations took place with colleagues within His Majesty's Courts and Tribunal Services (HMCTS) to agree the cessation plan.



Out of Court Disposals

The Constabulary is progressing arrangements in relation to Out of Court Disposals where suitable low-level offending cases can be addressed outside of the court process. This approach has been delivered in a phased roll out plan across the county. This change is in line with best practise, the National Police Chief’s Council Strategy and the legislation changes anticipated during 2022.

The result will be that only two Out of Court Disposals will be used:

- > **A community resolution** – is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.
- > **A conditional caution** – is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim or the payment of compensation. Failure by an offender to comply with the conditions imposed could lead to the submission of a case file for the original matter to be dealt with in court.

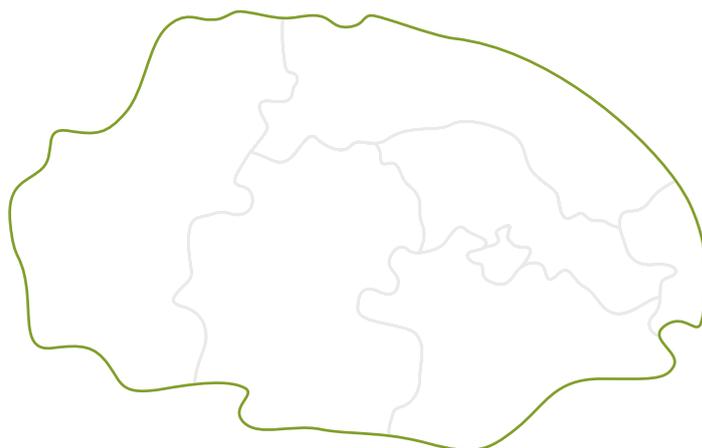
The approach enables low level offenders to be dealt with quickly reducing the need to refer cases to court and supporting rehabilitation, particularly for first-time offenders.

Supported by the OPCCN, an Offender Diversion Team was created. This team supports officers in the management of Out of Court Disposals and engages both victims and offenders to ensure satisfaction with the process. The team also ensure there is a consistent application of the standards across the Constabulary. Funding has been secured to provide a range of interventions to both prevent reoffending and encourage rehabilitation of offenders, and an evaluation of this service is currently underway.

In conjunction with the OPCCN, the force also continues to promote the Restorative Justice service, also available in cases of low-level offending where a victim consents to take part. It is hoped that this investment in rehabilitative practices will result in reduced reoffending locally and offers opportunities for those engaged in first time offending to be supported to rehabilitate, thereby preventing re-offending.

Norfolk and Suffolk Constabulary's Out of Court Disposal Scrutiny Panel meetings were reintroduced following Covid-19 to independently scrutinise the use of Out of Court Disposals in response to national recommendations, following concerns about their appropriate use. The role of the panel is to ensure that the use of Out of Court Disposals is appropriate and proportionate, consistent with national and local policy, and considers victims' wishes where appropriate. The panel membership comprises a range of criminal justice services professionals including representatives from the police, Criminal Justice Service, Youth Offending Team, Magistrates and PCC offices who aim to bring transparency to the use of Out of Court Disposals to increase public understanding and confidence in their use. Findings of the panel, together with responses to recommendations made, are to be reported publicly to support this aim.

[Scrutiny Panel reports to the PCC](#) are available here on our website.



Supporting victims and reduce vulnerability in Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	56.5%	59.8%	-3.3 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	47.7%	50.1%	-2.4 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	33.6%	35.8%	-2.2 p.pt
Solved rate (Domestic Abuse)	9.4%	10.6%	-1.2 p.pt
Solved rate (Rape)	5.0%	4.5%	+0.5 p.pt
Solved rate (other Serious Sexual Offences)	8.5%	8.6%	-0.1 p.pt
Solved rate (Child Sexual Abuse)	13.5%	9.9%	+3.6 p.pt
Solved rate (Hate Crime)	11.4%	13.3%	-1.9 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



**Supporting victims and reduce vulnerability
in King's Lynn & West Norfolk**

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	57.3%	61.3%	-4.0 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	52.0%	47.5%	+4.5 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	32.9%	34.2%	-1.3 p.pt
Solved rate (Domestic Abuse)	11.8%	11.9%	-0.1 p.pt
Solved rate (Rape)	2.0%	4.2%	-2.2 p.pt
Solved rate (other Serious Sexual Offences)	10.6%	12.3%	-1.7 p.pt
Solved rate (Child Sexual Abuse)	12.3%	11.1%	+1.2 p.pt
Solved rate (Hate Crime)	15.3%	15.6%	-0.3 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



Supporting victims and reduce vulnerability in Breckland

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	59.1%	59.3%	-0.2 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	51.1%	49.5%	+1.6 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	37.8%	39.0%	-1.2 p.pt
Solved rate (Domestic Abuse)	9.2%	10.7%	-1.5 p.pt
Solved rate (Rape)	8.9%	2.7%	+6.2 p.pt
Solved rate (other Serious Sexual Offences)	11.5%	8.7%	+2.8 p.pt
Solved rate (Child Sexual Abuse)	17.9%	9.4%	+8.5 p.pt
Solved rate (Hate Crime)	19.0%	14.0%	+5.0 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



Supporting victims and reduce vulnerability in North Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	58.9%	57.7%	+1.2 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	46.1%	47.5%	-1.4 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	39.7%	39.6%	+0.1 p.pt
Solved rate (Domestic Abuse)	7.3%	9.2%	-1.9 p.pt
Solved rate (Rape)	5.4%	4.5%	+0.9 p.pt
Solved rate (other Serious Sexual Offences)	7.1%	7.1%	0.0 p.pt
Solved rate (Child Sexual Abuse)	15.9%	12.3%	+3.6 p.pt
Solved rate (Hate Crime)	4.5%	12.1%	-7.6 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



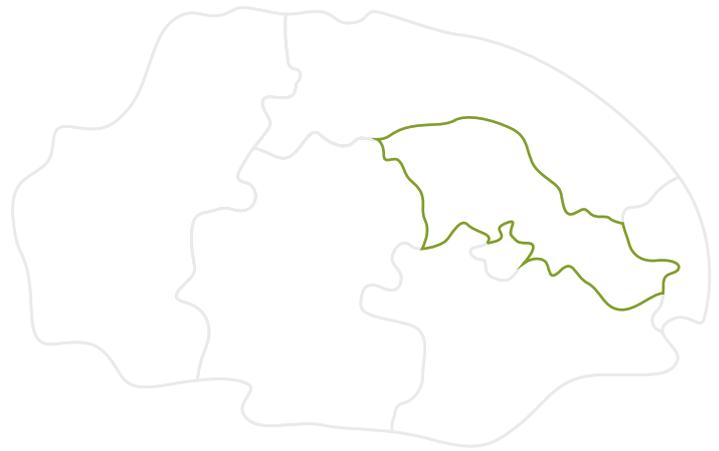
Supporting victims and reduce vulnerability in South Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	52.0%	54.7%	-2.7 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	48.1%	52.3%	-4.2 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	23.3%	34.5%	-11.2 p.pt
Solved rate (Domestic Abuse)	7.7%	10.3%	-2.6 p.pt
Solved rate (Rape)	2.1%	3.0%	-0.9 p.pt
Solved rate (other Serious Sexual Offences)	6.4%	6.6%	-0.2 p.pt
Solved rate (Child Sexual Abuse)	9.4%	6.3%	+3.1 p.pt
Solved rate (Hate Crime)	6.9%	16.0%	-9.1 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



**Supporting victims and reduce vulnerability
in Broadland**

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	56.0%	60.4%	-4.4 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	45.1%	44.5%	+0.6 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	30.4%	28.1%	+2.3 p.pt
Solved rate (Domestic Abuse)	7.3%	9.0%	-1.7 p.pt
Solved rate (Rape)	5.7%	4.5%	+1.2 p.pt
Solved rate (other Serious Sexual Offences)	6.7%	5.1%	+1.6 p.pt
Solved rate (Child Sexual Abuse)	15.2%	9.3%	+5.9 p.pt
Solved rate (Hate Crime)	11.9%	14.2%	-2.3 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



Supporting victims and reduce vulnerability in Norwich

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	55.4%	59.2%	-3.8 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	50.4%	53.3%	-2.9 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	42.8%	37.8%	+5.0 p.pt
Solved rate (Domestic Abuse)	10.9%	11.3%	-0.4 p.pt
Solved rate (Rape)	5.7%	4.9%	+0.8 p.pt
Solved rate (other Serious Sexual Offences)	9.3%	9.0%	+0.3 p.pt
Solved rate (Child Sexual Abuse)	14.0%	10.4%	+3.6 p.pt
Solved rate (Hate Crime)	8.0%	10.9%	-2.9 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

1 The date range for the last 12 months was 01/04/2021 – 31/03/2022.

2 The date range for the long-term average was 01/04/2018 – 31/03/2021.



**Supporting victims and reduce vulnerability
in Great Yarmouth**

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% cases where victims do not support prosecution (Domestic Abuse)	57.8%	64.1%	-6.3 p.pt
% cases where victims do not support prosecution (Serious Sexual Offences)	39.6%	51.9%	-12.3 p.pt
% cases where victims do not support prosecution (Child Sexual Abuse)	30.9%	36.7%	-5.8 p.pt
Solved rate (Domestic Abuse)	9.4%	10.4%	-1.0 p.pt
Solved rate (Rape)	5.4%	5.7%	-0.3 p.pt
Solved rate (other Serious Sexual Offences)	5.9%	7.5%	-1.6 p.pt
Solved rate (Child Sexual Abuse)	12.4%	8.6%	+3.8 p.pt
Solved rate (Hate Crime)	15.9%	15.6%	+0.3 p.pt
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

Notes

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5.6 Deliver a modern and innovative service

The sixth priority focuses on:

- > Supporting the police by giving them the tools they need to fight and reduce crime
- > Improving information technology network connectivity and invest in new technologies
- > Improving information-sharing across partner agencies

Information and communications Technology

In the last year the Joint Norfolk and Suffolk Information and Communications Technology (ICT) department continued its assistance to the Covid-19 response, as well as supporting the commencement of work around the new Constabulary Modern Workforce Programme. During that period, over 350 new laptops were purchased and commissioned for staff members. This offered departments and teams greater resilience to the impact of absences through the pandemic by offering different working arrangements, as well as more flexibility as normal day-to-day business processes started to return.

The move to greater personal issue equipment also helped steer the work being done within the Constabulary Estates Strategy, influencing proposed building updates. For example, ICT have helped equip and establish the creation of a bookable 'Open Zone' for staff at police headquarters. This is an area where those who can work from home but who will regularly need a space to work from (for example, face-to-face meetings or team 'check in' events) can book a desk for the day.

In addition, with the increase in hybrid working and with the requirement to increase the capacity of the secure network that policing uses, ahead of the roll out of new equipment in 2022, a significant piece of work had been done to the ICT infrastructure in readiness. This work will ensure a resilient platform for users on mobile devices, laptops, or desktops for the foreseeable future.

In the last twelve months, a significant project was undertaken to ensure all laptops and desktops were upgraded to the latest version of Windows 10. This was to guarantee that Constabulary and OPCCN devices had the use of the very latest security patches and software upgrades. The work was achieved through either a user-led remote upgrade, or the device being returned to the ICT workshop where it would be updated and tested by on-site ICT technicians.

With the introduction of the new Policing Education Qualification Framework (PEQF) training programme for student officers, ICT now oversee a significant deployment of equipment to those joining the scheme in order that they can complete their training and assignments. This has led to new processes being developed, linked to the recruitment team, to ensure the necessary equipment is available in the right numbers for issue at the right time.

The team supported a regional pilot of the introduction of a Robotic Process Automation (RPA) which is technology designed to increase the efficiency of the vetting procedure by automating certain elements. The pilot also offered the ICT team the chance to evaluate for the longer term the opportunities this type of mechanism will offer to automating other transactional processes across the Constabulary.

The past year also saw the upgrade of the hardware and software that delivers the Constabulary Human Resources (HR) and finance functions; this was the first major upgrade of the system since it was launched in 2015. The work involved the creation of a dedicated ICT project team to work alongside system users and the third-party supplier to upgrade the system and ensure full functionality.

ICT are further assisting HR with involvement in the project aimed at improving the support those staff joining, leaving, or moving roles receive. The aim is to automate processes wherever possible and to ensure that the system supports those staff members who complete mandated training, by activating access without the requirement to link back in with a person or to file completed paperwork, and without it having to be signed off by a manager.

Officers and staff often need to utilise numerous independent systems to do their job. To assist, ICT have introduced a product that will act as a single log-in, authorising a user to access those programmes and databases that are required for the role they perform. This was initially piloted on the Missing Person database but will now be rolled out across other systems.

In addition to the above pieces of work, ICT have focused on several key objectives including:

- > Refreshing the technology infrastructure to ensure compliance with the National Codes of Connection. This is part of a five-year programme of updates and helps ensure data security
- > Supporting the estates programme in the delivery of the technology infrastructure for the new Swaffham Hub, Holt Police Station as well as the development of the former sixth form block at Hethersett Old Hall School into an ICT training classroom
- > Helping specify and then procure the equipment to fit out the newly developed control room training suite at Dereham
- > Continuing the replacement of Body Worn Video devices
- > Continuing to support the development of a collaborative digital storage system called Digital Asset Management System (DAMS)
- > Supporting the development of a Forensic Case Management System for the region on a new modern digital platform
- > Bringing online the new electronic annual appraisal system for all staff (referred to as Performance and Development Review)

Digital Delivery Team

In the last twelve months, the Joint Norfolk and Suffolk Digital Delivery Team focused on enhancing the flexible working of frontline officers to ensure they can carry out a greater number of tasks without having to return to the police station to access systems.

Following a business case, the Constabulary agreed that all police officers would move to a single mobile phone device as standard equipment issue, where previously officers had been issued with a phone and a tablet. The roll out of the new phones will take place during 2022/23 and this change to a newer, more capable device is cost neutral.

The team has overseen the force-wide introduction of 'OPTIK' which allows police officers access to various key force systems remotely on their mobile devices.



In the last twelve months, new key developments for the product have included:

- > Standardising various forms officers need to submit as part of case files for court that are accessible through OPTIK to ensure that information is captured to a corporate standard
- > A new application that speeds up the taking of statements, which in turn provides a better service for victims and helps reduce paperwork time for officers, helping them to get back on patrol more quickly
- > Sorting incident lists in real-time to help officers identify and respond to priority jobs in order of risk
- > Enhancing the Investigation module to allow for better recording of the updated Victim Code of Practice rights, in turn ensuring a better service to victims of crime whilst also speeding up the recording process for officers
- > Automating sending stop and search forms to those members of the public that have had this interaction with officers. It's hoped this contributes to public confidence around transparency in policing and allows the administration to be undertaken efficiently on behalf of the officer
- > The system now searches the Missing Persons database when the officer checks a person's details to ensure there is an early opportunity to identify safeguarding or vulnerability issues
- > Enhancing the information that OPTIK can access from national police systems that will potentially give officers on the ground a better picture of an individual they are dealing with

The Constabulary now maintains its own series of digital applications accessible on mobile devices provided to staff and maintained by an in-house team. As guidance and regulation changed frequently and at short notice during Covid-19, the in-house developers were quickly able to respond to ensure the correct information was available within 24 hours to support officers out on the ground dealing with operational incidents.

The Digital Delivery Team have also worked on products and processes that will be directly helpful to the public. A webform was introduced that allowed people to directly submit their Freedom of Information requests and an online payments system was developed and introduced to allow those that needed to pay costs around their firearms license to deal with the matter directly and quickly. As well as benefiting the public, these new products have helped with the back-office management processes for both the Information Management Team and the Firearms Licensing Team.

With the approval of the collaborative business case for the Digital Asset Management Suite (DAMS) across five forces in the region (Norfolk Constabulary alongside Suffolk, Bedfordshire, Hertfordshire, and Cambridgeshire), work began on the product that will ensure that our Constabulary has sufficient capacity and capability to meet the needs of police investigations around digital evidence capture for the foreseeable future. The plan is the new product will go live by the autumn of 2023 and it will also offer the Crown Prosecution Service access in order that they can directly view evidence, such as Body Worn Video footage. In addition, there will be a public facing interface where digital evidence can be uploaded; this will simplify the process for members of the public to share evidence they have, for example mobile phone or camera footage.



5.7 Good stewardship of taxpayers' money

The seventh priority focuses on:

- > Delivering an efficient policing service, achieving value for money for all Norfolk residents
- > Joining up emergency services and identify opportunities for further collaboration
- > Developing robust accountability frameworks and governance arrangements

The PCC is responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account.

Funding for the policing of Norfolk and the day-to-day work of the office comes from two main sources – Government (Home Office) grants and the Council Tax precept levied on all households in the county. The amount of the policing element of the Council Tax (the precept) is a matter for the PCC's determination following consultation with the Norfolk community and endorsement by the Police and Crime Panel – a role the PCC takes very seriously.

Government grants had reduced year-on-year since 2010, although there have been some limited increases from 2019/20. However, as a result of previous reductions, Norfolk Constabulary has been required to make significant, annually recurring savings. The fact is that finances are getting tighter as demand increases, and that makes efficient use of those resources and good stewardship of our budgets critically important.

Where the money comes from

Sources of income	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m	Budget 2022/23 £m
Government funding	88.8	94.8	100.2	105.6
Council Tax	76.0	79.9	82.9	88.1
Approved budget	164.8	174.7	183.1	193.7

The Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 which indicated a real term drop in funding taking inflation into account. The increase to £88.8m in 2019/20, £94.8m in 2020/21, £100.2m in 2021/22 and £105.6m for 2022/23 was welcomed after challenging settlements, however, much of this increase related to the officer uplift programme to increase police numbers nationally by an additional 20,000 officers. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax above inflation. The council tax increased by 5.68% for 2021/22 and 3.59% for 2022/23.

However, there was still a need to make savings to balance the budgets and, to the end of March 2022, those annually recurring savings since 2010 now total £40m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk and provides a strategic framework within which collaborative opportunities are progressed.

Areas of collaboration outside of Norfolk and Suffolk include the Eastern Region Special Operations Unit (ERSOU), a specialist unit with a remit for tackling serious and organised crime in the Eastern Region. ERSOU comprises resources from the following police forces: Norfolk, Suffolk, Essex, Cambridgeshire, Bedfordshire, Hertfordshire and Kent.

In January 2020 a 7Force Commercial Services team was implemented and is now overseeing all procurement activity across the seven forces, making sure all opportunities for savings and efficiencies are exploited. There is also a 7Forces Network that continues to review areas for wider convergence and collaboration, as well as completing some significant multi-force projects.

How the money is spent

Sources of expenditure	Budget 2020/21 £m	%	Budget 2021/22 £m	%	Budget 2022/23 £m	%
Employees	150.0	85.9	157.5	86.0	166.2	85.8
Premises	16.3	9.3	16.9	9.2	17.3	8.9
Transport	3.5	2.0	3.6	2.0	3.5	1.8
Supplies, services and other	21.7	12.4	23.1	12.6	24.9	12.9
Capital financing	7.3	4.2	4.8	2.6	3.9	2.0
Gross budget	198.8	113.8	205.9	112.4	215.8	111.4
Other income	-24.1	-13.9	-22.8	-12.4	-22.1	-11.4
Net budget	174.7	100.0	183.1	100.0	193.7	100.0

As well as day-to-day (revenue) spending, there is also an approved capital programme which includes estates work (new buildings, renovations or improvements), the renewal of the vehicle fleet and information and communications technology (ICT) renewals and improvements. There was a significant underspend on the capital programme resulting from re-profiling of major estates schemes, vehicle replacements delayed because of issues in the supply chain and ICT schemes that are slipping into the next financial year.

How the budget is monitored

Financial transparency	Budget 2021/22 £m	Outturn 2021/22	(Over)/under spend £m
OPCCN	1.1	1.1	0.0
OPCCN commissioning (net) (Note 1)	1.2	1.2	0.0
Operational policing	172.6	172.0	0.6
Capital financing	6.5	6.8	-0.3
Contribution to reserves	1.6	1.6	0.0
Total spending before use of reserves	183.0	182.7	0.3
Contribution to/(from) PCC reserve	0.0	0.1	-0.1
Contribution to (from) budget support reserve	0.0	0.2	-0.2
Net budget	183.0	183.0	0.0

Notes

- Gross spending on commissioning is £3.7m as the PCC receives a grant of £1.5m from the Ministry of Justice and other commissioning income of £1m in respect of services to victims of crime.

The PCC monitors and scrutinises the budget closely, with formal reports on spending reviewed at the PCCs Accountability Meetings which were held throughout the year to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on the OPCCN website, and are subject to examination by the external auditor who gives an opinion on whether value for money is being achieved. To date, those opinions have been positive. Norfolk Constabulary has a long history of delivering 'evidence-based' policing, helping to ensure value and effectiveness are secured. Strong procurement and contract management functions also continue to drive down the costs of goods and services.

In addition to the external audit process, internal auditors work throughout the year to ensure continual audit coverage of financial controls and risk. Also, there is an independent Joint Audit Committee which oversees governance, risk management, and the reports and programmes of the internal and external auditors.

After allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2021/22 was balanced.



Looking ahead – budget 2022/23

The three-year spending review confirmed the continuation of funding for the recruitment of 20,000 additional officers for England and Wales (the Uplift Programme). Nationally, £550m of funding had been made available for 2022/23 to recruit another 8,000 officers, in addition to the first 12,000 officers recruited in the first two years of the programme.

As part of the Spending Review, PCCs were given the flexibility to increase the precept by up to £10 per annum (equating to 15 pence per week at a Band B property or 19 pence per week at Band D) without the need to go to a referendum. Following a period of consultation with the public, the PCC took the decision to raise the precept by the maximum allowed. By doing this, the PCC has been able to provide funding to help maintain current levels of service and enable your police service to tackle the new challenges they are facing.

However, while the Spending Review set out a three-year settlement for the Home Office and confirmed PCCs have the flexibility to raise the precept by £10 per year over the three-year period, the settlement for forces only outlined detail for 2022/23. This has left some uncertainty on the financial detail going forward.

Given the ongoing global economic issues, and the significant pressure on inflationary costs, the prudent assumptions made in the Medium-Term Financial Plan were even more appropriate. The Constabulary commenced the process of the new round of strategic financial planning and consulted with the PCC throughout this process. There were no ongoing issues of concern as a result, as funding to police forces continued, but there were potential risks to the levels of service currently offered.

The financial, economic and operational uncertainties and challenges will require the PCC and Constabulary to keep financial planning assumptions under constant review, to ensure that the financial position remains stable into the long-term and that increased efficiency is kept at the heart of these developments.

[Full details of revenue and capital spending in 2021/22, the 2022/26 Medium-Term Financial Plan \(including the Reserves Strategy\), and the Statements of Accounts](#), can be viewed on our web site.

Attending emergencies

The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas is 20 minutes (timings are calculated from the point of the call being received to an officer being in attendance). In the last twelve months, 89.9% of emergencies in urban areas were attended within the target time and 85.5% of rural emergencies were attended within the target time.

The number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of emergency incidents that are attended within the target time is 1.5 percentage points below the long-term average (87.8% compared to 89.3%), indicating that the Constabulary are effectively managing the changes in demand. The number of incidents recorded as Grade A (emergency response) over the twelve months has increased by 10.9% against the long-term average (47,367 against 42,700) and is set against an increase of 8.3% in incidents recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the periods of lockdown and the subsequent easing of lockdown measures.

Answering emergency calls

The national target is to answer 90% of 999 calls within 10 seconds. Over the last twelve months, 89.2% of 999 calls were answered within 10 seconds suggesting Norfolk Constabulary continues to perform strongly around the ability to answer these calls within 10 seconds. At the start of 2021, 999 call demand dropped to the lowest level in two years, before increasing and peaking in August, a trend that is likely to reflect easing and reinstating of lockdown measures. Recent data indicates a return to pre-Covid levels of demand.

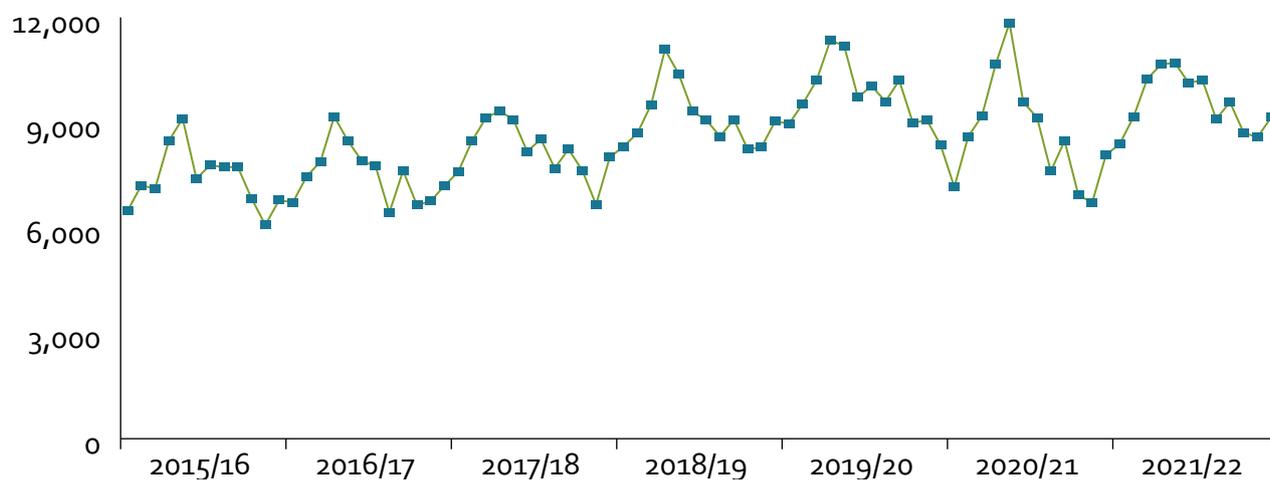
The charts below show the number of 999 calls being answered in Norfolk in 2021/22 compared to previous years:

Number of 999 calls received in Norfolk by financial year

Month	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
April	6,485	6,731	7,602	8,324	8,968	7,169	8,397
May	7,213	7,470	8,480	8,701	9,536	8,601	9,163
June	7,125	7,891	9,133	9,518	10,204	9,189	10,252
July	8,483	9,174	9,337	11,082	11,344	10,667	10,659
August	9,118	8,478	9,088	10,385	11,194	11,842	10,705
September	7,408	7,914	8,181	9,324	9,725	9,590	10,133
October	7,791	7,761	8,531	9,074	10,046	9,144	10,210
November	7,730	6,438	7,700	8,610	9,603	7,617	9,106
December	7,743	7,634	8,244	9,091	10,203	8,483	9,581
January	6,844	6,653	7,642	8,247	8,987	6,940	8,712
February	6,087	6,766	6,668	8,301	9,079	6,724	8,587
March	6,793	7,205	8,017	9,042	8,362	8,079	9,159

Number of 999 calls received in Norfolk by financial year

Number of 999 calls



Answering 101 calls

In the last twelve months, the Constabulary answered post-switchboard 101 calls within 4 minutes 20 seconds on average. Whilst comparison to the long-term average cannot yet be provided due to having not yet accumulated four years' worth of data, comparison against the previous financial year can be provided, where on average the Constabulary answered post-Switchboard 101 calls within 4 minutes and 31 seconds, indicating that 101 calls are being answered slightly quicker than the previous year.

Over the past year, just over 146,000 101 calls were received by Communications Officers (post-switchboard). Of the 101 calls received into the switchboard during this period, approximately 42% were resolved by switchboard staff whilst the remainder were transferred to Communications Officers. Just over 220,000 101 calls were received into the switchboard during the last twelve months, which is down compared to the previous year (just under 280,000).

Contact and Control Room

The last year was challenging within the Constabulary's Contact and Control Room (CCR) due to the continuing impact of Covid-19. With regular updates to restrictions, legislation, and guidance there was often a significant increase in calls for service from members of the public wanting to ask about their own circumstances and plans when changes were announced. This was over and above normal expected demand of what might be described as the traditional calls the police receive. Furthermore, the CCR, by its very nature, sees a significant number of people working in proximity. The team had to deal with staff absences whilst making changes to reduce the risk to those staff attending. Despite this, the CCR was able to continue to operate to a high standard, providing a prompt service, ensuring risks were assessed and calls responded to appropriately in line with the grading on their severity.

The CCR has well-documented contingency plans for all foreseeable scenarios and whilst regularly exercised, Covid-19 tested these to the maximum. The challenge allowed the CCR management team to continue to develop the work to ensure greater degrees of resilience for the core functions of the control room including testing and piloting new solutions.

As an example, when absence rates identified a requirement for staffing beyond the team's capacity, one such contingency plan was activated. This saw police officers being trained to perform the roles within the control room. This approach was further developed with a series of bespoke short training packages, developed to help officers quickly learn how to perform specific tasks should there be a further short-notice requirement to fill vacancies. This approach contributed to ensure that, when the public needed to call in an emergency, the CCR could answer that call in a timely manner.

Further work to build resilience saw the development of the fall-back facilities at the training site at Dereham. This can function as a secondary control room for the county if required or allows both control rooms to be used simultaneously, which ensured the teams worked in a socially distanced manner.

The CCR also managed several digital workstreams, including referrals from the Constabulary website and pilot work around social media channels. Managing these communications could be completed remotely and allowed staff to work from home. This allowed managers to develop plans to keep potentially vulnerable staff working whilst continuing to help the public. In an environment with shared computers and equipment, the good hygiene practices established during the early stages of Covid-19 were retained to help reduce sickness absence.

The past year was part of a four-year modernisation programme and this work continued throughout the pandemic.

In summary, over the past twelve months the CCR has:

- > Introduced new shift patterns to better align staff with the times the public call
- > Introduced new teams to help deal with the business more efficiently. For example, the team now has a dedicated duties function using a new workforce management system. This new application analyses historic and live-time information and forecasts future demand helping ensure staff are programmed to work when the demand is expected

- > Expanded existing teams that help keep the business working, including increasing the size of the training team to help with the increased demands for courses and the Systems Team, who ensure the core IT within the room remains updated and in good working order
- > Following the pilot of Live Chat in 2020/21, it has now been adopted as 'business as usual', a method the public can engage with
- > The upper floor of the CCR has been refurbished to provide an additional standalone command and control environment for dealing with major incidents and includes its own call handling, dispatch bays and briefing rooms. Day-to-day the space also provides office accommodation for several CCR staff.

Throughout the year, the CCR scoped a range of options to restructure the number of radio channels (called Talk Groups) used to communicate with staff out and about across the county. A new approach was finalised at the beginning of January 2022 which were intended to be a more efficient way of working, with a pilot indicating that it had the potential to reduce the attendance time for priority incidents. Also included within the change was a countywide command channel that allows all resources connected to a significant deployment to quickly talk to each other. The new Talk Groups were scheduled to be introduced in the Summer/Autumn of 2022.

The CCR was also home to the desk-based investigation team, Operation Solve. When a member of the public wished to report a crime and the circumstances are appropriate, they could book to speak to a police officer to discuss the matter. This call could be at a time and date that works for the caller. With the success of this approach, the Operation Solve team continued to expand during the year and efficiency remained at a very high level with 99.5% of the team's diary slots being filled.

Staff welfare remained a high priority as employees were classed as 'essential workers' due to the nature of the work they do and the equipment this requires. Over the past twelve months improvements have been made to the physical environment of the control room including new operator chairs and other ergonomic aids, rise and fall desks, personal fans, as well as developing plans to spread staff out across the CCR estate to maximise social distancing where possible.

The CCR training team gatekeep the standards expected of new joiners as well as ensuring the continuous professional development (CPD) of existing staff. Following almost two years where face-to-face training had to be cancelled, the CCR can once again provide classroom-based learning which is very popular with the team. In addition to regular CPD, for the first time, dedicated leadership training has been delivered to supervisors. Furthermore, following a successful apprenticeship pilot which has seen two supervisors achieve an Institute of Leadership & Management qualification, a further five supervisors have now commenced the course. The CCR continues to invest in and develop its workforce recognising that high quality training delivers high quality public services.

Percentage of the public who agree police are doing a good job

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England and Wales. Face-to-face surveys by a researcher in the home of the participant were paused from March 2020 due to Covid-19 restrictions and were replaced with surveys undertaken by telephone. However, that methodology was inconsistent with pre-Covid surveys and did not produce data at individual police force level. As of October 2021, face-to-face surveying has resumed however there will be a period of time required to build the sample back to a size that can be reported against nationally and at a force level. It is anticipated that after twelve months, a sufficient sample size will be available.

In the meantime, in order to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey was established by Norfolk Constabulary as outlined within the Priority 1 'Increase Visible Policing' section of this report. This is now into its third year and recent findings suggest that 86% of respondents think police are doing a good or excellent job, equating to four percentage points decrease compared with the previous reporting period.

Performance metrics

Good stewardship of taxpayers' money in Norfolk

Indicator	Last 12 months (Note 1)	Long term averages (Note 2)	Difference
% of emergencies responded to within target time	87.8%	89.3%	-1.5 p.pt
% of 999 calls answered within 10 seconds	89.2%	90.6%	-1.4 p.pt
Average time to answer 101 calls (Note 3)	04:20	N/A	N/A
% of public who agree police are doing a good job (Crime Survey for England and Wales) (Note 4)	Data currently unavailable		

Notes

- The date range for the last 12 months was 01/04/2021 – 31/03/2022.
- The date range for the long-term average was 01/04/2018 – 31/03/2021.
- This figure represents the average answer time for 101 calls that have not been re-routed through to a self-service option and have already passed through the switchboard. 101s that are not resolved by switchboard are triaged into either emergency, priority, routine, or advice calls which continue on to a communications officer. This indicator will continue to be reviewed for accuracy and to ensure it is methodologically sound. A long-term average for 101 calls will not be available until we have accumulated four years' worth of data (three years to calculate the preceding average, in addition to a further twelve months to calculate the current twelve-month figure).
- CSEW face to face surveying resumed in October 2021 however there will be a period of time needed to build the sample back to a size that can be reported against nationally and at an individual police force level. It is anticipated that after twelve months, a sufficient sample will be available. In the meantime, data from the interim telephone surveys has not produced data in a format that can be used by forces and so we remain unable to provide these measures.

Section

6

Police complaint reviews

The Independent Office for Police Conduct (IOPC) oversees the police complaints system. If you are unhappy with the way your complaint has been handled or with the final outcome, you have the right to apply for a complaint review.

Following police integrity reforms being introduced through the Policing and Crime Act 2017, PCCs became the relevant review body for police complaints in February 2020.

The reason for this change is to ensure that reviews are impartial and carried out independently, providing greater assurance to the public. Previously, complaint reviews were carried out by the IOPC or the Professional Standards Department within each police force, so this change has resulted in greater local accountability and independence through the PCC.

In Norfolk, the OPCCN has a dedicated Police Complaints Review Officer who has delegated authority from the PCC to undertake complaint reviews on his behalf.

The number of complaint reviews handled by Norfolk PCC between 1 April 2020 and 31 March 2022 is set out below:

Reporting Year	Number of reviews	Invalid reviews	Referred to the IOPC	Valid reviews	Upheld valid reviews
01/04/2020 – 31/03/2021	52	8	3	41	8
01/04/2021 – 31/03/2022	59	12	0	47	7

You can [find out more information on the police complaint review process](#) by visiting our website.



Section

7

Norfolk County Community Safety Partnership

The [Norfolk County Community Safety Partnership](#) (NCCSP) is unique, as it is the only crime and disorder reduction partnership in the country managed by the OPCC for the police force area. This innovative arrangement was introduced in 2020, as part of an ambitious transformation of community safety, that builds on the role and leadership of the PCC working in partnership with other leaders across the county.

In the last twelve months, the transformation continued alongside the delivery of a range of activities and outcomes that combine to make communities across Norfolk safer and partners more responsive to and effective in addressing a range of issues affecting people's lives.

There was an ongoing focus on domestic abuse during the past year, and during the first six months, the partnership continued to respond to the impact of the Covid-19 pandemic and the effects of social restrictions on the abuse being experienced by families. In addition, there was a wide range of significant activities undertaken and outcomes achieved, including:

- > Publication of the Safer Norfolk Strategic Plan
- > Publication of the new Domestic Abuse and Sexual Violence Strategies for Norfolk
- > Implementation of programmes for perpetrators of domestic abuse to reduce further offending
- > Review and strengthening of Norfolk’s Multi Agency Risk Assessment Conference arrangements
- > Increasing levels of specialist domestic abuse support through the roll out of the NIDAS which covers the whole county and leaves no areas unsupported
- > Development of a successful bid to the Home Office Safer Streets funds to deliver interventions to make women and girls safe in Norfolk, including improvements to CCTV in Great Yarmouth and programmes for children
- > Continued rollout of the ‘HEAR Campaign’ to encourage employers to provide more information and support for victims of domestic abuse
- > A countywide campaign to challenge male violence against women and girls
- > A review and strengthening the management of domestic homicide reviews
- > Continued to coordinate a partnership focus on County Lines and exploitation

- > Development of the Norfolk Anti-Slavery Network
- > Improving the reporting structure to the NCCSP and the County Council Scrutiny Sub Panel
- > Undertaking a Prevent risk assessment and development of a new Community Relations and Prevent Strategic Group to work to reduce the threat of terrorism in the county
- > Improving public information on domestic abuse, prevent, human trafficking and modern slavery available from partners
- > Alcohol and substance misuse, and any other behaviour which has a negative impact on the local environment
- > Management and review of the Community Trigger Process

The OPCCN continues to enjoy an excellent working relationship with all responsible partners, working together to improve community safety for local communities.

Section

8

Emergency services collaboration

The Policing and Crime Act 2017 introduced a statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another, where it is in the interests of either their efficiency or effectiveness.

Following a formal agreement signed by the PCC and the leader of Norfolk County Council in 2018, a collaboration board was formed to explore ways for Norfolk's Police and Fire and Rescue Services to better work together.

The PCC continues to be a member of the Norfolk Fire and Rescue Service Authority.

A number of sector-focussed collaboration arrangements are already in place. For example, the police partnership collaboration between Norfolk and Suffolk Constabularies, and the East Coast and Hertfordshire Control Room collaboration between Norfolk Fire and Rescue Service and three other fire and rescue services.

Since the signing of the formal agreement back in 2018, a lot has been achieved together. Examples include, enabling further shared use of estates, supporting the East of England Ambulance Service and putting a joint emergency control room in place. Further details are set out in [previous annual police and fire collaboration reports](#) which can be viewed on the Norfolk County Council website.

Section

9

Get involved

Community input plays a vital part in how PCCs make decisions about crime and policing in the local area. There are several ways you can get involved in the work of the PCC.

By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions the PCC makes. Keep an eye on the [Norfolk PCC website](#) for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations will also be widely promoted through traditional and social media.

PCC Accountability Meetings (PAM) with the Chief Constable continued to take place on a quarterly basis throughout the year. Due to ongoing Covid-19 restrictions, these were held virtually rather than face-to-face in a public setting, so a video of each meeting was recorded and uploaded to the PCC website along with agendas, reports and minutes to ensure that the public could still see the PCC holding the Chief Constable to account for the policing service delivered in the county.

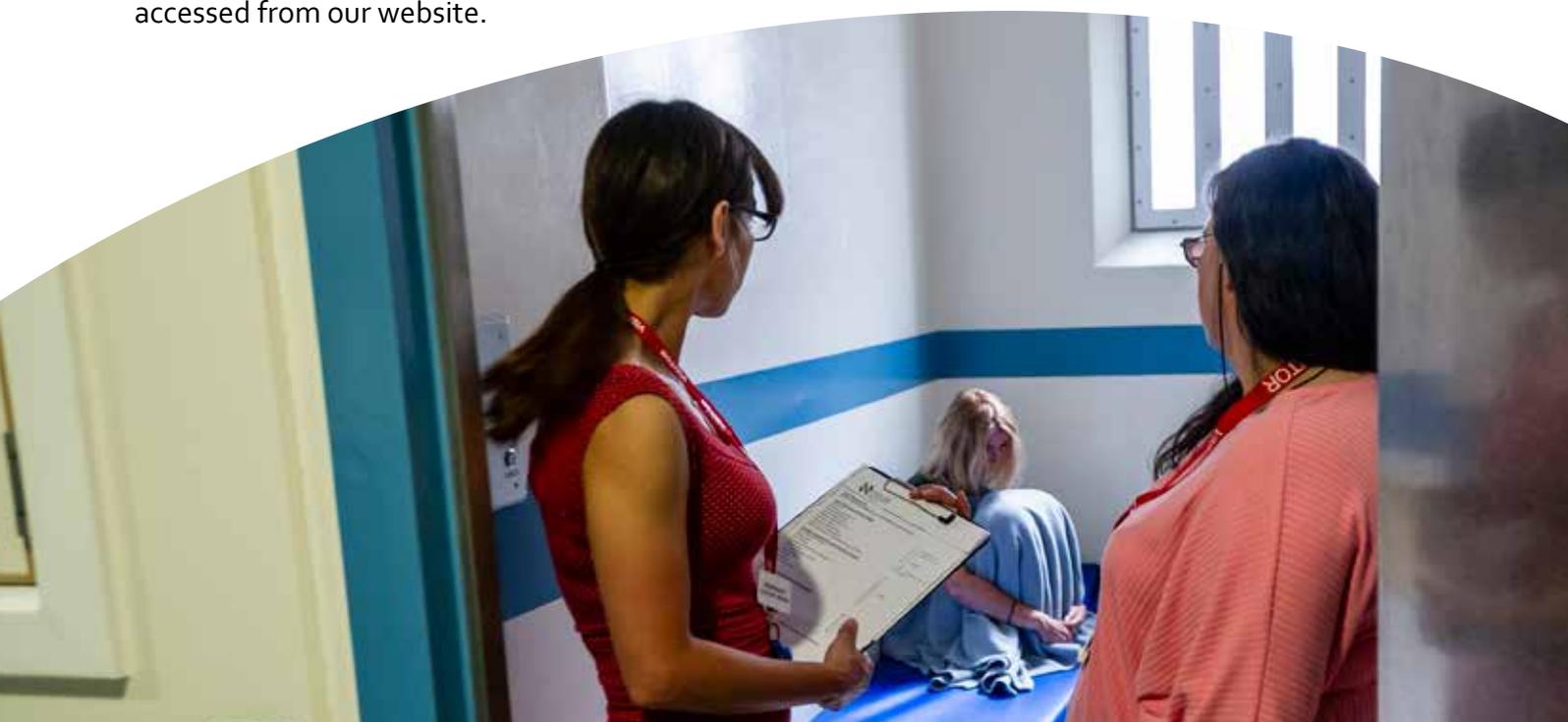
For the PAM in July 2021, the PCC invited Norfolk residents to submit questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This new initiative was a resounding success with 59 submissions being received from members of the public over the past year, covering a wide range of local issues and concerns.

At the beginning of February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people direct one-to-one access to the PCC.

Your PCC also has a statutory responsibility to establish and manage an Independent Custody Visiting Scheme. Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check the treatment and welfare of detainees and deliver effective oversight to ensure a safe environment while providing public reassurance. There is a panel of visitors allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, Kings Lynn and Wymondham) who make visits on a weekly basis to make sure that detainees are treated fairly and with respect.

If you would like to get involved, on a more regular basis, in shaping the policing service you receive, as well as helping the police and other agencies to better understand community needs and the impact of key issues on Norfolk residents, consider applying to join the Independent Advisory Group. [More information about the Independent Advisory Group](#) can be found on the Norfolk PCC website. Details can also be found for [joining the Norfolk Youth Commission](#).

If you are interested in [becoming an Independent Custody Visitor or would like to read more about the scheme](#), information can be accessed from our website.



Section 10

Appendices

Appendix A – Equality update

The PCC's Police and Crime Plan sets the equality objectives for the OPCCN, and a progress update is provided annually. According to the Equality Act 2010, public bodies must publish new equality objectives at least every four years. New equality objectives were set this year and will be valid until 2026. For the first time in Norfolk, the three new objectives are joint between Norfolk and Suffolk Constabularies and the OPCCN. This will enable more partnership working and collaboration on this crucial equality work, whilst still allowing the organisations to work independently where appropriate.

Our equality objectives

Objective 1: Make Norfolk and Suffolk’s police services and the OPCCN more inclusive organisations, which are representative of the communities they serve

It is important for the police and OPCCN to understand and represent the communities they serve so high-quality services can be provided and the public can trust the organisations. The OPCCN is a small office and therefore its workforce cannot represent all parts of Norfolk’s diverse communities, so we use data and community engagement to gain additional understanding and insight.

Norfolk’s Independent Advisory Group (IAG) is managed by the OPCCN and includes members of the public representing a wide range of communities. The IAG assists in the monitoring of the equalities consultation for both Norfolk Constabulary and the OPCCN. Its membership has expanded in the last year to welcome new members representing new communities. A full IAG update can be found in the next section.

Data from the 2020 census is now starting to be released by the Office for National Statistics (ONS) and this will be used to improve our understanding of people living in Norfolk and to target our approach to improve the ways we understand and represent our communities. Progress will be reported on in the next annual update.

The PCC and OPCCN scrutinise Norfolk Constabulary data on recruitment, retention and promotion to hold the organisation to account on how representative it is of Norfolk’s individuals and communities. PCC Accountability Meetings are held on a quarterly basis so the PCC can speak to the Chief Constable about any issues and ask questions that have been sent in by Norfolk residents. The OPCCN will also work with Constabulary staff networks to understand the barriers faced by people with different protected characteristics, and work in partnership to remove those barriers and make the workplace more inclusive.

Objective 2: Increase the transparency of the organisations concerning equality, diversity and inclusion

Transparency is an important part of public scrutiny and increasing trust in Norfolk policing. The IAG and its subgroups receive data updates from the police to monitor hate crime and stop and search in Norfolk, with plans in place to set up refreshed monitoring of police use of force. The PCC and OPCCN also scrutinise this data, along with public satisfaction and complaints, with findings being raised in accountability meetings. Updates on how the Constabulary have been held to account, what changes or outcomes have resulted, and progress against all three equality objectives listed here will be provided in the next annual report.

The OPCCN Equality Impact Assessment (EIA) procedure is currently being refreshed and once completed the template and guidance forms will be published on the OPCCN website so our process for ensuring equality is embedded in all our plans is transparent.

Objective 3: Work collaboratively to provide high-quality, evidence-based services to our communities, engaging with them on issues that are important to them

Data is an important part of creating quality, evidence-based services. The OPCCN was one of the first OPCCs to engage with a data tool developed by the Youth Justice Board to measure ethnic disproportionality in the youth justice system. A report was written and shared with Norfolk's Youth Offending Team to inform recommendations for upskilling staff in identifying and eliminating bias, and further analysis of the data to understand where the disparity is coming from. The new OPCCN EIA process will include increased guidance and a focus on data and research which will inform all OPCCN policy, including commissioning and engagement. We are currently working with the Constabulary to improve hate crime monitoring data.

Public and service user consultation is also crucial in creating and maintaining quality services. In January this year the new Norfolk Integrated Domestic Abuse Service was launched, following extensive consultation with the public and service users including analysis on reducing barriers experienced by people with protected characteristics. The public were consulted on the Police and Crime Plan and the policing precept, with both documents published in Easy Read format. Data was collected to help us measure and target our community engagement with different groups.

The OPCCN co-chairs and supports the Norfolk Domestic Abuse and Sexual Violence Group (DASVG), which brings together partners from policing, local government, health and the voluntary sector and works to reduce these crimes in Norfolk. The Adult DASVG subgroup has been working on understanding and improving awareness of abuse by carers to reduce the abuse experienced by disabled or vulnerable adults.

Our office continually refreshes its understanding of equality issues with colleagues attending conferences and workshops. In the last year these have included: the joint policing Diversity, Equality and Inclusion Conference; the Neurodiversity in Policing Conference; Stephen Lawrence Day Conference, and the Association of Police and Crime Commissioners' Diversity, Equality and Inclusion Conference. Some OPCCN colleagues also attended specific neurodiversity and wellbeing training. These events looked at increasing public confidence and trust, disproportionality in policing, and how to make workplaces more accessible to diverse communities. Recent events both nationally and globally have led to a particular focus on race and on violence against women and girls, and a new IAG Working for Women subgroup has been created. The WONDER+ service, which supports female offenders and women at risk of offending to reduce their vulnerability and prevent potential future offending has had its funding renewed.

Appendix B – Independent Advisory Group update

The Norfolk Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are prepared to give their opinions and advice with the aim of improving the quality of policing services for the communities of Norfolk.

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. It helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies, and procedures, and Stop and Search.

IAG has continued to meet as a group virtually using the virtual platform of Microsoft Teams, in doing so it has continued to act as a positive conduit, continuing to build trust, confidence and better relationships between diverse communities and Norfolk Constabulary.

At the IAG AGM in December 2021, the PCC launched the IAG Engagement Network, designed to further increase the input and influence of residents from all backgrounds.

Network members work alongside the IAG to represent the needs of as wide a range of residents as possible, ensuring they can directly impact policing in Norfolk. The IAG has used the Engagement Network to work with organisations who support those with protected characteristics, the vulnerable, victims of crime and organisations representing the needs of a wide range of demographic groups.

IAG members have engaged with this wider network by holding a variety of community group meetings across Norfolk. The IAG members have been hosting and chairing the community meetings, with local police officers in attendance. The meetings have been attended by local community leads and community groups, members of the public from those districts in which the meeting has taken place and a wide variety of partners. The aim of the meetings is to allow community members to become aware of the IAG itself and understand that the role of the members is to act as a conduit between them and the police. The meetings are not chaired by the police to ensure that IAG members

can work with the local communities to develop an agenda around their policing and crime issues. Police teams are in attendance to answer questions and provide policing and crime information. These community meetings have developed trust and better working relationships between community groups and the local policing teams.

During the past twelve months, IAG members continued to participate in the Stop and Search Scrutiny Panel, the Use of Force Scrutiny Panel and the Ethics and Transparency Board. These opportunities have allowed IAG members to examine and scrutinise policing activity that directly effects residents of Norfolk, producing vital feedback and learning opportunities for Norfolk Constabulary.

Recruitment has continued throughout 2021 and early 2022, with an increase in enquires from members of the public who wish to join the IAG. At the end of March 2022, the total membership of IAG had increased from 12 to 15 members. Recruiting new members onto the group helps to provide a continuous discourse between the police and a variety of communities, particularly those underrepresented groups across Norfolk.

More information on the [Norfolk Independent Advisory Group](#) can be found on the Norfolk PCC website.

Appendix C – Youth Commission update

The Youth Commission was set up in 2017 and allows young people to get involved and have their say about policing and crime where they live. Youth Commissioners are a diverse group of young people, aged between 14 to 25 years old, from all over the Norfolk policing area.

The Commission has been established to enable young people to voice their opinions and be heard. By sharing their views and experiences of crime, policing and the criminal justice system, the Commission seeks to ensure local decision-makers not only understand young people's needs but are also working to meet them.

Throughout 2021 and into 2022, the Youth Commission has continued to be active and participate in various elements of the PCC's engagement strategy. The youth commissioners have participated in activities, such as planning engagement activities for the PCC's summer Police and Crime Plan Consultation and the Precept Consultation. Alongside this, the commissioners provided feedback and advice on the materials that would be used to inform the PCC's plans for his Police and Crime Plan.

In January 2022, the PCC Youth Commission began to hold monthly meetings for members to ensure that there was effective communication across the group. They began to plan for key projects such as the creation of an information video aimed at young people on the topic of domestic abuse. Alongside this the youth commissioners began to plan the launch of the new engagement activity for other young people across Norfolk, The Youth Community Forum. The forum is specifically aimed at children and young people across Norfolk with the objective to ensure that more young people can have their say and voices heard on policing and crime across Norfolk.

A fresh recruitment drive was initiated in January 2022, with the intention of boosting membership to obtain a greater representation of young people across the county.

More information on the [Norfolk Youth Commission](#) can be found on the Norfolk PCC website.