

Police and Crime Commissioner for Norfolk

Annual Report 2023/24



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

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Foreword from the PCC

This report monitors the delivery and progress made against the 'Police, Crime and Community Safety Plan for Norfolk 2022–2024' during the Financial Year 2023/24. As such it sets out the work done by my predecessor in his role as Norfolk's Police and Crime Commissioner, and by the Office of the Police and Crime Commissioner in that work.

The report presents information against the six pillars of the current Police, Crime and Community Safety Plan for Norfolk and sets out some case studies to bring that work to life.

Overall, Norfolk remains one of the safest places to live, with a high regard for the police and the work that the Constabulary does. As this current Police, Crime and Community Safety Plan is superseded by my Police and Crime Plan in Spring 2025, this report sets out not only the good work that can be built upon, but also some of the gaps and weaknesses that can be strengthened going forward.



A handwritten signature in black ink that reads "Sarah Taylor".

Sarah Taylor

Police and Crime Commissioner for Norfolk

01

Police and Crime Plan Priorities

A Police and Crime Commissioner (PCC) has a statutory duty to produce and publish a Police and Crime Plan within the first year of taking up office. Following the election of PCCs on 6 May 2021, Giles Orpen-Smellie (Conservative) was elected as the PCC for Norfolk and took up his post on 13 May 2021. Following extensive public and stakeholder consultation which asked people about their priorities for policing and safety in Norfolk, along with the input of key stakeholders and partners, the PCC published his Plan on 31 March 2022 which set out his strategic direction for policing the county.

The [‘Police, Crime and Community Safety Plan for Norfolk 2022–2024’](#) represents the PCC’s commitment to Norfolk residents about how their policing service will be delivered and managed as well as the provision of support for victims, crime prevention work and extensive partnership working that brings together services and prioritises safety for every resident in the county. It sets out six priorities – which the PCC refers to as ‘pillars’ within the plan – which detail the key areas of focus during his term of office:

- > Sustain Norfolk Constabulary
- > Visible and Trusted Policing
- > Tackling Crime
- > Prevent Offending
- > Support Victims
- > Safer and Stronger Communities

This annual report illustrates the progress made against each of the Plan's six pillars for the twelve-month period from 1 April 2023 to 31 March 2024. More information on the [Police, Crime and Community Safety Plan for Norfolk 2022–2024 can be found on the Office of the Police and Crime Commissioner for Norfolk \(OPCCN\) website.](#)

Sarah Taylor (Labour) became Norfolk's fourth PCC after her election win on 2 May 2024. One of her first tasks will be to consult with the public, partners and the police to set a new Police and Crime Plan for the county. In the meantime, she announced that the previous plan drawn up by her predecessor would still apply for the first year of her term until her new Police and Crime Plan is published. All information contained within this report therefore reflects the priorities of the former PCC's Plan.



02

Executive Summary

The 'Police Reform and Social Responsibility Act 2011' established a Police and Crime Commissioner (PCC) for each police force area across England and Wales, with the first elections taking place in 2012. The third PCC elections were held in May 2021 and Giles Orpen-Smellie (Conservative) was voted as the PCC for Norfolk. The fourth elections for PCCs took place in May 2024 and Sarah Taylor (Labour) was voted as the new PCC for Norfolk.

This report covers the twelve-month period from 1 April 2023 to 31 March 2024; as such, all information contained within this report therefore reflects the priorities of the former PCC's 'Police, Crime and Community Safety Plan for Norfolk 2022–2024', and this Plan continues until a new one is published by the new PCC in spring 2025.

The PCC has a legal requirement to produce and publish an annual report each year which informs the public, partners and key stakeholders in the criminal justice system about the achievements made during the previous financial year. In accordance with Section 12 of the ['Police Reform and Social Responsibility Act 2011'](#), each elected local policing body must produce a report on:

- > the exercise of the body's functions in each financial year, and
- > the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.

This annual report presents an update of the progress against delivering strategic policing objectives during the financial year 2023/2024. It provides members of the public, criminal justice partners and Norfolk's Police and Crime Panel members with an opportunity to monitor and review the delivery and progress made towards the six policing priorities listed within the PCC's 'Police, Crime and Community Safety Plan for Norfolk 2022–2024'.

Giles Orpen-Smellie published his Police and Crime Plan on 31 March 2022, therefore this annual report covers the second year of that Plan. This report will be formally presented to Norfolk's Police and Crime Panel for their consideration, before being published on the PCC's website along with the PCC's response to any report or recommendations received from the Police and Crime Panel.

This report also provides a financial update on income received and funding allocated to Norfolk Constabulary and the Office of the Police and Crime Commissioner for Norfolk (OPCCN), including an overview of grants that have been issued along with a range of commissioned services to support victims of crime, and work undertaken with perpetrators of crime to prevent offending.



A summary of activities during the last year

- > Norfolk Constabulary continued to perform well despite the Constabulary funding falling behind in real terms. Since 2010/11 the force has had to absorb £257m of inflationary pressures. In recognition of funding challenges and increased demands on policing, the police funding settlement for 2023/24 came with the ability to request an increase in Council Tax. This increased by 5.19% in Norfolk for 2023/24, following extensive consultation with members of the public, ratepayers, local retailers and community representatives within Norfolk. A total of 676 responses were received during the precept consultation, with 55% agreeing to an increase in the policing precept.
- > The total revenue budget for 2023/24 was £199.8m. This was funded by £105.9m government funding and £93.9m Council Tax, which equated to a split of 53% government funding and 47% Council Tax.
- > For the twelve-month period ending March 2024, police recorded crime in Norfolk (excluding fraud) decreased by 11.6% year-on-year, from 67,240 crimes to 59,471. This equated to Norfolk recording the seventh lowest crime rate per thousand population. Nationally, the overall reduction in crime was 3.2% for England and Wales.
- > The PCC monitored the ability of the Chief Constable to respond to the current national threats identified in the Strategic Policing Requirement. Through the PCC's governance and accountability framework, they maintained their assurance that Norfolk Constabulary had both the capacity and capability to respond to the seven national threats identified by the Home Secretary.
- > PCC Accountability Meetings (PAMs) continued to take place where the PCC held the Chief Constable to account for the policing service delivered in the county. These quarterly meetings were held in a public setting which allowed for members of the public to attend and observe. PAMs were recorded and each meeting was uploaded to the PCC website along with agendas, reports and minutes to ensure greater transparency. The PCC continued to invite residents to submit questions to be put to the Chief Constable, and 16 submissions were received from members of the public covering a wide range of local issues and concerns.

- > Employees within the OPCCN continued to develop and utilise all their technical skills and experience to support the PCC in their duties, whilst developing a network of support at a national, regional and local level. Officers maximised opportunities to gain from best practice and lessons learned to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with partner organisations in the public, private and voluntary sector at local, regional and national levels.
- > The OPCCN ensured it operated in an open and transparent manner by creating an annual auditing process to assess compliance using the services of the Norfolk Independent Advisory Group (IAG). The IAG is a group of residents from different community backgrounds who share their views and advice with the aim of improving the quality of policing services. They published their Specified Information Audit Report in March 2024, which found the OPCCN website is “well presented, easy to navigate and contains a large volume of useful information”.
- > Visibility and accessibility remained a key priority for the PCC, who connected with members of the public across the county through various engagement sessions throughout the year, including town centre walkabouts, public meetings and drop-in sessions in public spaces. These sessions allowed residents to meet the PCC directly to discuss policing matters in their local area.
- > The OPCCN, in partnership with Norfolk Black History Month, hosted an event in Norwich to mark the 30th anniversary of the death of Stephen Lawrence and to celebrate the legacy of the Stephen Lawrence Day Foundation. The event was attended by over 250 people and received media coverage from BBC Radio Norfolk and BBC Look East news.
- > The PCC attended the Royal Norfolk Show to provide residents from the rural community the opportunity to communicate directly about their concerns on rural crime, and the effects of this on the rural community and local businesses. The PCC spoke to members of the rural community and many other residents to highlight the numerous aspects of the role. The PCC also met with the Norfolk Chamber of Commerce and the Federation of Small Businesses to understand the impact of business crime in the rural community.

- The PCC worked with the Norfolk Association of Local Councils and held a 'question and answer' session virtually to ensure he was accessible to as many parishes as possible. The PCC also hosted five online 'Time to Talk' sessions which provided the public with direct one-to-one contact with the PCC. These sessions were attended by over 68 residents of Norfolk, who discussed various policing and crime issues directly with the PCC.
- The OPCCN continued to manage Police Complaint Reviews, and although the number of reviews received and valid reviews have decreased over the last two years, the complexity and volume of information reviewed increased which made the cases more time-consuming and complicated.
- The Norfolk Community Safety Partnership remains the only Community Safety Partnership in the country that is delivered through the OPCCN by fully integrated teams. Delivery of the 'Safer Norfolk Plan 2021–24' continued alongside the delivery of innovative activities that combined to make Norfolk safer and partners working together to improve community safety for local neighbourhoods.



Key highlights within the Police and Crime Plan priorities

- > Norfolk Constabulary continued to perform well against the six priorities outlined in the 'Police, Crime and Community Safety Plan for Norfolk 2022–2024'. Officers and staff across the Constabulary and OPCCN worked together with a wide range of partners across several strategic boards and partnership groups to safeguard vulnerable adults and children, ensure offenders were managed effectively in the community, and to reduce the revolving door of crime by putting in place the support needed to decrease re-offending, including developing and delivering effective diversionary schemes for offenders.
- > £9.1m was invested through the capital programme with a significant element being invested into the Estates Plan. This will enable the rationalising of the estate, generating millions of pounds of savings in the medium to long term, creating capital receipts to reinvest, reduce backlog maintenance, and increase the overall asset value of the estate.
- > Police officer and staff wellbeing remained a priority for the Constabulary as demand for wellbeing services continued. To support this, the force recruited a Wellbeing Coordinator, a joint post with Suffolk Constabulary. The number of Workplace Health referrals stayed consistent year-on-year, but demand for trauma focussed services increased. 500 counselling appointments and 1,076 log-ins to the Employee Assistance Programme app were recorded. The percentage of hours lost to sickness for Police Officers and Staff continued to reduce when compared to both the previous year and long-term average (previous three years).
- > Monthly 'new starter inductions' commenced to raise awareness of workplace health, health and safety, wellbeing provisions and the support available from HR Delivery. The number of fully qualified nurses within the Occupational Health department increased, which reduced appointment waiting times to less than two weeks on average.

- > Significant progress was made on several key ICT refresh programmes, and the Constabulary's public website became part of the national Single Online Home environment, providing consistency for the public when accessing different police forces' websites and enabling services such as online reporting of crimes.
- > New vehicles were introduced to the Response Policing and Dog Section fleets, together with the latest diagnostic equipment and tools.
- > Where required, under Section 55 of the Police Act (1996), the Chief Constable provided the PCC with a response for each recommendation and area for improvement made within inspection reports by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The PCC provided his response too and these were published on the OPCCN website, sent to the inspectorate and shared with the Police and Crime Panel within the statutory deadlines.
- > Estate works were completed to provide Crime Training, Information and Communications Technology and Drones training accommodation at Hethersett Professional Development Centre. The works included the refurbishment of existing former school buildings to provide classrooms and an immersive crime training environment. Carbon emissions reduction works were completed at both Broadland Police Station and Hoveton Police Station, with additional solar PV panels installed.
- > The Emergency Services Estates Collaboration Programme continued to progress, with plans advancing for future site sharing at Acle, Loddon and Sprowston Fire Stations.
- > The Constabulary continued to enjoy significant improvements in the positive outcomes (crimes that were solved) and timeliness of its volume crime service following the roll-out of District Crime Units across the county which ensured better quality crime investigations. The overall positive outcome rate for the Constabulary increased from 15.98% in March 2023 to 19.69% in March 2024. The Constabulary is now consistently in the top four forces in the country regarding its rate of solving crime.

- > Further enhancements were made to the initial contact service and the Contact and Control Room (CCR). The Constabulary enhanced its 'live chat' provision, adopted the national Single Online Home website, and continued to focus on improving its call handling with the introduction of call scripting. The Constabulary has one of the fastest 999 call handling services in the country and has improved its service for non-emergency 101 calls. The average time for a 999 call to be answered was 5 seconds compared to 7 seconds in the previous year, and the median wait time for a 101 call to be answered by the Switchboard was 17 seconds.
- > Further improvements were recorded in the Norfolk Public Perception Survey, demonstrating strong confidence in policing across the county. 87% of respondents felt that Norfolk Constabulary were doing a good or excellent job (two percentage point increase compared to the previous year), and 82% of respondents indicated they had confidence in the police in their local area (three percentage point increase). According to the ONS Quarterly Crime Survey for England and Wales Public Perceptions Survey, Norfolk Constabulary ranked second of all police forces in the country for the percentage of the public agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most, and ranked fourth in the country for the percentage of the public who rated their police force as 'good or excellent' when asked how well the police are doing in their area.
- > The Constabulary's Professional Standards Department recorded a decrease in public complaints in the last twelve months compared to the same period last year, however, there was a 27% increase in reported conduct cases. This increase can be attributed in part to more police officers and staff reporting concerns, as well as several historic cases being identified.
- > Regular training inputs were delivered to police officers and staff of all ranks and grades, which reinforced the message that inappropriate behaviour must be challenged and should be reported. Additionally, all members of police staff, officers and special constables were re-checked against the Police National Database for criminal offences.

- > Following the Home Office's review into the process of police officer dismissals, amendments were made to the police conduct regulations to deliver improvements to misconduct proceedings, vetting and performance. OPCCN officers worked with Eastern Regional colleagues to recruit and train Legally Qualified Persons and Independent Panel Members who can be appointed to sit on future Police Misconduct Hearings and Police Appeals Tribunals.
- > The new Norfolk Constabulary Neighbourhood Policing Strategy launched, and Neighbourhood Policing priorities continued to be identified through an engagement and consultation process with the public and community safety partners. Furthermore, the Neighbourhood Policing Improvement Board became fully established and is the platform through which the Community Safety Department Superintendent meets monthly with representatives from each policing District to review the themes that impact on the neighbourhood policing response across the county.
- > The Norfolk Community Safety Partnership and the Domestic Abuse and Sexual Violence Group have driven partnership work focussing on violence against women and girls (VAWG) for Norfolk. This included co-ordinating an audit of the training offered to professionals across Norfolk regarding domestic abuse, supporting the Constabulary to co-ordinate a local strategy for responding to perpetrators of abuse, and working with the county's suicide prevention lead to ensure domestic abuse is a focus within their Suicide Prevention Action Plan.
- > The OPCCN continued its commitment to ending VAWG by working on its White Ribbon action plan, which focuses on strategic leadership, engaging men and boys, changing culture and raising awareness. White Ribbon is the UK's leading charity engaging men and boys to end VAWG and their aim is to change long established, and harmful, attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women. The OPCCN also brought together leaders across Norfolk's public sector to make collective and individual pledges to tackle VAWG and #ChangeTheStory.

- > The Eastern Region Specialist Operations Unit continued to support Norfolk Constabulary in tackling serious and organised crime threats across the county and provides specialist capabilities to support the most serious and complex investigations. The Constabulary enhanced its Local Responsible Officer network, which was a key factor in the improvements that have been delivered in recorded disruptions against Organised Crime Groups.
- > 20 County Lines were closed last year following targeted investigation and enforcement, with 247 arrests for possession with intent to supply drugs and 295 arrests for those concerned in the supply of controlled drugs. Since the inception of a dedicated County Lines team within the Constabulary in 2020, 104 County Lines have been closed and over 500 years of custodial sentences have been handed to those involved in supplying drugs in Norfolk, with over 80 years of these prison sentences having so far resulted from activity which took place in the 2023/24 reporting period.
- > Rural crime continued to be an important area of policing locally, and Hare Coursing remained a focus of the Constabulary's Operation Randall Rural Crime team, who achieved a 20.1% reduction in recorded incidents compared to the previous year. New policing powers became available which were successfully used in several Hare Coursing cases, leading to the conviction of offenders, the imposition of Banning Orders to prevent dog ownership, and the recovery of kennelling costs incurred when seizing the dogs used during the offences.
- > The Constabulary's Public Protection Unit continued to manage Registered Sex Offenders within the community, by ensuring that all conditions are being complied with and that Civil Orders are utilised where appropriate to further mitigate risk. Due to the increasing demands associated with managing Registered Sex Offenders, the establishment of the Public Protection Unit increased by another six posts.

- > The Norfolk Youth Justice Service (NYJS) and the Constabulary continued to work together to reduce the number of young people aged between 10 and 17 years old entering the Criminal Justice System. The Norfolk figure of 140 entrants per 100,000 population in 2023/24 was lower than the Eastern Region (168) and lower than the average for all of England and Wales (166).
- > The 'Converter' team – a small unit of police staff who work with a range of other teams to ensure that individuals who have committed multiple offences are given the opportunity to take responsibility for their crimes – was embedded in the Constabulary. The team explain the benefits to offenders of admitting to all the crimes they were responsible for, and while the offender benefits from being able to move on without other matters hanging over them, victims benefit by knowing that justice has been served and that the offender has admitted their guilt. In the past twelve months hundreds more offences have been successfully resolved, and victims have reported being reassured by the feeling of closure that has been provided.
- > The number of disclosures that have been made under the Domestic Violence Disclosure Scheme (also known as Claire's Law) in the past year increased by 14% compared with 2022/23. This is likely to be a continuing result of the scheme being made available for application online, as well as increasing awareness of the scheme.
- > Norfolk is the fifth largest county in England, with an extensive road network and an ever-increasing number of road users. Despite this, over the last twenty years there has been a downward trend in the total number of people killed and seriously injured on Norfolk roads. Norfolk Constabulary consider this overall reduction is attributed to many factors including better road engineering, which has seen improvements made to many of the collision hotspots and dangerous stretches of road, increased police enforcement and visibility in vulnerable areas, and the impact of campaigns which targeted driver behaviour.

- > However, the last twelve months recorded a 16% increase in Killed and Seriously Injured (KSI) collisions when compared to the previous twelve months, from 390 collisions to 454. 32 fatal collisions occurred across Norfolk in the last year with 35 fatalities, compared to 38 fatal collisions with 40 fatalities recorded in the previous twelve-month period. Motorcyclists accounted for 28% of KSIs in 2023/24, making them disproportionately affected.
- > The Constabulary continued to focus campaigns on the 'Fatal Four' – not wearing a seatbelt, using a mobile phone, drink/drug driving and speeding – as these were identified as the main contributory factors in collisions where there is a serious injury or a fatality. The Young Driver Education Coordinator continued to deliver 'Fatal Four' education to young people aged 15–19 years old, which included 255 sessions delivered to 10,290 students across Norfolk, and 41 e-scooter presentations given to an additional 3,766 students.
- > Several Neighbourhood Crime categories – including antisocial behaviour, burglary, vehicle crime, arson and criminal damage, and hate crimes – recorded decreased volumes of crime compared to last year, along with increased solved rates. Norfolk Constabulary also continued to attend every report of a residential burglary.
- > Robbery remained a rare crime in Norfolk, despite a small increase against the previous year (+2.3%). All robberies were reviewed by an officer of at least the rank of Detective Sergeant to ensure that opportunities to identify suspects were progressed at the earliest chance.
- > The Constabulary's use of powers under Section 136 of the Mental Health Act continued to decrease over the last twelve months, with a 14.8% reduction compared to the previous year. This is partly due to the increasing alternative provisions now available for people who are in mental health crisis. However, the number of Mental Health Act assessments completed in police custody suites continued to rise, with an increase of 12% over the last twelve months.
- > The Constabulary worked with partners to prepare for the launch of the 'Right Care, Right Person' approach. This initiative will ensure that vulnerable people get the right support from the right agency, and it will commence in Norfolk on 29 May 2024.

- > Volunteers – including the Police Cadets, the Special Constabulary, Police Support Volunteers and Community Speed Watch – continued to provide invaluable support to the Constabulary across a range of roles and participated in numerous activities, policing operations and community events. Members of the Special Constabulary performed 37,499 duty hours last year, Police Cadets performed over 1,045 duty hours, and the number of recorded hours that Police Support Volunteers delivered for the Constabulary was 11,882 which equated to an increase of 10.8% from the previous year.
- > At the end of March 2024 there were 102 Community Speed Watch schemes across the county, supported by 856 members. As a result of the work of these teams, 16,135 warning letters were issued in the last twelve months. A new Community Speed Watch scheme was formed with Norwich City College, and students undertaking the Uniformed Services course participated in several sessions.



03

Strategic Policing Requirement

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The Police and Crime Commissioner (PCC) and the Chief Constable have a duty to pay due regard to the SPR when carrying out their functions and issuing or varying Police and Crime Plans. The current Police, Crime and Community Safety Plan took account of the national threats set out within the SPR.

During this annual reporting period, the SPR was amended by the Home Secretary to include Violence Against Women and Girls (VAWG). The revised version was published in February 2023 which provided more detail around the action required from policing at both local and regional level to the critical national threats.

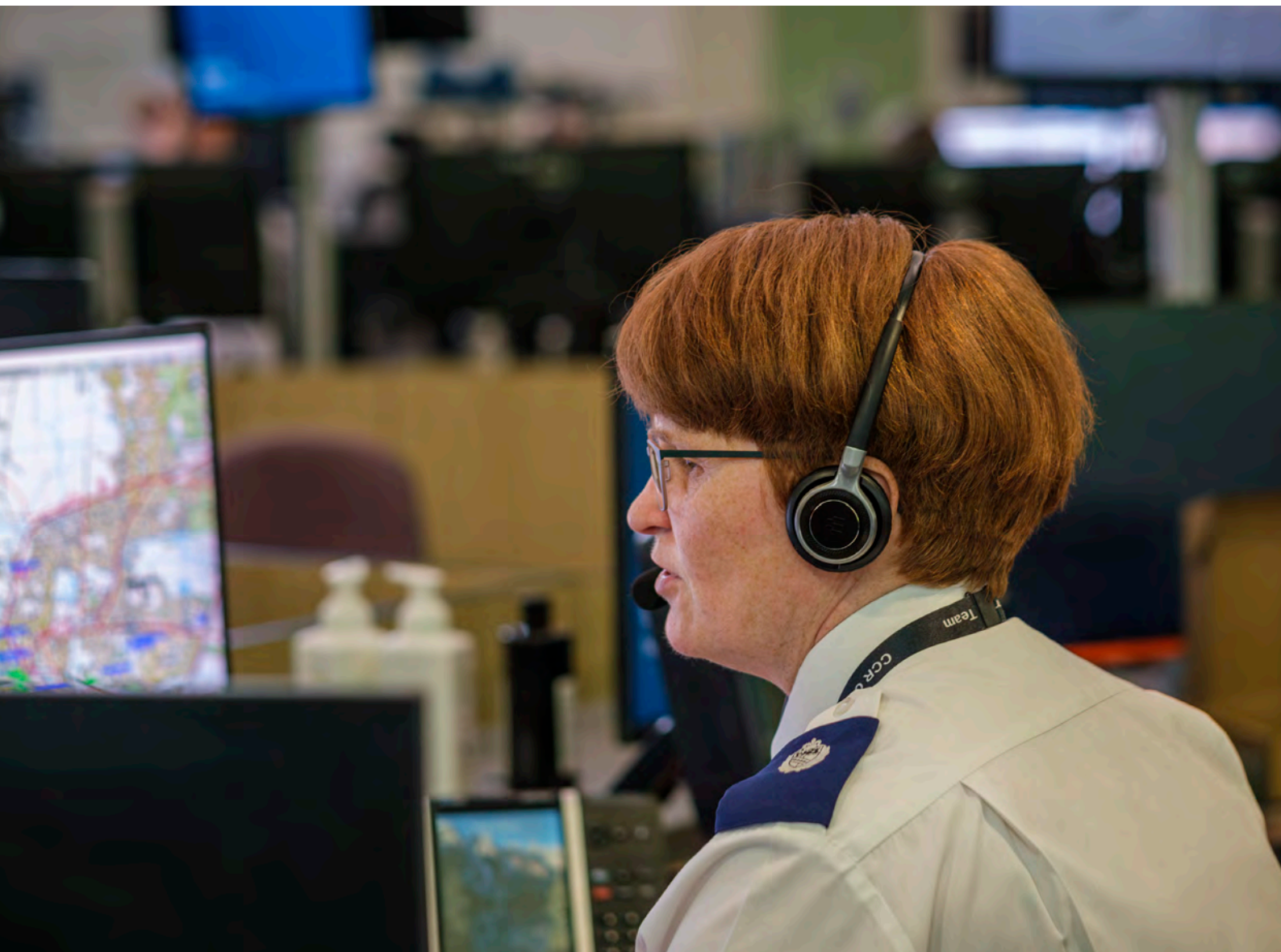
The 2023 SPR sets out seven identified national threats:

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

The Police, Crime and Community Safety Plan had already identified VAWG as a key priority for policing in Norfolk, and the PCC received regular performance briefings on progress against both local and national VAWG objectives.

The PCC monitored the ability of the Chief Constable to respond to SPR threats through their governance and accountability framework. The PCC maintained their assurance during this reporting period that Norfolk Constabulary had both the capacity and capability to respond to such threats. Further details on how the Constabulary managed these threats are noted within this report.

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



04

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 set 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 continued to develop a network of support at a national, regional and local level. Officers maximised opportunities to gain from best practice and lessons learned to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with partner organisations in the public, private and voluntary sector at local, regional and national levels.

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 local communities to ensure their needs are heard and understood, and that police, community safety and criminal justice services are responsive to local needs and 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 OPCCN will continue to review its Business Delivery Plan to ensure that it takes account of existing work programmes, new projects and legislative changes, to ensure the plan remains relevant and can continue to provide full support to the PCC in delivering the key priorities in Norfolk.

The role of the PCC has had a significant impact on Community Safety Partnerships (CSP). The 'Police Reform and Social Responsibility Act 2011' sets out a mutual duty to cooperate to reduce crime and disorder and that the PCC and CSP must have regard to each other's priorities within their respective plans.

The OPCCN is responsible for the leadership and management of the countywide CSP, known locally as the Norfolk Community Safety Partnership (NCSP). This has provided clarity to the community safety agenda in Norfolk, supporting the PCC's priority for 'Safer and Stronger Communities', providing a focus for integrated strategic commissioning, communications and engagement across all responsible authorities and stakeholders.

Performance will be monitored through future annual reports and performance updates to the Norfolk Police and Crime Panel. The Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel, a sub-committee of the scrutiny committee, provides the scrutiny for the NCSP where the OPCCN represents all partners.

05

Financial Governance

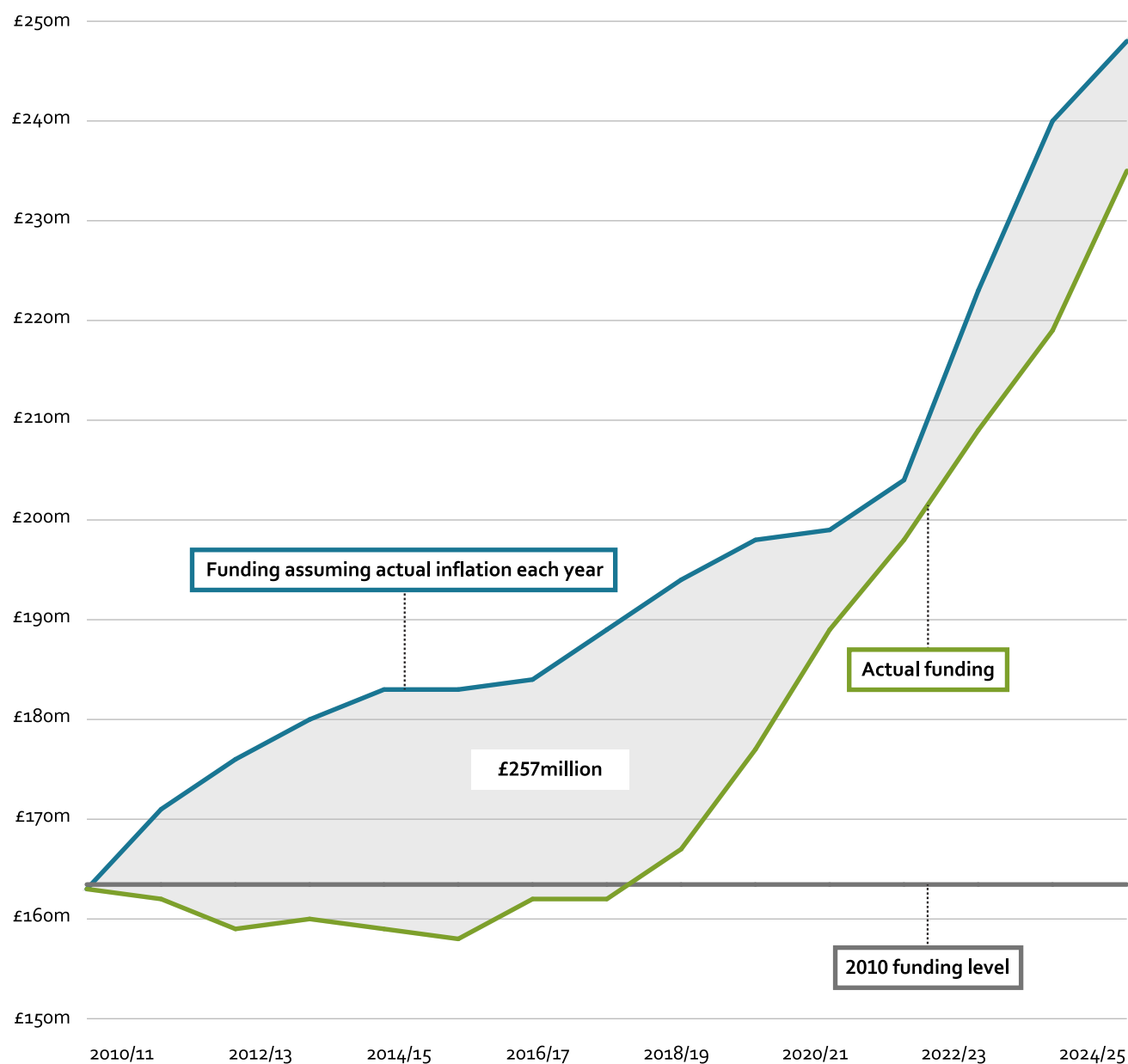
The PCC is responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account. Funding for Norfolk Constabulary and the day-to-day work of the OPCCN comes from two main sources – government grants from the Home Office, and the Council 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 its Police and Crime Panel – a role the PCC takes very seriously given continued cost of living challenges, as well as the community's demands for more visible policing. The PCC must look at a precept strategy over the medium-term 4-year planning period as decisions on precept impact beyond the period for which it is set.

Public sector funding has been constrained since 2010 and that has been no different for the police service, and we are now entering a further period of government fiscal restraint.

The chart below shows the impact of funding set against rises in inflation since 2010/11. The straight grey line shows the level of funding at 2010/11 across all years as a baseline. The green line shows actual direct funding received by the Constabulary from the main Home Office grant, precept from households in Norfolk, plus all specific grants. The blue line represents what level the funding would have been if in line with actual levels of inflation.

Norfolk funding 2010 to 2025



While the funding gap was closing through the national Police Uplift Programme – a Home Office programme to recruit an additional 20,000 police officers in England and Wales by the end of March 2023 – recent levels of inflation have seen the Constabulary funding once again falling behind in real terms. Since 2010/11 the Constabulary has had to absorb £257m of inflationary pressures.

The increase in government funding for the 2023/24 police settlement, while welcome, of £1.9m (a 1.8% increase on the previous year's funding settlement) was significantly lower than inflation, which peaked at 11.1%. The bulk of this increase (£1.6m) was ringfenced for funding the requirement to maintain Norfolk's share of the 20,000 police officers nationally under the Police Uplift Programme. The estimated Constabulary requirement for non-pay inflation was £2m, and therefore more than the increase from the government grant.

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

The total revenue budget for 2023/24 was £199.8m. This was funded by £105.9m government funding and £93.9m Council Tax, which equated to a split of 53% government funding and 47% Council Tax.



Budget 2023/24

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

Sources of expenditure	Budget 2023/24	%
Employees	£171,653,993	85.9%
Premises	£18,900,000	9.5%
Transport	£3,700,000	1.8%
Supplies, services and other	£23,900,000	12.0%
Capital financing	£5,300,000	2.6%
Gross budget	£223,453,993	111.8%
Other income including sales of assets/goods, fees/charges, reimbursements and interest	(£23,600,000)	(11.8%)
Net budget	£199,853,993	100.0%

Outturn 2023/24

At the end of the financial year, the outturn for 2023/24 was as follows.
Negative numbers are shown in parentheses.

Sources of expenditure	Actual 2023/24	%
Employees	£183,646,546	91.9%
Premises	£19,950,007	10.0%
Transport	£4,069,508	2.0%
Supplies, services and other	£25,649,376	12.8%
Capital financing	£7,684,538	3.8%
Transfer from Reserves	(£3,968,822)	(2.0%)
Gross budget	£237,031,153	118.6%
Other income including sales of assets/goods, fees/charges, reimbursements and interest	(37,177,161)	(18.6%)
Net budget	£199,853,992	100%

The Medium-Term Financial Plan (MTFP)

The police funding settlement for 2024/25 announced on 14 December 2023 confirmed the Spending Review 2021 funding levels and provided additional funding towards pay and pension increases, but this did not cover all the costs for Norfolk and requires the Constabulary to look for further savings to balance the budget.

The focus has also been on maintaining the proportion of the 20,000 police officers that Norfolk Constabulary has been asked to provide as a part of the national Police Uplift Programme. £6.4m of funding in 2024/25 is dependent on maintaining the additional officer numbers.

The four-year MTFP reflects the local best estimate of future inflation rates, government grants and contributions, and revenue from Council Tax. The future years have been approached in a cautious and prudent manner.

There has been consideration of the perceived gap between the current Spending Review and a new Spending Review to be published in late 2024/25, and the pressure this could bring to bear on funding for 2025/26. With a general election taking place in July 2024, it is difficult to forecast much further with any certainty until a new budget is announced by the new Chancellor. However, it's anticipated the funding outlook will still be challenging.

There is continual work ongoing looking for efficiencies and taking opportunities for transformation to improve systems and processes and generate savings, however it must be recognised that given the year-on-year reductions in funding settlements, in combination with the limited ability to raise revenues via Council Tax, the ability to find new efficiencies to make up the funding shortfall is disappearing.

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

06

Transparency

Specified Information Order

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 2021'](#) sets out the information that must be published.

On 31 May 2021 an amendment was made to the Specified Information Order that required PCCs to provide information relating to their force's performance against the government's national priorities for policing (the 'National Crime and Policing Measures'). His 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. Further information on Norfolk PCC's compliance with the [Specified Information Order can be found on the OPCCN website.](#)

Achievements

The 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 their 'mystery shopper' transparency assessment of the information made available to the public on the Office of the Police and Crime Commissioner for Norfolk (OPCCN) website.

The award process ceased in 2021/22 due to CoPaCC no longer having the funding to deliver this service. During 2023/24 the OPCCN continued to ensure that it operated in an open and transparent manner by using an internal audit process.

An independent internal audit was undertaken to assess compliance using the services of the Norfolk Independent Advisory Group (IAG). In March 2024 the IAG produced their specified information audit report, and [full details of IAGs findings and the OPCCN response](#) are on our website.

More information on [how the OPCCN discharges its governance duties and commitment to transparency](#) can be found on the OPCCN website.



07

Engagement and Accessibility

PCC District Visits and Events

The role of the PCC is to be accessible and visible to the public of Norfolk. To achieve this, the PCC engaged with members of the public across Norfolk through various engagement sessions throughout the year, including town centre walkabouts, public meetings and drop-in sessions in public spaces.

The PCC held meetings in libraries and community centres in Downham Market, Great Yarmouth, Cromer, Wymondham, King's Lynn, Hethersett, Costessey, Norwich and Thetford. These sessions allowed residents to meet the PCC directly to discuss policing matters in their local area. During these pre-advertised events, the PCC was accompanied by a local Beat Manager who offered further advice and support to residents.

The PCC attended local neighbourhood priority setting meetings, town council meetings and other community group meetings throughout the daytime and evenings to be available to all residents. During the town centre walkabout sessions, the PCC liaised with local police officers to discuss neighbourhood crime issues affecting the area, such as antisocial behaviour and speeding, and met with residents to hear their experiences.

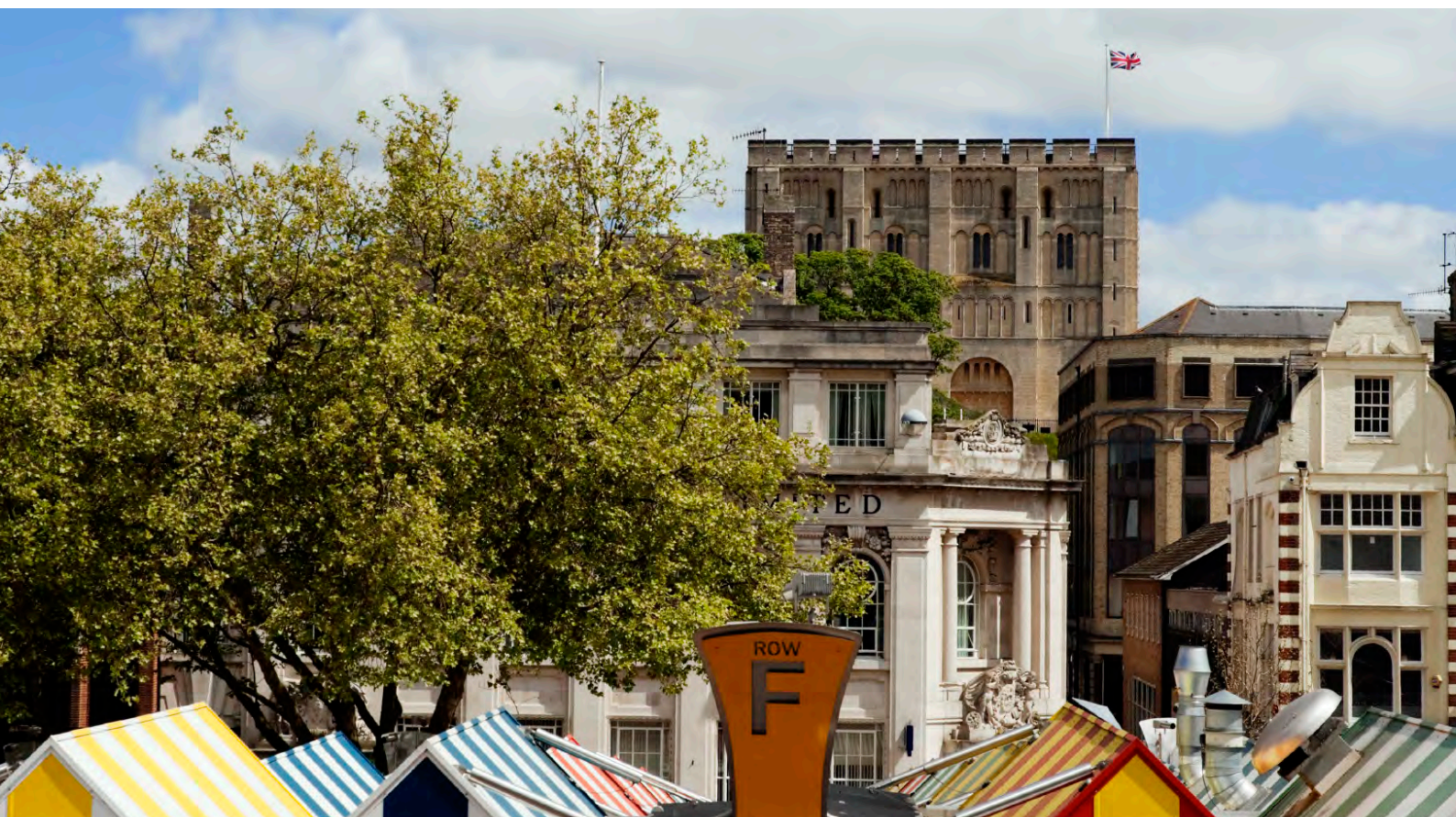
To access information about your local area – including how to find your local officer, get the latest crime statistics and advice, and find out what the local neighbourhood policing team are doing to tackle crime in your area – please visit the [Norfolk Constabulary website](#) and enter your postcode or address.

The PCC visited all seven policing districts across Norfolk to meet residents in spaces where they felt comfortable and appropriately accessible, including the West Norfolk Deaf Association and Vision West Norfolk. Hosting 'question and answer' sessions at such venues allowed members of the public to be supported in an accessible environment so they could have their say on policing and crime in the county. These sessions provided the PCC with an opportunity to listen to seldom heard residents of Norfolk about vulnerabilities faced by their communities, to understand how Norfolk Constabulary could continue to keep people safe and support them with crime reporting.

In April 2023 the OPCCN, in partnership with Norfolk Black History Month, hosted an event at The Forum in Norwich to mark the 30th anniversary of the death of Stephen Lawrence, and to celebrate the legacy of the Stephen Lawrence Day Foundation. The event was attended by over 250 people and received media coverage from BBC Radio Norfolk and BBC Look East news. During the day a 'talking circle' was attended by over 50 people from across the community and participating organisations, including the PCC and Norfolk Constabulary's Chief Constable. The talking circle provided everyone with an opportunity to share their experiences and opinions and opened with a bespoke recorded interview with Dr Neville Lawrence, Stephen Lawrence's father. Local concerns between the black community across the county and the police and partner agencies were raised and discussed, which allowed the PCC, Chief Constable and other organisations to develop a better working relationship moving forward.

In June 2023 the PCC attended the Royal Norfolk Show to provide residents from the rural community the opportunity to communicate directly with the PCC about their concerns on rural crime, and the effects of this on the rural community and local businesses. Once again, the PCC hosted an event at the show in partnership with the Country Land and Business Association (CLA), which brought together organisations representing the rural and farming communities and Norfolk Constabulary to promote partnership working. The event allowed members of the rural community to ask questions directly to the PCC, the Chief Constable and the Constabulary's rural policing team, which covered rural crime issues, prevention techniques and the priorities for rural crime policing. As this was the second event, attendees shared their reflections on the previous year's strategy and discussed what is required from the police in the next year.

The PCC was present during both days of the show and hosted a stand in the Emergency Services Village, making themselves available to over 80,000 members of the public. Whilst attending the event the PCC spoke to members of the rural community and many other residents to highlight the numerous aspects of his role. The PCC also met with the Norfolk Chamber of Commerce and the Federation of Small Businesses to understand the impact of business crime in the rural community.



Norfolk Association of Local Councils

The Norfolk Association of Local Councils (NALC) is a not-for-profit membership association of parish and town councils which provides specialist information, advice and training. The PCC continued to work with NALC and held a 'question and answer' session in 2023. This session was held virtually to ensure the PCC was accessible to as many parishes as possible.

Online 'Time to Talk' Sessions

To ensure that the PCC was making himself accessible across Norfolk, he hosted five online 'Time to Talk' sessions. Since its launch in 2022, these popular sessions have been held either virtually or over the telephone to provide the public with direct one-to-one contact with the PCC.

To access a fifteen-minute session, members of the public booked a meeting via the OPCCN website or called directly into the office. The sessions were very popular amongst residents who were rurally isolated or who had difficulties attending organised public events. Over the course of 2023 and 2024 these sessions were attended by over 68 residents of Norfolk, who discussed various policing and crime issues.



Precept Consultation

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

The consultation period ran from Monday 4 September 2023 to Friday 24 November 2023, with the focus of the consultation being an online survey supported by public engagement sessions. These sessions were held across the county in local libraries to allow for members of the public to discuss the proposals with the PCC. The PCC also spoke to members of the public to explain how the increase in the policing precept would be spent in the forthcoming financial year and how that would affect the policing service the public received.

Precept consultation packs, including easy read information and paper copies of the survey, were provided in libraries and community centres across the county to encourage residents to have their say.

During the consultation period, the PCC held an online question and answer session with the NALC which provided local councillors an opportunity to ask questions regarding the PCC's plans for the upcoming policing precept.

The OPCCN liaised with various media outlets – including the Eastern Daily Press, BBC Radio Norfolk, and local newspapers – to ensure that the consultation was promoted and allowed all members of the public in Norfolk to have their say. News articles on the OPCCN website and various press releases explained how those residents who did not have access to a computer could receive hard copies of the consultation documents and survey response forms with a free post returning envelope included in the pack, so their views could be incorporated too. A total of 676 responses were received during the precept consultation.

The PCC held a bespoke event with retailers from across Norfolk to discuss the impact of a rise in the policing precept and how crime was affecting business. The session was held in partnership with the local retail policing team, and the PCC listened to the concerns raised and took into consideration the impact of retail crime on the affordability of raising the precept.

The OPCCN also worked with a variety of stakeholders to hold focus groups which allowed for feedback to be provided from the hardest to reach communities. These focus groups included members of the Norfolk Independent Advisory Group (IAG) – see Appendix B for more information on the IAG.



Youth Engagement

In the last year the PCC held several engagements across Norfolk with children and young people. The PCC gave a presentation to first-year policing students at Easton College and City College Norwich to explain his role and took questions from students regarding the role of the OPCCN and police accountability. This event ensured the PCC listened to the views of young people on policing and crime in Norfolk.

In June 2023, the PCC visited King's Lynn Academy to meet teachers, students and the local Safer School police officer. The visit involved hosting a 'question and answer' session with students and listening to teachers concerns regarding young people and knife crime.

The launch of 'Policing in Practice' week with young people between the ages of 13 to 18 years old, provided the PCC with an opportunity to listen to the perception of policing from the perspective of children and young people. In the initial meeting, the PCC spent time explaining his role, responsibilities and detailing his daily tasks. The group then examined various departments across the Constabulary to gain a better understanding of the functions and responsibilities. At the end of the week, the group presented their observations to the PCC and the Chief Constable. The PCC took away the feedback and developed further engagement events with young people, which focused on listening to their concerns about policing and crime in Norfolk.

In February 2024 the PCC visited 'Not About the Bike' in North Earlham, Norwich, which is a project that provides a fully equipped bicycle workshop to the local community, and promotes recycling, self-reliance and the passing on of new skills. The project is part-funded by SPACE (Supporting Positive Activities and Community Engagement), and this partnership fund was set up to help young people, primarily aged 13 to 15 years old, to engage in positive activities to divert them away from participating in antisocial behaviour and low-level crime. This provided an opportunity for the PCC to understand how partnership work and early intervention is important to support diversion away from youth crime.

08

Police and Crime Plan Priorities

On 6 May 2021, Giles Orpen-Smellie was elected as the Police and Crime Commissioner (PCC) for Norfolk. The PCC was required to design and deliver a Police and Crime Plan within his first year of office, so undertook extensive consultation with local residents and businesses, the police, partner agencies and other key organisations working to support criminal justice and community safety, to better understand their priorities for policing and safety in Norfolk.

On 31 March 2022, the PCC published their ['Police, Crime and Community Safety Plan for Norfolk 2022–2024'](#) which set out his strategic direction for policing the county. The PCC's Plan included objectives for how policing services will be delivered in Norfolk, along with six priorities which the PCC refers to as 'pillars' within the plan. These six pillars outline the key areas of focus during his term of office:

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

The following pages illustrate the progress made against each of the Plan's six pillars for the twelve-month period from 1 April 2023 to 31 March 2024.

8.1 Sustain Norfolk Constabulary

The first priority focuses on:

- > Maintaining an effective and efficient policing service
- > Continue to invest in and support officer and all police staff's health and wellbeing
- > Equipping all the workforce with modern and innovative tools and technology
- > Achieving best value from police and OPCC funding
- > Delivering an effective Estate Management Strategy
- > Designing policing services to 2030 and beyond
- > Continued collaboration with other blue light services

Maintaining an effective and efficient policing service

The need to maintain an effective and efficient policing service is at the heart of sustaining Norfolk Constabulary, and the sections that follow will give more detail on this.

Both the Police and Crime Commissioner and Chief Constable are committed to this aim and the medium-term financial plans of recent years, including the budget for 2023/24, ensured this commitment was backed by suitable and sustainable investment. However, with high rates of inflation in-year, and partially funded pay awards and ongoing fiscal constraints, the ability to continue to fund this level of investment will come under continuing pressure.

In 2023/24, £9.1m was invested through the capital programme with a significant element being invested into the Estates Plan. This investment will enable the rationalising of the estate, generating millions of pounds of savings in the medium to long term, creating capital receipts to reinvest, reduce backlog maintenance, and increase the overall asset value of the estate. The programme also funded key Information and Communications Technology infrastructure and kit and key fleet replacement programmes, as well as investment into key projects which helped to deliver increased efficiency and productivity.

The capital programme remains proportionate and affordable as set out in the Budget Report to the Police and Crime Panel in February 2024. A high-level summary of the Group Revenue Budget as of 31 March 2024 is included in Table 1 at Appendix C.

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

Demand for wellbeing services rose, with a changing workforce demographic leading to increasingly diverse support needs.

A new Wellbeing Strategy is being developed which is linked to the Constabulary's People Strategy and Cultural Objectives. The strategy is focussed on supporting individuals and managers to achieve work wellness for themselves and their teams. The theme of this will be 'Join Well, Train Well, Work Well, Live Well, Leave Well'.

The national Blue Light Wellbeing Framework (BLWF) is used by the Constabulary on an annual basis to assess areas of development and need. It is due to receive a full review by the College of Policing in 2024. The Constabulary and other organisations use this framework to audit and benchmark themselves against an independent set of standards, which have been tailored to meet the specialist needs of emergency services personnel. The BLWF helps to identify the wellbeing provision that an organisation already has in place and what gaps there may be. The framework is based on widespread consultation with leading academics and professionals, as well as practitioners at all levels.

The Constabulary's Workplace Health team is responsible for all aspects of wellbeing. The clinical aspect includes Trauma Risk Management (TRiM), specialist role support and psychological screening, with interventions delivered by appropriately trained professionals. The number of Workplace Health referrals stayed consistent year-on-year, but demand for trauma focussed services increased. In terms of non-clinical aspects of wellbeing, Workplace Health, and the wider People Directorate, work alongside departmental Senior Management Teams to promote and deliver workplace wellbeing that is aligned to broader people management initiatives, and in line with the People Directorate Strategy.

As part of the Employee Assistance Programme (EAP) MCL Medics provided support and guidance to help individuals manage work and personal stressors. The annual monitoring reports show that there were 500 counselling appointments in the 2023/24 financial year and 1,076 app logins recorded.

The Constabulary previously participated in the National Police Wellbeing Survey and received a localised report delivered by Durham University, but more recently questions pertaining to wellbeing have been included in the Constabulary's new People Opinion Survey. The approach of using the Constabulary's own survey means that questions can be asked which are designed to directly inform the Wellbeing Strategy. It also enables individual departments to develop localised action plans that are tailored to their own specific needs.

Key actions undertaken by the Constabulary's Workplace Health, Safety and Wellbeing Service during 2023/24 included the recruitment of a Wellbeing Coordinator, a joint post with Suffolk Constabulary. There are plans to recruit a Wellbeing Advisor in the next financial year to increase wellbeing resources and increase provision of wellbeing support, which includes briefings to teams, individuals, management meetings, and new starters.

Monthly 'new starter inductions' have also commenced, which are in-person inputs to raise awareness of workplace health, health and safety, wellbeing provisions and the support available from HR Delivery.

Provision of direct support following serious incidents has improved in the form of drop-in sessions and group support. Ten people have now been trained to deliver Demobilising and Diffusion Training. Furthermore, a project looking at 'trauma tracking' is underway, which will enable proactive intervention and support to those who have experienced multiple traumas.

The Constabulary is scoping participation in a University of Cambridge project which will record and monitor police officers' physiological and psychological responses to stressors from recruitment through the first 24-months of their 'frontline' service.

Nationally, sleep, fatigue, and recovery have been identified as areas of focus. In response to this the Home Office has funded the National Police Wellbeing Service to launch a new unique project to provide insight and support for officers experiencing symptoms of fatigue. The project was launched in August 2023 and the Constabulary has joined as a 'phase three trailblazer' force. Those who take part in the project are provided with wrist-based sensor devices developed specifically for the police, which provide data on fatigue and recovery. Officers who join the study also benefit from a 120-day programme designed by leading experts.

In this reporting period 733 Occupational Health Management Referrals were processed for officers and staff who needed clinical review or support in their work, for example following sickness or injury. More than 2,300 medical appointments were completed. Over 175 Workplace NHS Health checks have been hosted at Norfolk Constabulary venues.

The number of fully qualified nurses within the Occupational Health department has increased which has reduced appointment waiting times to less than two weeks on average. A peer review on Occupational Health standards has also been undertaken with West Yorkshire Police.

Table 2 at Appendix C shows the establishment and strength of Police Officers and Staff, alongside sickness data.

Equipping all the workforce with modern and innovative tools and technology

In terms of Information and Communications Technology (ICT), the Constabulary's ICT team introduced the new Intune Mobile Data Management (MDM) solution, which was rolled out in 2023, enabling the costly BlackBerry mobile contract to be ceased.

The Constabulary's in-house mobile applications team delivered enhancements to support the process of obtaining digital evidence from victims' mobile phones, and the associated support that is provided to the victims involved. The in-house developed Abnormal Loads system was overhauled ahead of the increase in commercial traffic that will be experienced across the region when Sizewell C is built.

Significant progress was made on a number of key ICT refresh programmes, and a number of key ICT End of Life (EOL) pieces of work were completed, including internet firewalls, providing security from intrusion from the external World Wide Web; MITEL back-office servers for Control Room telephony; Live-Links allowing officers to provide court evidence by remote means, saving officer time; Body Worn Video server storage for evidential footage; and enhanced Digital Forensic Unit storage for digital assets retrieved from devices.

Progress was made on delivering a new backup solution for ICT systems which has introduced cloud hosted data and services, ransomware protection, and backup for the Microsoft 365 system. Furthermore, the OPTIK integrated mobile solution has continued to be developed and enhanced based on user feedback. OPTIK makes operational policing more accessible while in the public domain, allowing several policing functions to be completed on mobile devices.

The 5-force regional Digital Asset Management System (DAMS) went live in October 2023, giving officers and staff the ability to store, analyse, and index digital media (e.g., CCTV, Body Worn Video, Smartphones, digital interviews, dashcams, etc from one single repository). The solution also includes a facility for members of the public to directly upload digital media.

In November 2023, the Constabulary's public website became part of the national Single Online Home environment, providing consistency for the public when accessing different police forces' websites, and enabling services such as online reporting of crimes.

In terms of Joint Transport Services, new vehicles and component delivery lead-in times which were heavily impacted by the Covid-19 pandemic have improved for most vehicle manufacturers. New vehicles were introduced to the Response Policing and Dog Section fleets, together with the latest diagnostic equipment and tooling.

Telematics data continued to be proactively used to monitor driver behaviour and reduce road risk. The Driver Standard Group, which is chaired by the Assistant Chief Constable for Protective Services, oversees collisions and telematics driver data, with key stakeholder membership from Driver Training, Professional Standards, Transport Services, Roads and Armed Policing, County Policing Command, and the Norfolk Police Federation. A new telematics and dashcam contract commenced on 1 November 2023.

An Electric Vehicle and Charging Infrastructure Strategy consultancy report has been received and is being worked through to consider costs, timescales, priorities, challenges, and alternative/advanced fuels.



Achieving best value from police and OPCC funding

His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous assessment has been adopted by HMICFRS to achieve a broader and more comprehensive understanding of police forces’ performance.

HMICFRS last published a [PEEL inspection report of Norfolk Constabulary in October 2022](#).

The Constabulary received the following graded judgements:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Good use of resources	Preventing crime	Investigating crime	Treatment of the public	
	Managing offenders	Responding to the public	Disrupting serious organised crime	
	Developing a positive workplace	Protecting vulnerable people		

HMICFRS also set the Constabulary eleven Areas for Improvement (AFIs). These AFIs are being reinspected by HMICFRS under the Constabulary’s 2023–2025 PEEL assessment process, which commenced in November 2023, and will conclude with the publication of their findings report in September 2024.

As part of the 2023–2025 PEEL inspection, the Constabulary has been subject to a full programme of activity, including document submissions, meeting observations, staff and officer focus groups, Stop and Search Body Worn Video review, a specialist inspection of the Safeguarding Children Online Team (SCOLT) and Public Protection Unit (PPU), a two-day inspection of the Contact and Control Room, and a Victim Service Assessment (VSA), which included a Crime Data Integrity audit. A workforce survey was shared across the organisation in February 2024 and a series of interviews were held with strategic leads throughout March 2024. On 25 March 2024, the Chief Officer team delivered a Strategic Briefing to His Majesty's Inspector of Constabulary, Roy Wilsher. Other inspection activity in March 2024 included an audit of the written ground recorded on a sample of Stop and Search forms, which were randomly selected by HMICFRS.

HMICFRS also publish national thematic inspection reports, which include recommendations and AFIs for all police forces across England and Wales. The Constabulary assessed its position against all the national recommendations and AFIs that were published in the past year, and developed plans to achieve them to the standards, and within the timescales, set by HMICFRS. Where required, under Section 55 of the Police Act (1996), the Chief Constable provided the PCC with a response for each recommendation made by the inspectorate.

[The Chief Constable's responses are published on the OPCCN website.](#)

In December 2023, HMICFRS, the College of Policing, and the Independent Office for Police Conduct (IOPC) published a report in response to a super-complaint submitted by the Criminal Justice Alliance (CJA) about the police's use of Section 60 of the Criminal Justice and Public Order Act 1994, and the scrutiny of all Stop and Search powers. One of the recommendations from this report required the Constabulary to publish on its public website how it had responded, or would respond, to the seven other recommendations that were directed to all police forces across England and Wales. [The Constabulary's response to CJA's super complaint can be viewed on Norfolk Constabulary's website.](#)

Delivering an effective Estate Management Strategy

In the last year, key estate projects included the commencement of construction works for the refurbishment of Norwich City Police Station (Bethel Street). The works were started in September 2023, with Phase 1 due to be completed in September 2024, and Phases 2 and 3 due to complete by January 2025. The process of moving staff back into the building will commence from October 2024, with full occupation expected around July 2025.

Estate works were completed in March 2024 to provide Crime Training, ICT and Drones training accommodation at Hethersett Professional Development Centre. The works included the refurbishment of existing former school buildings to provide classrooms and an immersive crime training environment. Works also commenced at the Sexual Assault Referral Centre (SARC) in Norwich to achieve required ISO (International Organisation for Standardisation) accreditation standards. This work will complete in July 2024.

The Emergency Services Estates Collaboration Programme continued to progress, with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations.

The former police station at Acle is being prepared for marketing for sale. The former police station sites at Holt and Swaffham, and surplus land owned by the Constabulary at Stalham, have had offers accepted on them. The former schoolhouse at Hethersett and the former North Lynn Police Station, have been put on the market for sale.

Carbon emissions reduction works were completed at both Broadland Police Station and Hoveton Police Station, with additional solar PV panels installed. The refurbished Norwich City Police Station (Bethel Street) is being provided with new LED lighting throughout, part new windows, and solar PV array on the roof, together with air source heat pumps for the central heating. Furthermore, the new Carbon Reduction and Environmental Action Plan 2023–2030, and Biodiversity Action Plan 2023–2030, were published on the Office of the Police and Crime Commissioner for Norfolk website.

Designing policing services to 2030 and beyond

The last twelve months was another exciting year for the Change and Improvement Team (known as the Horizons Team). Last year, the report detailed how the team focussed on the HMICFRS Area for Improvement regarding the quality and timeliness of crime investigations. A project led by the team in King's Lynn and Breckland districts recorded dramatic improvements in the timeliness of volume crime investigations and an increase in positive outcomes (crimes that were solved). As a result of the pilot, District Crime Units were to be rolled out across the county in the financial year 2023/24. This occurred as planned, and the Constabulary continued to enjoy significant improvements in the positive outcome and timeliness of its volume crime service. The overall positive outcome rate for the Constabulary increased from 15.98% in March 2023, to 19.69% in March 2024, and the trend continues to show improvement. The Constabulary is now consistently in the top four forces in the country regarding its rate of solving crime.

The 2022/23 PCC's Annual Report described the roll-out of a pilot called Rapid Video Response (RVR), which saw the use of video calls for incidents relating to domestic abuse of a low-risk nature (domestic incidents assessed by the Control Room as requiring a non-urgent response). Victim satisfaction with the service averaged 4.8 out of 5, and feedback highlighted the potential for expansion. This has now occurred, with the RVR team doubling in size, increasing the service levels provided, with 91% of available slots taken up, whilst still maintaining very high victim satisfaction scores. Looking ahead, the Horizons Change and Improvement Team will consider expansion of the service to volume crime calls of a lower risk nature to improve victim satisfaction, achieve efficiency, and reduce travel.

The last twelve months saw further enhancements to the initial contact service and the Contact and Control Room (CCR). The Constabulary enhanced its 'live chat' provision, adopted the national Single Online Home website, and continued to focus on improving its call handling with the introduction of call scripting. The Constabulary currently has one of the fastest 999 call handling services in the country and has improved its service for non-emergency 101 calls.

The Horizons team have been preparing for the launch of the 'Right Care, Right Person' approach which, working with partners, will improve operational protocols to ensure the most appropriately skilled professional is engaged with each circumstance when a person is identified as needing assistance or care.



Continued collaboration with other blue light services

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 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 continued to be a member of the Norfolk Fire and Rescue Service Authority and attended Cabinet meetings at Norfolk County Council when items relating to the strategic governance of the Fire and Rescue Service in Norfolk were discussed. In addition, the Chief Executive of the OPCCN met regularly with the head of the Norfolk Fire and Rescue Service where progress on existing collaboration arrangements were discussed, along with exploring future opportunities.

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 on the Norfolk County Council website](#).

8.2 Visible and Trusted Policing

The second priority focuses on:

- > Improving public trust and confidence in policing
- > Delivering effective neighbourhood policing
- > Delivering accessibility through active and focused engagement in our communities
- > Delivery of a responsive and modern first contact to calls for service
- > Raise the profile and public awareness of the role of the PCC/OPCC
- > Active promotion of national and local campaigns across the county



Improving public trust and confidence in policing

The Norfolk Public Perception Survey showed further improvements in public perceptions of policing, following on from improvements achieved during the previous twelve-month period, demonstrating strong confidence in policing across the county. The survey results are included in Table 3 at Appendix C.

Headlines from the survey for the twelve-month period ending March 2024 compared with the previous twelve-month period include:

87%

of respondents felt that Norfolk Constabulary were doing a good or excellent job (two percentage point increase)

82%

of respondents indicated they had confidence in the police in their local area (three percentage point increase)

67%

of respondents felt police understood the issues affecting their community (four percentage points increase)

61%

of respondents had confidence that Norfolk Constabulary will deal with crime and antisocial behaviour issues that matter (two percentage points increase)

60%

of respondents were satisfied with the level of policing in their local area (four percentage points increase)

On 25 January 2024 the Office for National Statistics (ONS) published the Quarterly Crime Survey for England and Wales (CSEW) Public Perceptions Survey results for the twelve-month period ending September 2023.

Out of 42 police forces in the country, Norfolk Constabulary ranked:

2nd

for the percentage of the public agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most.

4th

for the percentage of the public who rated their police force as 'good or excellent' when asked how well the police are doing in their area.

5th

for the percentage of the public agreeing that the local police can be relied on to be there when you need them.

6th

for the percentage of the public who agree that the local police treat everyone fairly, regardless of who they are.

6th

for the percentage of the public who, when taking everything into account, have confidence in the police in their area.

8th

for the percentage of the public who agree that their local police understand the issues that affect their communities.

9th

for the percentage of the public who agree that the local police are dealing with the things that matter to people in their communities.

In terms of police complaints and conduct, Professional Standards Department (PSD) data is included at Table 4 at Appendix C. PSD recorded a decrease in public complaints in the last twelve months (334) compared to the same period last year (415), however, there was a significant increase in reported conduct cases, with a total of 85 cases recorded in the past year compared to 67 in the previous year, equating to an annual increase of 27%.

The increase in conduct cases can be attributed in part to more police officers and staff reporting concerns, as well as several historic cases being identified. Regular training inputs were delivered to officers and staff of all ranks and grades, which reinforced the message that inappropriate behaviour must be challenged and should be reported. Additionally, all members of Police Staff, Police Officers, and Special Constables were re-checked against the Police National Database for criminal offences.

In the reporting period, a review of all complaint and conduct data held about serving police officers and members of police staff was instigated to identify any behaviour trends, so that mitigating action and appropriate safeguards could be put in place. From this review a new 'Prevent Officer' role is being established within PSD which will lead on prevention and education across the organisation.

PSD continued to identify lessons learnt from conduct and complaint cases, expanding processes to capture learning from dissatisfaction cases outside of the formal complaint's procedure. These lessons are shared with the workforce via the 'Learning Times' publication.

Delivering effective neighbourhood policing

The Constabulary continued to follow the College of Policing defined core principles for delivering Neighbourhood Policing and continued to invest in staff to support operational delivery. Each district has dedicated Beat Manager teams to address issues at a local level. These teams are supervised by Local Policing Neighbourhood Sergeants. Table 5 at Appendix C provides information about the establishment and effective strength of Beat Managers and Local Policing Neighbourhood Sergeants.

In the past year substantial investment was made in the supervision and management of Neighbourhood Policing teams and Response Policing teams, with the introduction of a new Team Inspector and Neighbourhood Inspector model. This has provided additional visible leadership and accountability for service delivery and performance.

The new Norfolk Constabulary Neighbourhood Policing Strategy was launched in July 2023 and Neighbourhood Policing priorities continued to be identified through an engagement and consultation process with the public and Community Safety partners. Furthermore, the Neighbourhood Policing Improvement Board (NPIB) has now become fully established and is the platform through which the Community Safety Department Superintendent meets each month with representatives from each policing District to review the themes that impact on the neighbourhood policing response across the county, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting. With oversight from this group, data collection and analysis are being developed in line with the national Neighbourhood Policing Performance Framework that has been published by the National Police Chief's Council.

Local Neighbourhood Beat Managers attended regular training sessions, giving them the tools they need to deliver high levels of service, and the Community Safety Problem Solving team continued to work alongside local Neighbourhood Policing teams to develop and deliver problem solving approaches to crime and antisocial behaviour issues.

The Constabulary has been successful in applying for Safer Streets Home Office funding for 2024/25, which will be used to roll out a new approach to delivering Neighbourhood Watch across the county by April 2025.

Delivering accessibility through active and focused engagement in our communities

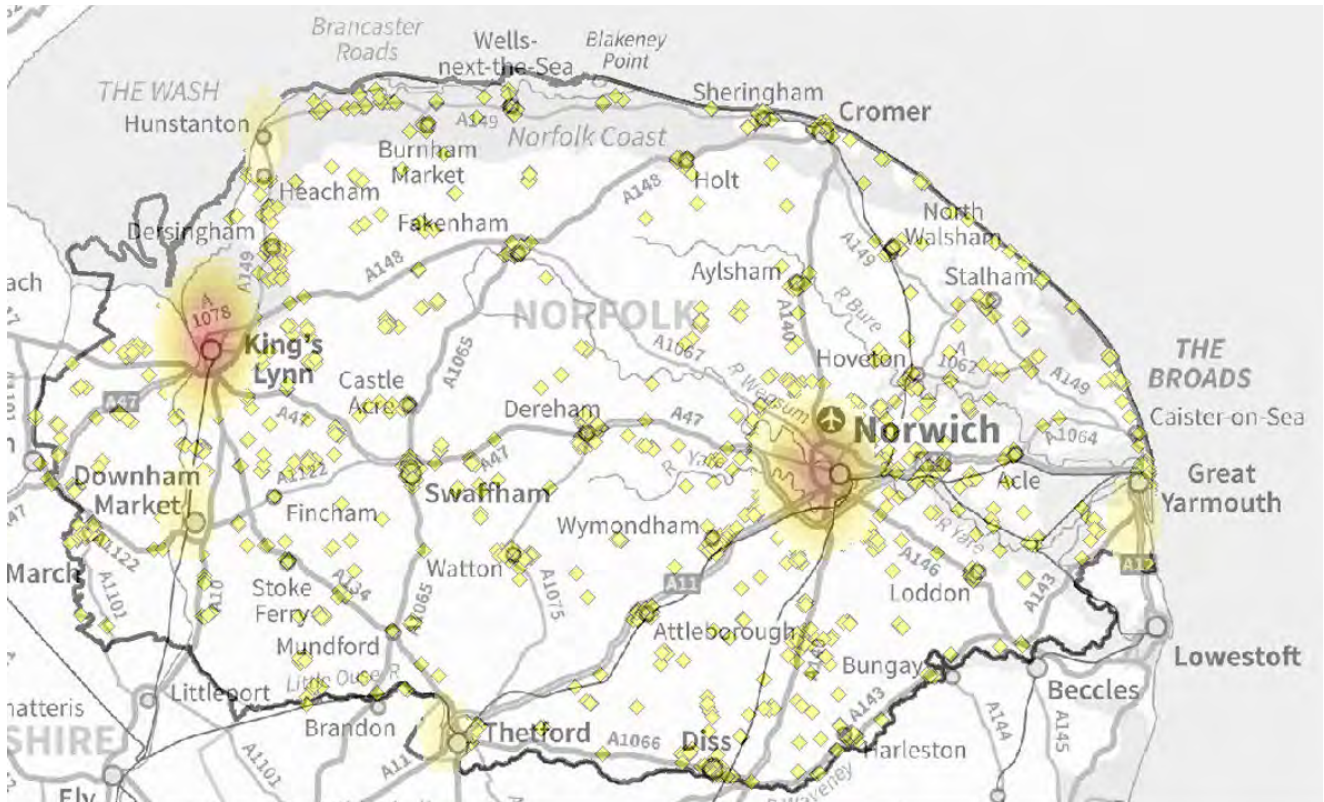
It is vital for the Constabulary to listen to all groups within communities to understand their needs and how to best respond. Effective local policing and community engagement are fundamental to maintaining and building trust and confidence. This activity is driven by locally based Beat Manager teams engaging with the public both in person and online, and a coordinated approach with diverse communities through Key Individual Networks.

Officers record their engagement activity on the Engagement Application. Development of the application has continued, and data from the app was reviewed each month at a district level to identify trends or gaps in community engagement. The way that each of the engagement categories available on the app are used is under review, alongside the development of new linked training which will be delivered to all Neighbourhood Policing Officers.

The Neighbourhood Policing Performance Framework includes the collation of engagement-related information. The data set has continued to grow and is used to identify areas for improvement. Demographic and diversity data was also monitored to ensure that local policing teams were maintaining a proportionate relationship with their Key Individual Networks.

As seen in Table 6 at Appendix C, 2023/24 saw an increase in recorded engagement and targeted activity across the county. This can, in-part, be attributed to the work of the Neighbourhood Policing Improvement Board, and the continued development of the Neighbourhood Policing Performance Framework which delivered improved oversight, accountability, and understanding.

Visibility and engagement were delivered through many different approaches, including 'Park, Walk, Talk' – an initiative to encourage police officers to park up in towns and villages, spend some time walking around the local community and talk to residents – which continued to be the most recorded category on the engagement application.



The heatmap above displays the location of 'Park, Walk, Talk' patrols conducted between 01/04/2023 and 31/03/2024, as recorded on Norfolk Constabulary's Engagement App.

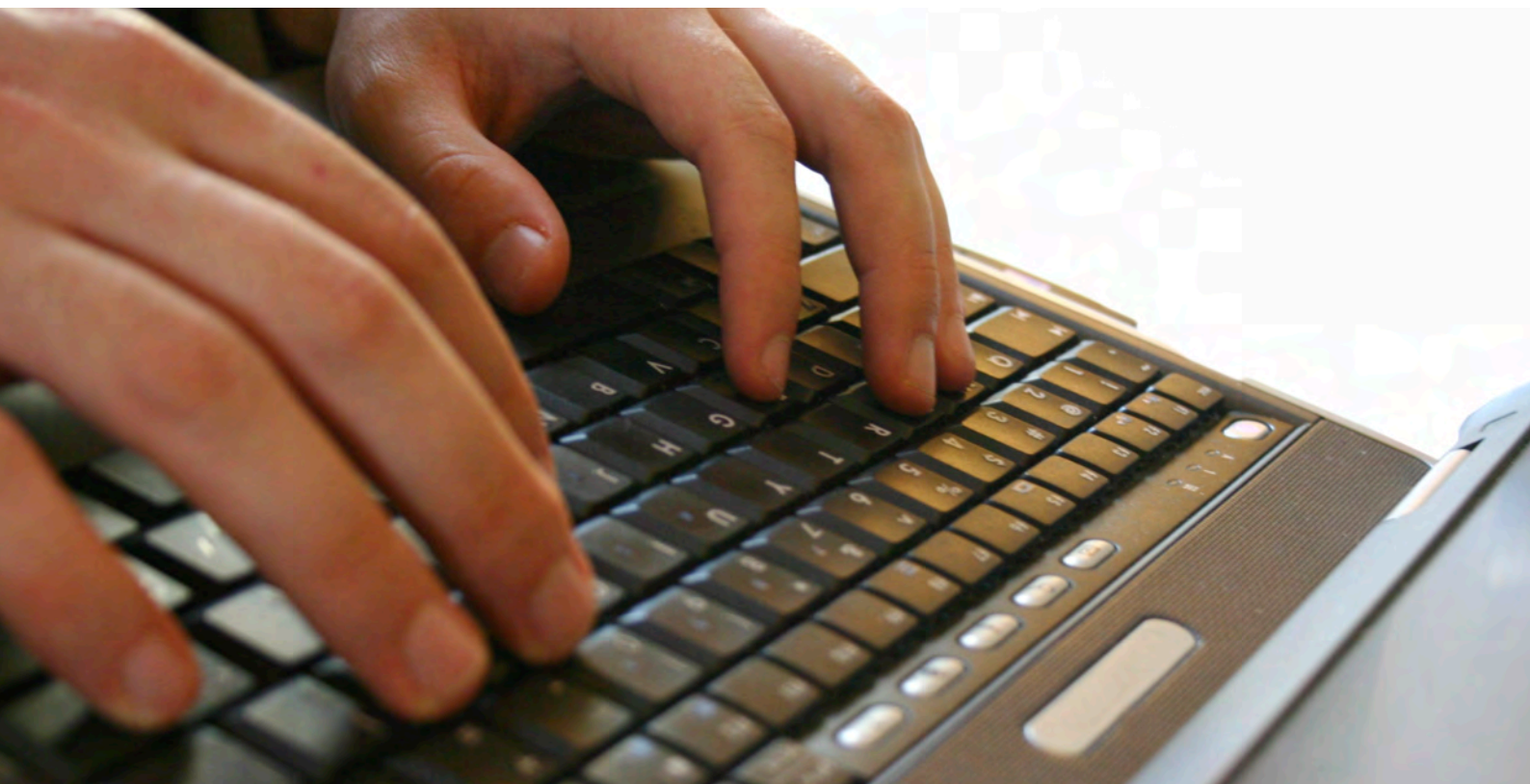
Engagement with diverse communities is coordinated through the Equality, Diversity and Inclusion team. The team has worked with the District Engagement Officers and Local Communication Officers over the last twelve months to maximise opportunities to engage with communities that are more isolated.

Towards the end of the 2023/24 financial year a successful application was submitted to the Home Office for £1 million funding to implement an antisocial behaviour hotspot policing pilot in 2024/25. Named Operation Focus, the response will utilise a range of policing resources including the Special Constabulary, Beat Managers and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour.

Effective engagement and communication with communities is key to driving public confidence and satisfaction in policing. The work of the Constabulary's four Local Communication Officers (LCOs) over the past year has helped to achieve this through the provision of regular updates to communities about crimes and incidents, and the release of information about local policing activity, and work that was undertaken to tackle and prevent crime and keep communities safe.

LCOs are part of the Corporate Communications Team but are based in the four policing Commands, working closely with police officers to share information about the Constabulary's work. Content covers a range of activity including crime appeals, outcomes of investigations such as arrests and charges, work undertaken against policing priorities, and promoting awareness campaigns.

LCOs use the Constabulary's digital platforms, as well as reaching out to local independent publications, town and parish newsletters, and community radio. Social media platforms have been used to good effect to engage with members of the public, with LCOs responding to direct messages, getting people information they need, passing messages on to officers, and signposting people to other agencies where necessary. They also interacted via comments on posts, responding to concerns or providing additional factual information if content has been misinterpreted.



The table below shows the Constabulary's Facebook account data for the period 1 April 2023 to 31 March 2024, highlighting the number of followers, account growth, and post reach for each account:

Facebook account	Total followers	Growth	Post reach (number of times content seen by different people)
Norfolk Constabulary	80,800	+8,800	16.8m
Breckland	7,700	+1,900	1.3m
Broadland	6,500	+5,700	600k
Great Yarmouth	8,100	+1,600	927k
King's Lynn	10,100	+3,100	1.9m
North Norfolk	8,200	+1,700	528k
Norwich	6,400	+2,400	1m
South Norfolk	5,900	+461	610k

The table below shows the number of followers and growth for each of the Constabulary's 'X' accounts for the period 1 April 2023 to 31 March 2024:

X (formerly Twitter) account	Total followers	Growth
Norfolk Constabulary	120,764	+4,300
Breckland	6,001	-16
Broadland	4,740	+52
Great Yarmouth	6,400	+74
King's Lynn	12,700	+58
North Norfolk	6,200	+4,300
Norwich	20,934	+375
South Norfolk	6,100	+62

Findings from the 2023 review of the Constabulary's online accounts showed good growth across the corporate and district accounts. Even with fewer posts going out on the accounts, they grew consistently, showing the power of quality over quantity.

The Constabulary recognises that not all communities will be reached via digital channels and, as such, LCOs use more traditional methods of communications including posters, newsletters and leaflets to update communities, especially in more rural areas.

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

The Constabulary's Contact and Control Room (CCR) continued to be busy, with year-on-year increases in demand for 999 services and increasing demands for on-line contact channels.

Table 7 at Appendix C shows CCR performance data for public contact and deployment of resources. The number of 999 calls received by the CCR in 2023/24 increased by 6.7% compared with the previous year, and by 17.4% when compared with the long-term average. Despite this increase in demand, the CCR delivered a twelve-month 999 Service Level Agreement (SLA) for calls answered within 10 seconds of 91.8% against a national target of 90%. The average time to answer improved from seven seconds in 2022/23 to five seconds over the same period in 2023/24. This performance improvement is attributed to the benefits of the CCR modernisation programme which are now being fully realised.

The number of 101 calls received by the Constabulary in 2023/24 was down 3.4% on the previous year, and 8.2% on the long-term average. The median wait time for a 101 call to be answered by the Switchboard was 17 seconds.

Digital contact continues to be a growing preferred option for public contact with the police. The 'Live Chat' functionality was turned on in 2022, and over the last twelve months the Constabulary has received an average of 1,400 'Live Chat' requests each month and has connected with over 95% of these requests.

Single Online Home is a new digital channel for all police forces, which went live in Norfolk in January 2023. It has become an ever-increasing contact choice for the public, with month-on-month increases in requests for service. In April 2023 the Constabulary received 84 Single Online Home requests compared to 2,042 requests in March 2024. Over the last twelve months this equated to an average of 875 Single Online Home requests each month.

Email requests for service reduced due to the new digital contact functionality, however the CCR continued to receive an average of 3,000 emails every month in 2023/24, with each being responded to within 24 hours.

In the last twelve months, new capabilities were added to the CCR response. GoodSAM is a piece of software which assists the police with locating missing, lost, and vulnerable people quickly. On several occasions, the technology was instrumental in the timely deployment of police resources to locate and protect vulnerable people.

Rapid Video Response (RVR) is an evolving service provided by the CCR which allows victims of Domestic Abuse the choice to speak to a police officer via a secure video link at a time, and from a location of their choosing. Over the last twelve months, 82% of people who chose to use this service said they would use it again with users rating the quality of the service they received at 4.8 out of 5 on average.

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

Throughout the year, the PCC visited various groups and organisations to raise the profile of the role of the PCC. Presentations took place at clubs such as Wymondham University of the Third Age, Blakeney Parish Council, Sheringham Probus Club, Wroxham Probus Club, Norfolk LGBTQ+ project, the Advanced Motorist Club and Reepham WI. These sessions consisted of the PCC outlining their statutory duties and their role as the Victims Commissioner, alongside detailing the work of the OPCCN. The PCC also used the Royal Norfolk Show as a platform to reach out to the wider public.

Local media broadcasts were made to promote wide-ranging topics proactively and reactively. These included: Children and Adolescent to Parent Violence and Abuse (CAPVA) funding, attendance at the Royal Norfolk Show, 'Right Care, Right Person', the Norfolk and Suffolk shared data breach, the launch of the PCC's precept consultation, the possession of knives and issues around shoplifting in the county.

In total there were ten live and pre-recorded interviews with BBC Radio Norfolk, Heart Radio and Greatest Hits Radio along with regular mentions and statements provided.

On 1 March 2024, the PCC had the opportunity to reach a younger demographic by taking part in a podcast produced by UEA students on campus called 'The End of Time Podcast'. The topics of discussion were split into 20mph zones, the PCC's time in the Falklands and the role of PCCs. To date, the podcasts have received 64.5K views and the 20mph zone podcast has garnered over 300 comments.

Active promotion of national and local campaigns across the county

During the past year, the Constabulary supported a wide range of national and local campaigns to raise awareness and educate the public on key policing priorities. This included promoting local and National Police Chiefs Council (NPCC) campaigns relating to safety on the roads through the Constabulary's website, social media channels, and through local media, both pre-and post-campaign. These campaigns addressed the 'Fatal Four' offences of drink/drug driving, using a mobile phone whilst driving, speeding, and driving without wearing a seatbelt. Other road safety initiatives included operations which addressed commercial vehicle related offences, and campaigns aimed at improving the safety of vulnerable road users (pedestrians, horse riders, cyclists, and motorcyclists). This included the Safe Rider scheme, celebrating 25 years of the partnership project with the aim of reducing motorcyclist casualties.

Other local and national campaigns promoted themes such as fraud and cybercrime prevention, and campaigns to raise awareness of human trafficking, modern slavery, labour exploitation, sexual abuse and sexual violence, domestic abuse, child exploitation, knife crime and car cruising. Media and social media releases were also used to inform the public about the positive outcomes of County Lines related drug operations which resulted in significant custodial sentences and drug seizures. Social media accounts were used to promote the Constabulary's support for International Women's Day and Black History Month.

The NPCC-led 'Neighbourhood Policing Week of Action' and 'Response Policing Week' were used as opportunities to highlight the great work that officers in these frontline teams undertake daily. Similarly, 'The Big Help Out', a national event held to mark His Majesty the King's Coronation in May 2023, was also used as an opportunity to highlight the valuable contribution that the Special Constabulary and Police Support Volunteers make to policing. Police Officer recruitment campaigns were also promoted throughout the year, including #YesPolice.

8.3 Tackling Crime

The third priority focuses on:

- > Promote a co-ordinated countywide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences
- > Being effective in tackling serious and organised crime (including fraud and cybercrime affecting Norfolk)
- > Delivering an effective response to the County Lines threat affecting Norfolk's communities and the vulnerable
- > Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Promote a co-ordinated countywide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape, and serious sexual offences

The countywide response to VAWG is co-ordinated through the Norfolk Community Safety Partnership (NCSP), and more specifically the Domestic Abuse and Sexual Violence Group (DASVG). The NCSP and the DASVG are managed and led by the Office of the Police and Crime Commissioner for Norfolk (OPCCN), and the outcomes achieved in the last year are set out in the NCSP section later in the report.

Through the DASVG, the Norfolk Integrated Domestic Abuse Service was developed and the OPCCN is lead commissioner for the service. Information on the service is contained in the 'Pillar 5 – Support Victims' section of this report. It continued to represent a joined-up support offer to victims of domestic abuse in Norfolk.

Over the past year, the DASVG has driven partnership work focussing on VAWG for Norfolk. This included:

- > Co-ordinating an audit of the training offered to professionals across Norfolk regarding domestic abuse, identifying areas that needed to be covered within training and collaborating to create a set of Domestic Abuse Training Standards, that all NCSP members should ensure their training covers
- > Supporting the Constabulary to co-ordinate a local strategy for responding to perpetrators of abuse, which is delivered through the DASVG Perpetrator Sub-Group
- > Providing a space for all services across Norfolk to highlight how they support those affected by VAWG and to set out opportunities for joint working via a series of sector spotlights. These spotlights covered older adults and those with care and support needs, children, victim support services and the health sector

Through management of Domestic Homicide Reviews, the OPCCN has become aware of the impact domestic abuse has on mental health, self-harm and suicidal ideation. To help ensure Norfolk's professionals are aware of this factor, the OPCCN has worked with the county's suicide prevention lead to ensure domestic abuse is a focus within their Suicide Prevention Action Plan.

The OPCCN showed its commitment to ending violence against women and girls by achieving White Ribbon Accreditation in 2022 and continuing to work across the organisation to prevent men's violence against women and girls by addressing its root causes. White Ribbon is the UK's leading charity engaging men and boys to end VAWG and their aim is to change long established, and harmful, attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women.

In November 2023 the OPCCN brought together leaders across Norfolk's public sector to make collective and individual pledges to tackle VAWG and #ChangeTheStory. This included encouraging leaders to:

- > Sign up to [Norfolk's HEAR campaign](#) and take the pledge to help employees affected by domestic abuse
- > Make the White Ribbon Promise – [Make the White Ribbon Promise – White Ribbon UK](#)
- > Promote White Ribbon Day within their organisation
- > Become an accredited White Ribbon Organisation – [White Ribbon Organisations – White Ribbon UK](#)
- > Pledge on behalf of their organisation to make changes to prevent and respond to VAWG.

The OPCCN continued to deliver on its three-year action plan, which focuses on strategic leadership, engaging men and boys, changing culture and raising awareness. The steering group is made up of OPCCN staff who signed up to be either a White Ribbon Ambassador or Champion and made the White Ribbon promise to abide by its Code of Conduct. The group met regularly to gain, sustain and drive White Ribbon accreditation and developed an action plan to hold the group to account and make progress on actions, which included:

- > Reviewing and promoting office policies and procedures
- > Producing a new starter induction training pack
- > Providing training inputs to the wider office
- > Scrutinising Norfolk Constabulary's performance regarding VAWG
- > Providing effective management to the Norfolk Community Safety Partnership, including the Domestic Homicide Review process
- > Promoting with partners and public the importance of ending male violence against women and girls through events and communications

All organisations can become White Ribbon UK Accredited and the OPCCN was delighted to join partners across the country to spread this vital message. The OPCCN encourages other local partners to follow suit in becoming accredited. Further information about the scheme can be found on the [White Ribbon website](#).

Table 8 at Appendix C shows that the number of recorded crimes linked to Domestic Abuse fell in the last twelve months. This is likely to be caused in-part by some changes to crime recording rules set by the Home Office. The proportion of crimes leading to an arrest increased, as did the proportion of cases leading to a charge. Despite this, the proportion of cases closed because the victim did not feel able to support prosecution also increased.

The data table also shows that the number of recorded Rape and Serious Sexual Offences (RaSSO) reduced from a record high year in 2022/23, with the overall proportion of crimes that were solved reducing slightly (7.5% in 2023/24 against 7.7% in 2022/23), which is close to the long-term average (7.4%). Despite this, the number of cases charged, representing the most serious offences, increased slightly.

The Constabulary continued several initiatives related to Domestic Abuse, working in partnership with the OPCCN. This included engagement with a range of national and countywide communications campaigns, and the mainstreaming of the Norfolk Integrated Domestic Abuse Service (NIDAS) into its second year.

The internal Domestic Abuse Delivery Group continued to oversee the quality of services delivered to domestic abuse victims. The work of this group included realising the benefits of the first full year of two important initiatives that were launched as pilots in 2022/23. First was the introduction of the new Domestic Abuse Risk Assessment (DARA) tool, which replaced the Domestic Abuse Stalking and Honour-based violence (DASH) tool as the risk assessment used by officers to identify indicators of future harm after an incident has occurred. The new tool enables a more holistic approach to be taken which resulted in a greater proportion of cases being referred for onwards support last year.

The second initiative was the 'Rapid Video Response' (RVR) team, a group of desk-based officers who engage with victims remotely via a video appointment at a time that is convenient to the victim to take a domestic abuse report where there is no immediate risk to safety. The pilot commenced in October 2022 and the team continued to grow through 2023/24, holding 1,518 consultations, which equated to 7% of the overall domestic abuse demands received by the Constabulary, and 21% of Grade B2 (priority non-emergency) domestic demand.

New work in 2023/24 was driven by national change programmes that affected all police forces, particularly the overarching VAWG Strategy led by Deputy Chief Constable Maggie Blyth of the National Police Chiefs Council (NPCC), and the rollout of the Operation Soteria National Operating Model (NOM) to help all forces reach NPCC standards for the investigation of RaSSO crimes. The latter saw the Constabulary deliver extensive training across all specialist investigators to ensure that they were up to date with the latest research in dealing with the trauma affecting victims of such offences.

Operation Engage became a permanently funded team and focused on providing exceptional service to Rape and Serious Sexual Offence victims, prevention, and supporting bringing offenders to justice.

There is now a well-established Rape Scrutiny Panel, and the Constabulary also continually seeks other opportunities to gain and learn from victim survivor feedback.

High-harm repeat victims, offenders and locations have continued to be monitored through a monthly Tactical Tasking and Co-ordination Group. This process, as well other suspect-focussed activity, supports improvements to the way the Constabulary reduces victimisation and prevents further offending.

Taken together, the effect of this work has seen a workforce that is now more engaged on the issues associated with VAWG offending, with greater empathy for victims, and a better understanding of the requirements for successful prosecution. This is evidenced by the improving solved rates for domestic abuse related offences, together with increases in the rate of charges being laid for the most serious sexual offences and other complex offences.

Looking ahead to next year, changes to the staffing model for the Domestic Abuse Partnership Perpetrator Approach (DAPPA) are expected to bring further improvements to the lives of victims affected by these issues.

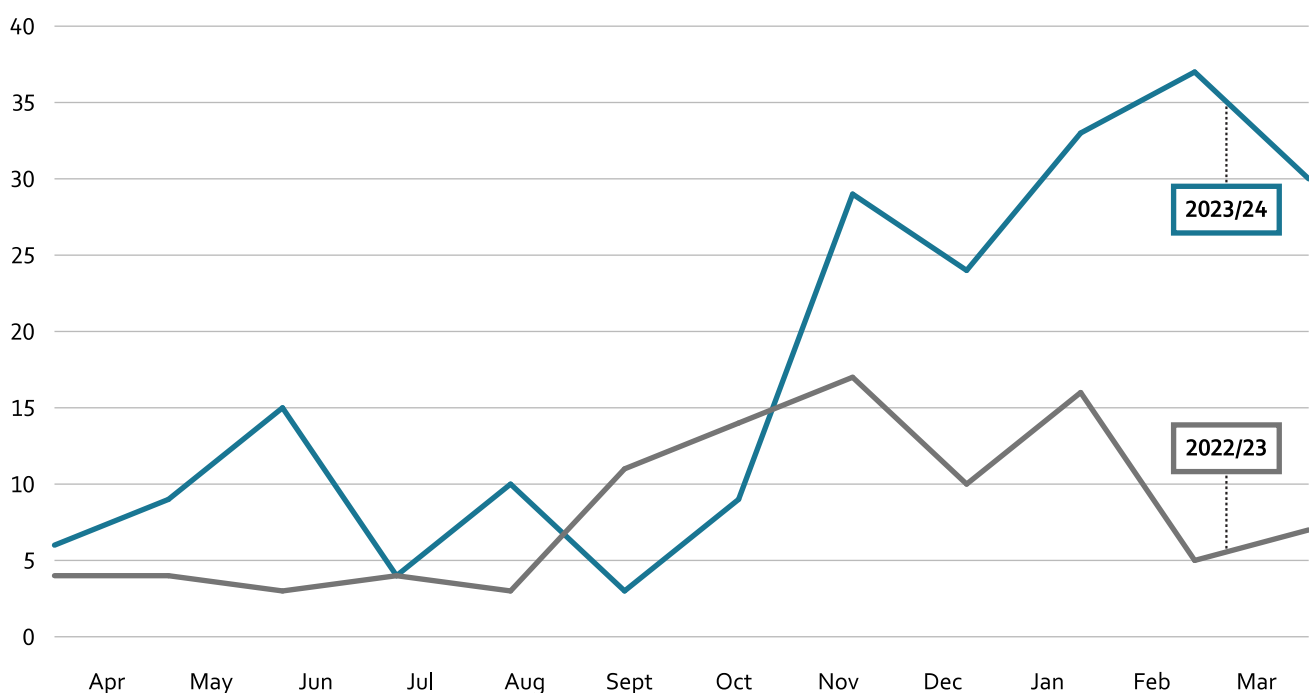
Being effective in tackling serious and organised crime (including fraud and cybercrime affecting Norfolk)

The Constabulary has a dedicated Serious Organised Crime Unit (SOCU), which is shared with Suffolk Constabulary under the Joint Protective Services Command, that has the capability and enhanced skills to tackle and disrupt the most complex Organised Crime Groups (OCGs).

The Eastern Region Specialist Operations Unit (ERSOU) supports Norfolk Constabulary in tackling serious and organised crime (SOC) threats across the county. ERSOU provides specialist capabilities to support the most serious and complex SOC investigations. Norfolk Constabulary and ERSOU continue to work in collaboration to disrupt Organised Crime Groups and bring offenders to justice.

The data in the graph below highlights the improvements that have been achieved in SOC disruptions in Norfolk, showing a 113% increase in disruptions in 2023/24 compared to 2022/23. This data has been produced by the Eastern Region Specialist Operations Unit (ERSOU) and has been independently verified.

Norfolk disruptions by month



Over the last twelve months, the Constabulary enhanced its Local Responsible Officer (LRO) network, which was a key factor in the improvements that have been delivered in recorded disruptions against OCGs. The LRO is the officer responsible and accountable for disrupting and dismantling an Organised Crime Group using the '4P' (Protect, Pursue, Prevent and Prepare) model.

Progress and accountability of the disruption plan is monitored through the monthly Serious Organised Crime Board to ensure disruptions against SOC threats are being effectively delivered.

The joint Cybercrime Unit's mission is to contribute alongside regional, national, and international partners towards the provision of a safer and more secure cyber environment in support of the National Cyber Security Strategy and the Serious and Organised Crime Strategy. One of the core objectives of the Cybercrime Unit is to pursue those individuals who engage in cyber and serious crime and seek criminal justice outcomes. In the last year the Cybercrime Department's Pursue Investigators received, assessed, and processed more than 450 referrals from the City of London Police, the national lead force for fraud.

The unit's Cyber Security Advisors provided external and internal preventative advice to businesses, charities, business events, and police teams across Norfolk and Suffolk. Since January 2020, Cyber Security Advisors have directly engaged with over 30,000 individuals from across both counties, with 2023/24 seeing over 5,000 members of the public receive cyber-related advice.

The role and capability of the Digital Media Investigators has been reinvigorated, providing an enhanced level of support to the front line. In 2022/23 they supported local policing in over 350 investigations encompassing a wide range of specialist provisions. In 2023/24 they increased this level of support to over 700 frontline investigations.

The team have seen significant success in repatriating social media accounts, both personal and business, which cause significant concern in the community, as well as taking down malicious and fraudulent websites.

One of the Key Performance Indicators for all Cybercrime Units across the country is the delivery of the [Cyber Choices programme](#) in schools, which aims to prevent young people getting involved and drawn into computer-based offending. As well as leading regionally for the delivery of this input, as a combined force, Norfolk and Suffolk sit second nationally.

The Constabulary continued to investigate fraud alongside other volume and serious crimes, with allocation decisions being based on the impact of the crime on the victim and the complexity of investigation required to solve it. A dedicated Detective Sergeant post was maintained to ensure there is a consistent approach across the county using the national best-practice Fraud Investigation Model (FIM).

The national Action Fraud website is intended to receive all reports of certain classes of fraud, with the expectation that victims should report via this site rather than to their local police force. Reports are then assessed by the National Fraud Intelligence Bureau (NFIB), which disseminates those deemed 'solvable' to the force best placed to lead the investigation. Norfolk has outperformed the national average positive outcome rate for such disseminations across the past three years and has also maintained a position of providing additional victim safeguarding for high-harm crime types, including 'Courier Fraud' and 'Romance Fraud'.

The NFIB also shares data for all fraud cases recorded by Action Fraud which involve a Norfolk victim with the Constabulary each month for statistical analysis. Victim care, support and advice is provided by the National Economic Crime Victim Care Unit (NEVCU) in the first instance. The Constabulary maintains contact with NEVCU to ensure they are up to date with the local support services that are available so that they can signpost victims to local provision, and to monitor the quality of service that the national team are providing to Norfolk victims.

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

New and emerging County Lines, using the well-established operating model of coordinating drug supply via a mobile phone, continued to be identified and disrupted. The number of identified County Lines fluctuated across the year, which is to be expected due to the constantly evolving nature of the threat. The focus of police investigations is to identify and target the 'line holder', who coordinates the drugs supply, whilst using various options to safeguard those being exploited by the activity. Those in need of safeguarding include children being used to deliver the drugs, and vulnerable drug users whose homes are often used as bases by County Lines nominals.

Table 9 at Appendix C shows the volume of County Lines that have been closed and drug supply arrests data for 2023/24. The number of County Lines identified as supplying Class A drugs in Norfolk in the last twelve months has averaged 25, which is a downward trend compared with the last four-year average of 36 County Lines. This is consistent with the total number of arrests for the offence of being 'Concerned in the Supply of Controlled Drugs' in Norfolk in that period, which has decreased compared with the previous twelve months, and almost 20% below the long-term average. Once those coordinating the Class A drugs supply are identified, enforcement activity takes place at pace when the necessary evidence has been gathered.

Technology-enabled methods of investigation continue to be refined, providing efficient and effective criminal justice outcomes, with the vast majority of those charged pleading guilty at court rather than electing a trial.

Since the inception of a dedicated County Lines team within the Constabulary in 2020, 104 County Lines have been closed and over 500 years of custodial sentences have been handed to those involved in supplying drugs in Norfolk, with over 80 years of these prison sentences having so far resulted from activity which took place in the 2023/24 reporting period.

Over the last year, under the Project ADDER (Addiction, Diversion, Disruption, Enforcement, and Recovery) model of a whole-system approach, the Constabulary continued to work closely with partner agencies, including Children's Services, Public Health and the drug treatment provider 'Change, Grow, Live', to tackle the significant threat that County Lines poses to the communities of Norfolk. Drug testing on arrest and youth worker diversionary activity continues to support the overall aim of reducing addiction and ultimately reducing demand for Class A drugs in the county.

There remains a clear focus on partnership work through the Multi-Agency Child Exploitation (MACE) team to safeguard young people at risk of exploitation, whilst the Norfolk Drug and Alcohol Partnership (NDAP) provides a platform for coordinating activity to prevent harm. This is enabling emerging threats to be addressed through joined-up planning and a joint response. The Constabulary is a key member of NDAP. An example of the partnership's work in this period was its evolving collective response to mitigate the risk presented by the emergence of synthetic opioids, which are either used as a substitute for, or in addition to, naturally occurring opiates, and are often much more potent, which has been responsible for a national rise in overdose and drugs-related deaths.

In developing the Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) objective of addressing drug addiction, and in support of the sustained enforcement against County Lines operating in Norfolk, there is now a treatment-focused resource provided through Public Health funding in all three Norfolk Prisons, delivering [SMART Recovery](#) groups, psycho-social groups, and one-to-one support for Norfolk prisoners when they are due for release.

A pilot has recently commenced in HMP Norwich to trial prescribing Buvidal, a long-acting opioid blocker, to enable prisoners to be medicated whilst serving a sentence and then to continue that use following their release. Buvidal provision is now available across Norfolk for criminal justice clients and is being expanded to all three prisons in Norfolk.

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

Hare Coursing remained a focus of the Constabulary's Operation Randall Rural Crime team. As can be seen within Table 10 at Appendix C, there was a 20.1% reduction in reports in 2023/24 when compared with 2022/23. This reflects the anecdotal evidence that Norfolk is an unattractive venue with the criminals who are engaged in hare coursing activity due to the sustained positive action approach that has been taken towards prevention and enforcement. The Operation Randall team tackled hare coursing on a partnership basis, with active partnerships existing at a local, regional, and national level under the Operation Galileo strategy.

In the last year, new powers became available through the [Police, Crime, Sentencing and Courts Act 2022](#) which were successfully used in several Hare Coursing cases, leading to the conviction of offenders, the imposition of Banning Orders to prevent dog ownership, and the recovery of kennelling costs incurred when seizing the dogs used during the offences.

Table 10 at Appendix C also provides data for farm machinery thefts. Although there has been a slight increase in farm machinery thefts reported during this period compared to 2022/23, no significant long-term linked series of thefts have been noted. The Operation Randall team reviews all theft reports and employs detection and prevention measures in response. The team works closely with other enforcement arms of the Constabulary including Operation Moonshot teams to deliver a targeted response and close links are maintained with national working groups; for example, Operation Huff, which is the national project to tackle GPS theft, with significant effort to identify offenders and pursue offenders across borders, with a reach into Europe and beyond.

The data table also shows that livestock worrying and theft figures are still low, but the Constabulary recognises the profound effect this type of offending has on the rural community and continued to explore all opportunities for prevention and detection. It has been firmly on the radar of the Operation Randall team who support, educate, and prevent where possible. The Constabulary is engaged in Operation Recall, a national project which is working to reduce livestock worrying incidents.

The National Rural Crime Unit (NRCU) is developing at pace and is breaking down the barriers of cross-border crime. Enhanced reporting and analysis are providing early warnings of developing trends, and Priority Delivery Groups have been formed for the significant thematic areas of rural criminality. The Constabulary chairs the Fuel Theft Priority Delivery Group.

The Operation Randall team hosts the Community Rural Advisory Group (CRAG), which brings together key members of the Norfolk rural community and professional partners on a bi-monthly basis to jointly tackle rural crime related issues. The Heritage CRAG sub-group has proven to be successful in raising awareness and pursuing offenders who are intent on harming the county's significant rural assets.

The Constabulary's Drone Team are aligned to the Operation Randall Rural Crime team. They have undertaken preventative proactive tasked drone patrols at key locations and crime hotspots. As a leading force nationally, Norfolk Constabulary continued to advance this area of technology which not only offers innovative policing tactics, particularly in rural settings, but also provides cost and environmental benefits compared to traditional police air support provided through the deployment of helicopters.

8.4 Prevent Offending

The fourth priority focuses on:

- > Develop and deliver effective diversionary schemes for offenders (high harm and volume)
- > Work in partnership to safeguard vulnerable adults and children
- > Work in partnership to ensure offenders are managed effectively in the community
- > Reduce the revolving door of crime by putting in place the support needed to reduce re-offending
- > Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice

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

There is a requirement for all police forces to have an Integrated Offender Management (IOM) Scheme under the National Strategy for IOM. Norfolk and Suffolk Constabularies have a joint team which works in partnership with the Probation Service, drug and alcohol treatment services, the Department for Work and Pensions (DWP), housing providers, and other third sector agencies to assist the most prolific offenders to reduce their offending by working together to address their criminogenic needs and behaviours.

Since IOM was reset in 2021 following changes to the national Probation Service, the Probation Service has been deemed to have primacy within the IOM partnership. The Norfolk and Suffolk Probation Local Delivery Units have now split, which has changed the shape and dynamic of the local IOM offer. As a result, the decision was made to end the collaborative arrangement between the two counties and to move

forward as two separate IOM teams, aligned to county boundaries and to the service delivery areas of the primary partners. The Norfolk and Suffolk IOM team is now undergoing decoupling. For Norfolk Constabulary, this will see the police IOM provision moving from the governance of the County Policing Command across to the Safeguarding and Investigations Command.

Reduced IOM team capacity saw a slight reduction in the number of offenders managed by the scheme, with the average number of offenders being managed reducing from 132 offenders in 2022/23 to 118 in 2023/24.

Strong partnership working and information sharing has ensured that the police team have continued to be instrumental in identifying where risk of reoffending had increased, where safeguarding for victims was required, or where licence conditions were being breached.



Work in partnership to safeguard vulnerable adults and children

Across the Constabulary, officers and staff have worked with partners to safeguard vulnerable adults and children. Operationally, this involved sharing information and agreeing a course of action, which could include carrying out joint investigations with colleagues from Adult Social Services, Children's Services, Health partners (Integrated Care Board) and other agencies as appropriate.

The Constabulary was well represented at a senior level at the three key strategic groups, these being the Norfolk Community Safety Partnership (NCSP), the Norfolk Safeguarding Children Partnership (NSCP) and the Norfolk Safeguarding Adults Board (NSAB). Within these groups, the Constabulary was represented by the Assistant Chief Constable for Local Policing, who in turn was supported by senior officers from the Safeguarding and Investigations Command. Each of these were active members, and often leaders, of many of the sub-groups delivering against the various strategic priorities.

Within the NCSP, the Constabulary worked with partners to deliver effective multi-agency domestic abuse and sexual violence services, and to fully integrate a range of services through the Domestic Abuse and Sexual Violence Delivery Group (DASVG). The Constabulary contributed towards several Domestic Homicide Reviews and led in the key areas of County Lines, Serious Violence Duty, and the Norfolk Drug and Alcohol Partnership. Within the NSCP, the Constabulary led the priority area of child exploitation, ensuring that operational processes were working effectively. The Safeguarding Detective Superintendent chaired the Vulnerable Adolescents Group, a strategic multi-agency board which continued to improve the provision of services to children in Norfolk who suffer, or are at risk of, exploitation. A countywide programme of training and multi-agency networking remained in place with the Constabulary also having supported the partnership priority areas of child neglect, family and community networking, fathers' inclusivity, and trauma informed practice. The Safeguarding Detective Superintendent was a standing member of the Safeguarding Practice Review Group, which helped to ensure that lessons could be learnt from serious incidents within the county.

Within the Norfolk Safeguarding Adults Board (NSAB), the Constabulary helped to reconfigure the Business Delivery Plan and to prioritise and focus on NSAB's Strategic Objectives. The Constabulary supported work in several key areas, including tackling racism within the care sector, a peer review of the Norfolk Safeguarding Adult Board in conjunction with the Wigan Safeguarding Adult Board, and continuing scrutiny and review of the Multi-Agency Safeguarding Hub (MASH). In parallel with the NSCP arrangements, the Safeguarding Detective Superintendent was a standing member of the Safeguarding Adults Review Group (SARG), which ensured that lessons could be learnt from serious incidents involving vulnerable adults within the county. They also co-chaired the NSAB Business Group, which ensured that strategic objectives were translated into practical action across agencies.

An example of the effective work that took place across the three main partnerships in this period was the multi-agency review into the fatal stabbing of a young man who had recently turned eighteen. Although 'non-statutory', as it did not fit within the boundaries of either Child Safeguarding Practice Review or Safeguarding Adult Review, this important piece of work was completed to understand the services provided to him and his family and to identify any relevant learning that may strengthen provision of service to children and young people affected by criminal exploitation and/or serious youth violence.

The data within Table 11 at Appendix C shows a relatively small increase of around 15 Section 47 strategy discussions per month, or three per week across the reporting period when compared with the previous year. The decrease shown in Section 42 strategy discussions equates to around 48 per month or eleven per week, a more substantial difference which may be explained by more efficient practice resulting from MASH process scrutiny. The reduction in child exploitation screening at all risk levels may be due to increased awareness and training through the Vulnerable Adolescents Group leading to earlier, more successful interventions, particularly within education.

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

The Domestic Abuse Perpetrator Partnership Approach (DAPPA) is a multi-agency approach to addressing domestic abuse within Norfolk, managing perpetrators of domestic abuse, and thereby helping to protect the most vulnerable victims. In the last twelve months the numbers of new referrals that the DAPPA team adopted reduced due to staffing levels in the team. Looking ahead this situation will improve with the wider structural changes that are being made to bolster the staffing again within the team.

Perpetrator referrals into the behaviour intervention scheme run by the Change Project continue, with a large percentage of the referrals being made through the Multi Agency Risk Assessment Co-ordination (MARAC) process. As well as supporting high risk victims, it also offers a behaviour intervention to the associated perpetrator when safe and appropriate to do so.

Table 12 at Appendix C shows data for the DAPPA team in the last twelve months.

Multi Agency Public Protection Arrangements (MAPPA) is a process for managing high risk sexual and violent offenders in the community. MAPPA and DAPPA are now managed by the same line manager, recognising the overlap of perpetrator management in the county.

The Constabulary's Public Protection Unit (PPU) manages Registered Sex Offenders within the community, ensuring that all conditions are being complied with and that Civil Orders are utilised where appropriate to further mitigate risk. Due to the increasing demands associated with managing Registered Sex Offenders, the establishment of the Public Protection Unit has been increased this year by another six posts.

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

Out of Court Resolutions (OOCRs) are a way of concluding criminal investigations without the need for formal court proceedings. They are issued by the police to deal proportionately with mainly, but not exclusively, low-level often first-time offending.

OOCRs provide swift and meaningful justice for victims, improve victim care and satisfaction, address the offending behaviour and criminogenic needs of offenders, hold offenders accountable for their actions, and have the potential to reduce re-offending. The current two-tier approach to OOCRs includes Conditional Cautions and Community Resolutions. Consideration is also given to whether a referral for diversionary action is appropriate in cases suitable for Community Resolution.

Reforms to adult Out of Court Disposals through the 'Police, Crime, Sentencing and Courts Act 2022' have now passed the consultation stage and the new legislation is expected to be enacted in Summer 2025. It will introduce a new two-tier plus system, rebranding Conditional Cautions as Diversionary Cautions and introducing a Community Caution that will have diversionary options for lower-level offences. Community Resolutions will be retained.

The Constabulary has an established Offender Diversion Team (ODT), joint with Suffolk Constabulary, which was introduced following a pilot in 2022/23. This allows for evidential review and decision-making process for Out of Court Resolutions to be conducted centrally.

At the commencement of the ODT pilot in December 2022, the proportion of all reported crime disposed of as an Out of Court Resolution was 4.53%. It has since increased, averaging 5.14% between April 2023 and April 2024. Out of Court Resolutions now account for, on average, 30% of all positive outcomes in Norfolk. Data for Out of Court Disposals and referrals to diversion schemes is included at Table 13 at Appendix C.

A breakdown of Out of Court disposals by type for the period 1 October 2023 to 31 March 2024 is provided in Table 14 at Appendix C.

The Restorative Justice Hub is embedded within the Offender Diversion Team. Every case that is processed for Conditional Caution is offered Restorative Justice via the hub (both victim and suspect) with approximately 14.6% of cases choosing to take up the opportunity to engage with Restorative Justice. By comparison, nationally, only 5% of cases on average are offered Restorative Justice, with minimal uptake. The current Restorative Justice Hub model, adopting Restorative Justice into Out of Court Remedies, has received national recognition. This model is not seen in any other force nationally.

Efficiency of the Offender Diversion Team has been under evaluation for the past 18-months by the Strategic Business and Operational Service department who tracked the progress of the first cohort of offenders to measure the effectiveness of the diversionary provision in terms of reducing reoffending. Data collected in this period indicates that 84% of those issued with a diversionary outcome did not come to police attention again in the twelve to 18-month period that followed. Breaches of Conditional Cautions are consistently low and average 11% over a six-month evaluation period.

Next steps for Out of Court Resolutions will see a transition to an 'offender paid' model, with a suite of diversionary course provision available. Academic research and scoping are planned to provide an evidence-base to introduce a Deferred Prosecution and Caution scheme, which will seek to address disproportionality.



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

In the last year, the Norfolk Youth Justice Service (NYJS) and the Constabulary have continued to work together to reduce the number of young people aged between 10 and 17 years old entering the Criminal Justice System. The Norfolk figure of 140 entrants per 100,000 population in 2023/24 was lower than the Eastern Region (168), and lower than the average for all of England and Wales (166).

An established Out of Court Disposal Panel has been a key factor in securing this reduction in first time entrants into the Criminal Justice System, with representatives from Norfolk Constabulary, NYJS and Children Services involved in the decision-making process to ensure that appropriate outcomes are administered, with a clear emphasis on treating children as children first and offenders second.

Any child issued with a diversionary outcome was supported with a bespoke diversion package, with the aim of preventing reoffending. During the last twelve months, 307 young people were referred to the panel. Of these, 230 young people received a 'Challenge 4 Change' diversion outcome, 23 were referred to other services including Children's Services, and two received a Community Resolution. Youth Conditional Cautions, Youth Cautions and a range of other outcomes were issued to the remainder (see Table 15 at Appendix C).

Research has shown that children from ethnic minorities are less likely to offer an admission in police interviews due to distrust of the police. This increases the likelihood of them being charged for an offence rather than being issued with a diversionary outcome, and therefore creates racial disparity in the youth justice system. In recognition of this, NYJS and Norfolk Constabulary developed an additional pathway for young people to receive a diversionary input even in cases where they have not accepted responsibility for an offence, where appropriate.

8.5 Support Victims

The fifth priority focuses on:

- > Improving the provision of entitlements set out in the Victims' Code of Practice
- > Deliver high quality investigations to support the right outcomes for victims
- > Work in partnership to commission effective services that support victims of high harm crime
- > Implement and develop the Norfolk Integrated Domestic Abuse Service (NIDAS) and review the provision of services for sexual violence victims
- > Improving victim's experience of the criminal justice system and raise confidence to report crimes
- > Safeguarding vulnerable victims of crime and antisocial behaviour (ASB)

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

The Code of Practice for Victims of Crime is a statutory code that sets out the expectation of the service level a victim should receive from the criminal justice system, including the police.

The twelve Victims' Code of Practice rights are:**01**

To be able to understand and to be understood

02

To have the details of the crime recorded without unjustified delay

03

To be provided with information when reporting the crime

04

To be referred to services that support victims and have services and support tailored to your needs

05

To be provided with information about compensation

06

To be provided with information about the investigation and prosecution

07

To make a Victim Personal Statement

08

To be given information about the trial, trial process and your role as a witness

09

To be given information about the outcome of the case and any appeals

10

To be paid expenses and have property returned

11

To be given information about the offender following a conviction

12

To make a complaint about your rights not being met

In 2023/24, the Victim and Witness Sub-Group of the Norfolk and Suffolk Criminal Justice Board continued to monitor and take action to improve the provision of entitlements under the Victims' Code across the criminal justice system. A new 'Victims Lead' was identified to drive improvements in the provisions of the Victims' Code entitlements. Performance against the Code of Practice was continually reviewed by the Victims Lead which ensured that guidance and training was delivered when areas of low compliance were identified. This was supported by the continued development of the Constabulary's Victims Code of Practice (VCOP) analytical dashboard, which all supervisors across the Constabulary have access to.

Data from the VCOP dashboard, together with data from monthly audits, was collated into performance packs which were reviewed at bi-monthly Force Performance meetings, and by the Supporting Victims Subgroup. Priority areas for improvement were highlighted, and the resulting activity was driven alongside key stakeholders. This included the victim's entitlement to be provided with information when reporting a crime (Right 3), their right to be provided with information about the investigation and prosecution (Right 6), and their right to make a Victim Personal Statement (Right 7). Work with frontline officers and guidance issued to Inspectors has seen all three areas of compliance improve significantly in the last twelve months. Table 16 at Appendix C provides an overview of the Constabulary's VCOP compliance data.

The Victims and Prisoners Bill is proceeding through Parliament which will result in the Victims Code of Practice being superseded by the new Victims' Code. In preparation for this, the Supporting Victims Subgroup has commenced transition planning for the new legislation. All areas were tasked to develop tactical plans for the delivery of the new Victims Code which they are required to complete by June 2024. Work to develop a Communications Strategy also commenced to help ensure that victims are aware of the new Code when it is implemented and their rights under it, and that officers and staff are prepared for the changes. All police forces will be required to report Victims' Code compliance metrics from April 2025. A working group will be convened once the metrics are confirmed to ensure that the Constabulary will be able to report on them.

In this reporting period work has also been undertaken with Norfolk and Suffolk Victim Care Services to train front line officers and staff, with the aim of increasing the number of referrals for victims to support services.



Deliver high quality investigations to support the right outcomes for victims

The Constabulary has maintained its investment in the long-running investigation standards improvement programme called 'Operation Investigate' over the past year. Since 2020, this programme has worked to establish effective processes for the investigation of crime, provide suitable training to officers in the use of those processes, and create reference material for officers to refer to when needed.

The work of the Operation Investigate Team has continued over the past year with all frontline Response officers receiving bespoke training of at least one and half days, and first and second-line managers being brought together for additional training workshops. The focus in the last year has been ensuring that the new workforce brought in under the Police Uplift Programme are able to put the core building blocks of investigation into practice, as well as responding to national updates in practice around Violence Against Women and Girls. Investigations are being completed to a higher standard, with externally published solved rates for 'all crime' also rising.

2023/24 also saw the embedding of the 'Converter' team, a small unit of police staff who work with a range of other teams to ensure that individuals who have committed multiple offences are given the opportunity to take responsibility for their crimes. Working both in prisons and via home visits, the team explain the benefits to offenders of admitting to all the crimes they were responsible for. While the offender benefits from being able to move on without other matters hanging over them, victims benefit by knowing that justice has been served and that the offender has admitted their guilt. In the past twelve months hundreds more offences have been successfully resolved, and victims have reported being reassured by the feeling of closure that has been provided.

'Operation Discovery', a pilot aimed at improving the timeliness and quality of crime investigations was launched in June 2022 in the King's Lynn and Breckland Districts. The pilot established a new 'District Crime Unit' operating structure with a dedicated uniform Inspector, a Sergeant, and seven Police Constables drawn from the Response function.

The success of the pilot led to a business case being approved in April 2023 which has seen District Crime Units roll-out across the county over the past twelve months. Now all seven districts have District Crime Units. Alongside this restructure, an innovative Management Information product called 'My Team', which draws from the Athena Crime system, has been developed by the Horizons Change and Improvement team. Investigations are now being completed in a timelier manner, with improvements in the number crimes that are solved across the county. Norfolk is now one of the best performing police forces in the country for positive outcome rates. At the end of March 2024 the positive outcome rate for all crime was 19.26%, which had increased from 15.98% at the end of March 2023.

Rapid Video Response' (RVR) has transitioned to a 'business as usual' status and is sitting within the Contact and Control Room (CCR) Command environment. RVR deals with B2 Domestic Abuse demand received by the Constabulary when virtual attendance is deemed suitable. The caller is given the option to talk to a police officer by video appointment at a time and day suitable to them. The pilot was launched in October 2022 and since its inception over 2,500 appointments have been completed. Public satisfaction continues to be high, with users of the service consistently scoring it 4.8 out of 5, and 84% of people indicating that they would use the service again if they had to report a similar matter. In 2023/24, 1,518 consultations were held, which equates to 7% of overall Domestic Abuse demand received by the Constabulary, and 21% of Grade B2 (priority non-emergency) domestic demand. The use of technology to provide a virtual response for other types of demand is now being scoped, with a pending pilot in Norwich District in the coming months.

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

Under the Ministry of Justice (MoJ) Victims Fund, PCCs are 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 last year, the OPCCN secured funding from the MoJ to extend and enhance the existing range of services. The table below sets out the total funding received from the MoJ under different programmes.

Explanation of acronyms in this data

- > ISVA stands for Independent Sexual Violence Advisors
- > IDVA stands for Independent Domestic Violence Advisors
- > DA stands for Domestic Abuse
- > SV stands for Sexual Violence

Fund	Allocation (£)	Year To Date Spend (£) 1 April 2023– 31 March 2024
Victims' Services Core Grant	1,093,925.65	1,093,408.08
ISVA/IDVA Additional Baseline Funding (700)	276,313.00	233,282.66
ISVA/IDVA Additional Baseline Funding (200)	105,798.00	58,696.90
ISVA/IDVA Additional Baseline Funding (50)	80,315.00	8,816.70
ISVA/IDVA Additional Funding	25,789.50	25,789.50
DA/SV Ringfenced Funding	185,727.50	172,958.06
Total	£1,767,868.50	£1,592,951.90

Ministry of Justice Victims' Services Core and General Grant Funding

The Core Fund was granted on a three-year basis subject to terms and conditions being met. The General Fund runs over the same three-year period, but some grants are based on a one, two, or three year basis. All grants conclude 31 March 2025.

The main services funded from MoJ grants over £44,000 per annum are:

- > Norfolk and Suffolk Victim Care Service – Victims Assessment and Referral Service
- > Sue Lambert Trust – therapeutic support for domestic abuse and sexual violence victims
- > Norfolk and Suffolk Restorative Justice Service
- > Norfolk Community Law Service
- > Norfolk Integrated Domestic Abuse Service (NIDAS). NIDAS is also funded by the core OPCCN Commissioning budget and partnership contributions from Children's Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council.

Norfolk and Suffolk Victim Care Service

The Norfolk and Suffolk Victims Care Service, delivered in partnership with Victim Support, is commissioned jointly with the Suffolk PCC and covers both Norfolk and Suffolk. It supports any victim of crime.

The service offers practical and emotional support to allow the victim to better cope and recover from the crime committed against them. Within the service, there are two dedicated Domestic Abuse Case Managers who support those whose risk is assessed as standard, as well as Case Managers with other specialist support roles including children and young people, hate crime, complex needs, and scams.

Summary of the Norfolk and Suffolk Victim Care Service data

This data is for Norfolk victims only.

Organisation	Service	Number of new referrals	Number of victims supported (new and old)
Victim Support	Norfolk and Suffolk Victim Service	11,785	11,546



Sue Lambert Trust

The Sue Lambert Trust (SLT) provides specialist support for women, men and children aged 11+ (boys and girls) who have been victims of sexual abuse/violence/child sexual abuse, both recent and non-recent. Services include groundwork support to help clients develop their sense of safety and explore coping strategies, a range of therapeutic interventions, and post-therapy work to build social and support networks.

At the end of the twelve months support, 83% of counselling clients reported a significant improvement in their mental health and wellbeing (CORE analysis).

Summary of the Sue Lambert Trust data

Organisation	Service	Number of new referrals	Number of victims supported (new and old)
Sue Lambert Trust	Sexual Violence Services	242	532

Case study from a client of the Sue Lambert Trust:

Linda experienced sexual abuse, emotional abuse and controlling behaviour from her father throughout her childhood. She disclosed the abuse when she was 19 however no charges were ever brought against her father, and her mother denied knowing anything about the abuse. She spent her adult life blaming herself for what had happened to her and struggled with a tangled mix of anger, shame and confusion.

She had tried different forms of counselling before; however, it was when she received specialist counselling from Sue Lambert Trust when she was in her fifties that things started to change.

She said that: "For too many years, I thought the abuse I experienced was all my fault. But I was a child. I told my counsellor things I've never told anyone else, he didn't judge me, and he understood. Talking to a professional, I felt so safe, and shared everything I'd been through. Having had this specialist support, I am a totally different person now."

Norfolk and Suffolk Restorative Justice Service

Restorative Justice (RJ) involves the use of direct and indirect communication between offender and victim, or harmer and harmed, usually after an offence or wrongdoing has taken place in order to repair the harm. RJ is about bringing people together with the focus of helping offenders consider the impact of their offending and having the potential to reduce re-offending and providing scope for the victims to cope and recover from the harm caused. The service is risk assessed throughout and the type of communication is tailored to each individual case, fully facilitated by specialist RJ practitioners.

The service is jointly commissioned by Norfolk and Suffolk PCCs. There was a total of 195 referrals into the service across both counties during 2023–24 including 21 serious/complex referrals. Referrals include conditional cautions and voluntary referrals.

Summary of Norfolk and Suffolk Restorative Justice Service data

Organisation	Service	Number of new referrals	Number of victims supported (new and old)
Norfolk and Suffolk Constabularies	Restorative Justice	75	93

Case study from a client of the Restorative Justice Service:

The offender assaulted the victim on a night out after he witnessed him touching his girlfriend. The offender was given a conditional caution and asked to be referred into RJ process. The victim wanted to explain the impact the incident had on him and ensure that if they were in the same social situation in future there were no further issues with the offender.

The Offender was mortified when the police showed him the video footage. He had never been violent before and he was keen to apologise to the victim and engage in the RJ process.

A face-to-face facilitation was completed. Both parties benefited from taking part and there is no animosity ongoing from either party.

“I didn’t know what to expect when I first asked for RJ, I knew that me and the other party would sometimes be in the same social events, and I didn’t want this to affect our wider group. I now know why the incident happened and feel safe to go out again and not be fearful when we see each other.”

Norfolk Community Law Service

The Norfolk Community Law Service (NCLS) provides specialist legal support to survivors/victims of domestic abuse (DA) where there is ongoing and post separation abuse and/or financial difficulty, supporting them to navigate the criminal justice service and the family courts. To promote the safety of DA clients through use of legal options available and support them to cope and recover from the harm they have received.

Summary of Norfolk Community Law Service data

Organisation	Service	Number of new referrals	Number of victims supported (new and old)
Norfolk Community Law Service	Legal Services to those affected by Domestic Abuse	252	357

Case study from a client of the Norfolk Community Law Service:

Eve separated from the father of her child during her pregnancy. The perpetrator had been abusive towards the victim, but she had never reported this so had no evidence to support an application for legal aid. The child was now 11 years old. Eve had tried to support her daughter's continuing relationship with her father over the years but there had been no consistency because the father had spent repeated terms in custody. The child suffered from anxiety issues when she spoke to her dad and no longer wanted any contact with him. She also wished to change her surname to avoid association, because her father was well known locally for his criminal activity.

Following his release from prison the father had applied to court, accusing Eve of parental alienation. NCLS Family Court Support Service volunteers were present at court on the day of her first hearing and offered to assist her.

A volunteer spoke with her before the hearing and encouraged her to voice her concerns to the Children and Family Court Advisory and Support Service (Cafcass) and the court. They acted as her McKenzie Friend (i.e. someone who is not legally qualified who can attend court with you when you do not have a lawyer to provide support and assistance) during three hearings over a period of ten months. Between hearings, NCLS staff and solicitors helped Eve to prepare in advance of the final hearing where she had to challenge the father's position.

Eve commented that she would never have managed speaking in court without support as she was so nervous. Following a Section 7 report exploring the child's wishes and feelings, the court ordered 'letterbox' contact only, and allowed the change of surname. Eve was happy that the court made this decision in the best interests of the child.

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

Norfolk Integrated Domestic Abuse Service

The Norfolk Integrated Domestic Abuse Service (NIDAS) is a whole system integrated service for victims of domestic abuse.

The Office of the Police and Crime Commissioner is the lead commissioner of NIDAS, which is also funded and developed in partnership with Broadland and South Norfolk District Councils, Norfolk County Council (Adult Social Services and Childrens Services) and Norwich City Council.

This partnership has gone from strength to strength and has enhanced the county’s response to domestic abuse as safety and support systems are further integrated, providing victims and survivors with seamless access to the right service at the right time.

Summary of NIDAS service data

Organisation	Service	Number of new referrals	Number of cases supported
Leeway Domestic Abuse and Violence Services	Norfolk Integrated Domestic Abuse Service (NIDAS)	3,911	3,940

The following graphic explains the services provided by NIDAS and how they integrate across the county.

Norfolk Integrated Domestic Abuse Service (NIDAS): county-wide provision

NIDAS helps victims of domestic abuse build safe and happy futures and is the driving force for collaborative domestic abuse victim care in Norfolk.

It is an OPCCN Commissioned Service in partnership with Norfolk County Council, Norwich City Council, Broadland District Council, and South Norfolk District Council.



NIDAS

Safe accommodation

Referrals (18+) for the range of safe accommodation offers can be accessed through district councils. Commissioned by Norfolk County Council.

Refuge

One refuge in each of the seven districts for women and children.

Sanctuary Scheme

Target hardening measures in each district for those at medium and standard risk of harm.

Dispersed accommodation

In some areas, accommodation for women and children and some for any adult – men, LGBT+, people with disabilities, complex needs and children.

Norfolk and Suffolk Victim Care

Standard risk support, commissioned in partnership with OPCCN and OPCCS.

A service for all

Our service supports anyone living in Norfolk and we give tailored support for each client's individual needs including specialist support for those who have identified barriers to seeking support.

Right support first time

A multi-partner collaborative response so clients only need to tell their story once and support is coordinated around them and their needs.

We support those who are 16+ and at medium or high risk of domestic abuse

A dedicated Independent Domestic Abuse Advocate (IDVA) will support the client throughout their journey ensuring tailored support.

IDVAs are based in all seven districts

To be able to respond and flex to the county's needs, over 20 qualified IDVAs are based in each district.

Direct support for children and young people

1:1 support for children aged 5 to 18.

Rolling recovery programme

Evidence based programme available to those who need it, when they need it.

The Survivor Forum

The Survivor Forum, is a dedicated place where people with lived experience can input into ongoing service development and have their voices heard.

Dedicated support for domestic abuse related-criminal proceedings

Support with criminal procedures, including support throughout the court process.

Target hardening for high risk clients

From lock changes to a safe room.

Domestic Abuse Champions network

Over 900 Domestic Abuse Champions are part of a growing network to identify and respond to domestic abuse at the earliest opportunity. The network is predominately made up from those who are working in the health and education and Local Authority sectors.

Training for professionals

A variety of needs led training offers such as DASH (Domestic Abuse Stalking Honour-based Risk Assessment) Accredited training.

NIDAS does not operate a waiting list as all referrals/cases received by NIDAS are supported. In the second year of service, NIDAS received 3,396 professional referrals 87% of which were from Norfolk Constabulary. 478 of these referrals to NIDAS were self-referrals, which is an increase from year one. 270 of the referrals to NIDAS were for male victims, which equates to 7% of all referrals into service. 190 of the referrals to NIDAS were from people identifying as being part of the LGBT+ community, which equates to 5% of all referrals. Of the referrals into the service, 400 were for those aged 56–74+, which equates to 10% of all referrals.

This year has seen the development of the team of Specialist IDVAs (Integrated Domestic Violence Advocate) which has been possible in the main from additional funding the Office of the Police and Crime Commissioner has secured. The team now consists of the following specialities:

- > Male IDVA
- > LGBTQ+ IDVA
- > Older Person IDVA
- > Disabilities IDVA
- > Diverse Community IDVA
- > Health IDVA (2 x hospital based)
- > Substance Misuse IDVA
- > Unmet Needs IDVA

There were 536 referrals to NIDAS for children and young person support, with 285 caseloads in service. This is an increase of 415 referrals for children and young people, compared to year one. 89 children and young people completed outcome forms of which 90% reported improved quality of family relationships, 92% understood how to seek help and support in unsafe situations and 86% reported being able to develop coping strategies.

During the second year of service, NIDAS delivered four, twelve-week VOICE (Victims Of Intimate Coercive Experience) recovery programmes which 25 clients completed. As a response from clients, during year three, a second recovery programme will be considered to complement VOICE but will be shorter in length to complete, which may meet different people's needs and availability.

NIDAS delivered seven new domestic abuse champion sessions. This has expanded the NIDAS Domestic Abuse Champion by an additional 178 new recruits, with the total of 906 active Domestic Abuse Champions as part of the county's network.

NIDAS delivered three networking events within the year, which was attended by 283 Domestic Abuse Champions and four refresher training sessions (which was attended by 146 Domestic Abuse Champions).

NIDAS delivered 22 separate training sessions to NIDAS funding partners. In total, training was delivered to 409 professionals and such sessions included:

- > Domestic Abuse and Male Victims
- > Technology Facilitated Abuse
- > Stalking and Harassment
- > Domestic Abuse and Older People
- > Domestic Abuse Stalking and Honour Based (DASH)
Risk Identification, Management and Assessment
- > Children, Young People and Domestic Abuse

Case study from a client of NIDAS:

An individual was referred into NIDAS via professional referral. The referral was made because the individual had been in a relationship where they experienced coercive control.

The victim's risks and needs were identified, which included:

- > The victim not being able to leave the house without the perpetrator.
- > The victim only being contactable whilst at work.
- > Having phones and emails monitored all the time.
- > The perpetrator using a knife to threaten the victim.
- > There were known firearms in the property.

The support in which the victim received included:

- > NIDAS Independent Domestic Violence Advocate attending the victim's workplace for safe 1:1 support.
- > Safety planning, validation, reassurance, and a range of options were offered to the victim.
- > Further disclosures from the victim to IDVA instigated safeguarding procedures into MASH.
- > Concerns of the victim's safety, and evidence of coercive control resulted in the police arresting the perpetrator.
- > Charges were made and the perpetrator remanded in custody.

Since the arrest, the victim has been out to dinner with her daughters who are supporting her. The victim has also started to enjoy swimming and attending park runs. The victim is now able to sleep properly for the first time in a long time and is looking forward to life again. The victim stated: "I am starting to live again like I did when I was 34, before I met him".

Further information can be found on the [NIDAS website](#).

WONDER+ Service

WONDER+ is delivered by St Giles Trust. WONDER stands for 'Women of Norfolk, Diversion, Education and Rehabilitation'.

WONDER+ uses a whole system approach to support women offenders and women at risk of offending, providing practical and emotional support, advocacy, and mentoring. The aim is to increase women's quality of life, reduce the risks of custodial sentences for them and reduce their offending. It includes a specialist drug and alcohol support service (ADDER) for female offenders with substance misuse issues.

There were 396 referrals into WONDER+ between April 2023 and March 2024, including 83 referrals into ADDER. 124 women actively engaged with the service in this period, and only three women were sent to prison.

One of the key aims is to support women in engaging with other services. A range of community services and the service has delivered good outcomes in this with 51% of active clients engaging with substance abuse support services, 71% of active clients engaging with employment, training and education services, and 63% of active clients supported with finances, debt and benefits.



Case study from a client of WONDER+:

Charlotte was referred to the WONDER+ project when her engagement with Change Grow Live (CGL) drug and alcohol services broke down. She had been charged with Grievous Bodily Harm against an ex-partner. The case went to trial, and she was found not guilty with no further action after it was proven in court that she was acting in self-defence.

Her children were not in her care, and she had been engaging with CGL to get urine drug testing (UDT) so that she could prove her abstinence to children's services. Keeping contact with her daughters was her priority, and she needed support around rent arrears, moving to be closer to her children's school, and emotional support to help her stick with abstinence.

The WONDER+ worker supported Charlotte to make an application for discretionary housing payment, which was successful and cleared her rent arrears. She has now re-engaged with the ADDER service for support around her ongoing abstinence from drug use and this is going well. She is engaging with Emerging Futures (an organisation that works nationally with people affected by addiction), encouraging them to make positive changes to their lives and is on a volunteering course.

The best news relates to her children. She has been notified by Children's Services that she can have one of her daughters staying with her one night a week with a view to having both children living with her in the near future. She has also re-established contact with her eldest daughter and their relationship is strong.

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

Victims whose cases are in the Criminal Justice System continue to be supported by the Witness Care Unit. For cases that progressed through the courts in 2023/24, the Witness Care Unit kept victims and witnesses updated on progress and ensured their availability for trial, as well as updating on outcomes and appeals.

Due to the backlogs that were being experienced in the courts as a result of the Covid-19 pandemic, the workload of the Witness Care Unit increased significantly, and this has continued throughout 2023/24 despite the OPCCN providing extra funding for additional staff.

When court cases are rearranged and delayed, this can cause distress and dissatisfaction for victims and witnesses and can sometimes lead to their disengagement. Joint working with partner agencies in the criminal justice system is essential for the continued improvement of victims' experiences of the criminal justice system. Norfolk & Suffolk Victim Care Services have employed an Engagement Officer with funding provided by the Norfolk and Suffolk Police and Crime Commissioners. The Engagement Officer has completed face-to-face training with police officers across the county to ensure they understand the support services that the Norfolk & Suffolk Victim Care Service can offer to victims, and to improve the levels of acceptance of a referral to Victims Support Services by victims.

'Victim's Voice' Feedback is collected quarterly by Norfolk & Suffolk Victim Care Service. This has helped to identify real life evidence for how people feel about the services offered, and their criminal justice journey experience, helping to identify where improvements are needed.

Home Office funding was awarded in 2022 to employ a Special Measures Advisor (SMA) who has worked jointly between Norfolk and Suffolk Constabularies, scrutinising and making improvements to the quality of Special Measures application to the courts. In 2023/24 this has enabled victims and witnesses to access provisions which assisted them to deliver their best evidence in court and has helped to reduce disengagement from victims.

Following a successful pilot, Operation Engage has now become a permanently funded team and focuses on providing exceptional service to Rape and Serious Sexual Offence victims, prevention, and supporting bringing offenders to justice.

Safeguarding vulnerable victims of crime and antisocial behaviour (ASB)

The number of domestic abuse crimes overall has dropped over the last twelve months (Table 17 at Appendix C). The only area showing a year-on-year increase is medium risk domestic abuse incidents.

In January 2023, the Constabulary introduced a new risk assessment model for domestic abuse called DARA (Domestic Abuse Risk Assessment). The use of DARA helps with the identification of patterns of controlling and coercive behaviour, which may account for the increase in the number of cases that are being assessed at the medium risk level.

The number of disclosures that have been made under the Domestic Violence Disclosure Scheme (also known as Claire's Law) in the past twelve months increased by 14% compared with 2022/23. This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of the scheme.

The prioritisation matrix for medium risk domestic abuse cases continues to work effectively, helping the Multi Agency Safeguarding Hub (MASH) to identify high-risk indicators within medium risk cases, so that secondary safeguarding activity can be prioritised.

The last quarter of 2023/24 (1 January 2024 to 31 March 2024) saw an increase in the number of referrals being made to MARAC (Multi Agency Risk Assessment Conference). This may be attributable to the heightened concerns caused by two domestic homicides in Norfolk in January 2024. All MARAC cases result in a referral being made for the perpetrator to the OPCCN commissioned Behaviour Change Programme.

The Conditional Cautioning Scheme for domestic abuse perpetrators, called Project CARA (Cautioning And Relationship Abuse), has continued to operate effectively over the past twelve months. The scheme offers the opportunity for first-time domestic abuse offenders to receive a Police Caution in appropriate cases. The Domestic Abuse Safeguarding Team (DAST) within the MASH will attempt to engage the victim in this process. Nationally, there is a recommended target for victim contact of 75%; in this reporting period Norfolk achieved an 86% engagement rate.

The data in Table 17 at Appendix C shows a reduction in the number of victims who received support from the Independent Sexual Violence Advisor (ISVA) service in the past twelve months. This position reflects the fact that the number of Rape and Serious Sexual Offences reported to the Constabulary has reduced from a record high year in 2022/23.

The Sexual Abuse Referral Centre (SARC) is going through considerable transformation, with Mountain Health Care taking over the forensic provision, and working towards ISO (International Organisation for Standardisation) accreditation.

The data table also shows a reduction in the number of high-risk antisocial behaviour cases over the past twelve months when compared with both the previous twelve-month period and the long-term average. Analysis revealed that there was an unusual peak in high-risk cases just over a year ago which affected the previous twelve months' figure and the long-term average.

The introduction of Locality Neighbourhood Policing Inspectors in November 2023 created a more joined up approach between Neighbourhood Policing Teams, Response Teams, and Operational Partnership Teams (OPTs) for identifying and addressing antisocial behaviour related issues. Daily reviews of antisocial behaviour cases are being conducted by all policing districts so that issues can be tackled with partners before they escalate. In the last twelve months some policing districts created a Daily Management Meeting (DMM) process with local council colleagues to discuss and address repeat cases.

This reporting period has also seen an increase in Operational Partnership Teams using Community Protection Notices (CPNs) and Community Protection Warnings (CPWs) as effective tools to stop antisocial behaviour cases escalating in risk.

The remodelling of the Antisocial Behaviour Case Review process is complete and will be revisited annually by a working group of partners to understand how well the process is working and address any issues that are identified. The Antisocial Behaviour Case Review process is overseen by the OPCCN. A new process for how antisocial behaviour cases are risk assessed is being developed by a working party of subject matter experts.

A new operation to target antisocial behaviour hotspots will also commence. Named Operation Focus, the response will utilise a range of policing resources including the Special Constabulary, Beat Managers and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour.

8.6 Safer and Stronger Communities

The sixth priority focuses on:

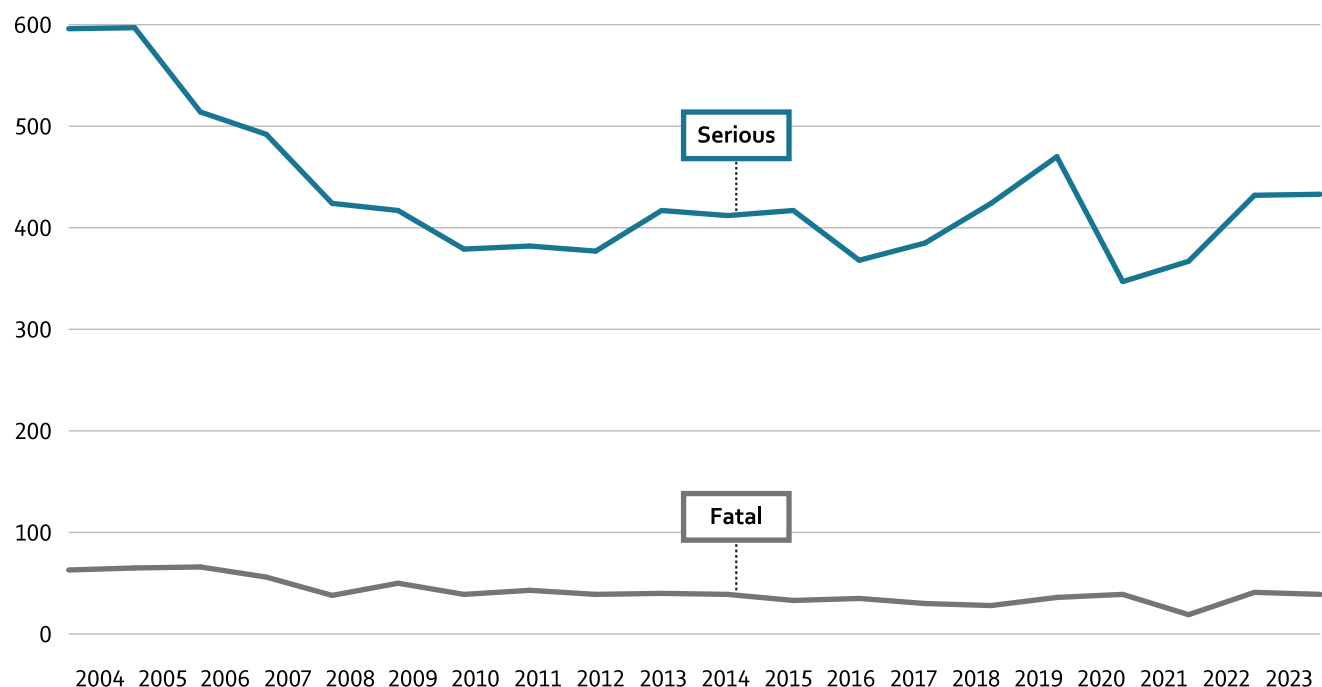
- > Supporting road users to be safer on our roads
- > Working with partners and communities to prevent crime and harm
- > Early identification and diversion to the appropriate agencies for those suffering with mental health issues
- > Promote crime prevention initiatives
- > Increasing volunteering opportunities within the community to help policing



Supporting road users to be safer on our roads

Norfolk is the fifth largest county in England, covering 2,074 square miles, with an extensive road network and an ever-increasing number of road users. Despite this, over the last twenty years there has been a downward trend in the total number of people killed and seriously injured on Norfolk roads, which can be seen from the chart below.

Serious injury and fatality casualties



Source: STATS19 data supplied by the Department of Transport

NB: Changes were made in 2016 to the way data is recorded for severity of collisions. The serious injury casualty figures for the years prior to 2016 have been adjusted to ensure they are comparable.

Norfolk Constabulary consider the overall reduction over the last twenty years is attributed to many factors including better road engineering, which has seen improvements made to many of the collision hotspots and dangerous stretches of road, increased police enforcement and visibility in vulnerable areas, and the impact of campaigns which targeted driver behaviour.

The last twelve months saw an increase in Killed or Seriously Injured (KSI) collisions when compared to the previous twelve months and the long-term average as detailed in Table 18 at Appendix C.

454 KSI collisions occurred in 2023/24, 64 more than the previous twelve-month period, equating to a 16% increase. 32 fatal collisions occurred across Norfolk in the last year with 35 fatalities, compared to 38 fatal collisions with 40 fatalities recorded in the previous twelve months.

The increase in KSI collisions against the long-term average (i.e. the three-year period from 01/04/2020 to 31/03/2023) is largely due to the Covid-19 pandemic restrictions that were in place in 2020 and 2021, which significantly reduced the overall amount of traffic on the roads, and the distances people were permitted to travel. Traffic levels have since returned to normal, which has contributed to the increase of KSI collisions in 2022/23 and 2023/24.

There was also an increase in KSI collisions involving vulnerable road users (pedestrians, horse riders, cyclists, and motorcyclists) compared to the previous twelve months and the long-term average, with 264 collisions in 2023/24, compared with 211 in 2022/23, and a long-term average of 197. Motorcyclists accounted for 28% of KSIs in 2023/24, making them disproportionately affected.

In Norfolk over the last three years the majority of KSI collisions have occurred on unclassified roads, closely followed by A roads. When looking at data for all KSI collisions over this period, September was the month that recorded the highest number of collisions.

The most recent [Department for Transport National Travel Survey](#) data shows that more journeys are being undertaken on the county's roads, with the national average miles that people travelled annually increasing by 6% for drivers and 10% for passengers in 2023/24 compared to 2022/23, increasing the likelihood of collisions occurring.

The National Police Chiefs Council (NPCC) publish an annual Road Safety Partnership calendar. Events are identified based on intelligence and are planned around key vulnerable times of the year. The campaigns target what is referred to nationally as the 'Fatal Four' driving offences, with these being identified as the main contributory factors in collisions where there is a serious injury or a fatality:

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

In the last year the Constabulary fully supported the NPCC programme, with the Roads and Armed Policing Team (RAPT) and Road Casualty Reduction Team (RCRT) leading the response, supported by officers from across the County Policing Command and Special Constabulary.

Activity included:

- > April 2023: 'Two Wheels' motorcycle and bicycle safety campaign
- > May 2023: National 'Road Safety Week' and 'Project Edward', a campaign which promotes road safety
- > June 2023: National 'Child Safety Week' and the NPCC 'Fatal Four' seatbelt campaign
- > July 2023: National 'Commercial Vehicle Week'
- > August 2023: NPCC drink and drug drive operation
- > September 2023: NPCC 'Vulnerable Road Users' safety campaign
- > October 2023: NPCC Tyre Safety Month
- > December 2023: NPCC 'Fatal Four' national alcohol and drugs operation
- > February 2024: NPCC 'Fatal Four' operation targeting mobile phone use whilst driving

The Constabulary's Commercial Vehicle Unit (CVU) provided specialist enforcement, knowledge, and investigative capability in respect of commercial vehicle activity, and enhanced opportunities to disrupt organised criminal groups when using the road networks. The unit is also integral to the Constabulary's response to clandestine entry to the county. In this period the CVU stopped 1,605 vehicles, issued 1,320 Traffic Offence Reports, detected 1,633 offences, issued fines worth £198,600, and prohibited 246 vehicles.

The Road Casualty Reduction Team (police motorcycles), together with the CVU delivered eight proactive action days across the county in this period.

In conjunction with key road safety partners, Norfolk Constabulary has continued to deliver road safety education to vulnerable road users and young people with 'Close Pass' events and 'Safe Rider' courses, both of which inform road user groups of the dangers presented by vehicles and driver behaviour.

The Young Driver Education Coordinator continued to deliver 'Fatal Four' education to young people aged 15–19 years old, which included 255 sessions delivered to 10,290 students across Norfolk, and 41 e-scooter presentations given to an additional 3,766 students.

The national Single Online Home system provides the ability for members of the public to submit dash cam and mobile phone footage directly to the Roads and Armed Policing Department.

Table 19 at Appendix C shows the number of Traffic Offence Reports (TORs) that were issued in the last twelve months.

Working with partners and communities to prevent crime and harm

Each policing district has an Operational Partnership Team (OPT) that works closely with community safety partners to reduce the risks associated with repeat criminality and repeat antisocial behaviour. The teams scan 'calls for service' and intelligence pertaining to their area which they present at regular meetings with partners where cases are discussed, information is shared, and partnership plans are established to mitigate the risks.

The Constabulary worked with Norfolk County Council and the OPCCN to write a policy and workflow chart with partners to unify the response to repeat high risk antisocial behaviour cases. This policy has been ratified and a group of Independent Chairs have been trained to review cases and identify where further safeguarding might be needed.

£1 million of Home Office funding was also successfully secured in this reporting period which will be used to target antisocial behaviour hotspots over the next twelve months.

Under the governance of the Norfolk Community Safety Partnership, a Community Relations and Prevent Strategic Group was established in 2022 to co-ordinate the partnership response to Hate crime, Community Tensions, and the counter-terrorism [Prevent programme](#). This unique multi-agency approach has been identified as good practice nationally and the partnership has gone from strength-to-strength in the last year. Recognising that hate crimes are often linked to community tensions, a situational risk assessment tool has been developed through the partnership to improve police and partners' understanding of risks and threats.

The data in Table 20 at Appendix C shows that the volume of Hate Crimes reduced when compared with both the previous twelve months (-23.7%) and the long-term average (-23.5%). There has been an increase in the solved rate, by 5.4 percentage points against the previous twelve months, and by 7.4 percentage points against the long-term average.

A new statutory Code of Practice was introduced in June 2023 to reflect the change in law relating to Non-Crime Hate Incidences (NCHI). The Constabulary's Hate Crime lead has worked closely with crime recording managers and Control Room staff, regularly discussing cases to ensure that the new guidance is being adhered to, and that correct recording of NCHI is taking place.

The Constabulary has been working closely with stakeholders and partnership groups to promote Stop Hate in Norfolk (SHiN) training. It is hoped that by training other organisations in hate crime this will empower their staff and service users to have the confidence to report cases.

Table 20 at Appendix C shows the number of Neighbourhood Crimes that were recorded in the last twelve months compared with those recorded in the previous twelve months, and against the long-term average. The table also shows the number of Neighbourhood Crimes that were solved.



The volume of Residential Burglaries continued to decrease in the last twelve months, reducing by 8.5% against the previous twelve months, and by 10.1% against the long-term average. This equated to Norfolk recording one of the lowest residential burglary rates in the country. The solved rate for the last twelve months was 1.1 percentage points higher than the previous twelve months, and 2.1 percentage points above the long-term average. Norfolk Constabulary continued to attend every report of a residential burglary.

Reductions were recorded in Vehicle Crime, against both the previous year (-13.2%) and the long-term average (-7.5%). It is noteworthy that 2022/23 saw unusually high levels of vehicle crime and the welcome reductions may in part be driven by greater success in solving crimes, particularly theft from vehicles, in the last twelve months.

Volumes of Arson and Criminal Damage offences also reduced compared to last year (-8.7%) and the long-term average (-7.2%).

Despite a small increase against the previous year (+2.3%), Robbery remained a rare crime in Norfolk. All robberies were reviewed by an officer of at least the rank of Detective Sergeant to ensure that opportunities to identify suspects are progressed at the earliest opportunity.

In terms of overall crime performance, the twelve month 'all-crime' solved rate (positive outcome rate) was 19.69% at the end of March 2024, an improvement from the previous year (15.98% at the end of March 2023). Together with the reductions reported within the other Neighbourhood Crime categories, this showed that the county remained a safe place relative to many other areas of the country.

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

When someone is in mental health crisis, police officers have powers under Section 136 of the Mental Health Act (MHA) to take them to a place of safety for assessment by mental health professionals. The Constabulary's use of this power continued to decrease over the last twelve months, with a 14.8% reduction compared to the same period in 2022/23, as shown in Table 21 at Appendix C.

This is partly due to the increasing alternative provisions now available for people who are in mental health crisis, including the wellbeing STEAM (Support Transform Eat Aspire Motivate) House cafes, the Mental Health Joint Response Car, the First Response Mental Health Service accessed via NHS 111, and short-stay recovery houses run by MIND. There has also been a concentrated effort to ensure that police officers are fulfilling their obligation to consult with a medical professional when they are considering using their powers under Section 136 of the MHA, which has helped to reduce avoidable uses of the power.

The number of Mental Health Act assessments that were completed in police custody suites continued to rise over the last twelve months, with an increase of 12.2% compared to 2022/23. Multi-agency work is ongoing to identify why individuals with a mental health concern are entering the criminal justice pathway, and if more can be done by relevant agencies to support service users in the community to prevent crisis escalation.

Lack of bed space in mental health in-patient units also continues to create delays in transferring individuals out of custody suites. New wards are being built at Hellesdon Hospital which will create additional bed space, and the Constabulary's Mental Health team continue to work with the Norfolk and Suffolk NHS Foundation Trust and Social Care partners to identify blockages and ensure that individuals who are being detained in police custody suites are prioritised for available beds.

The Constabulary's Mental Health team also continue to review all crime reports that include a mental health classification, ensuring incidents are flagged to care providers and GPs where appropriate to allow for early signposting and interventions to be made.

The 'Right Care, Right Person' initiative is a national operational model aimed at ensuring that police resources are deployed effectively and appropriately. Operational protocols ensure that a person in need of assistance or care has the most appropriate professional to provide it for them. It has already been introduced across many parts of England and Wales with the support of the Home Office, NHS England, and the Department of Health and Social Care, via a national partnership agreement. Over the past twelve months, the Constabulary have been working with partners to prepare for this change in approach through comprehensive consultation, data sharing, and the activities of Task and Finish groups. The 'Right Care, Right Person' initiative will be launched in Norfolk on 29 May 2024.



Promote crime prevention initiatives

During the last year a wide range of crime prevention initiatives were delivered, which were linked to the evidence-based policing and problem-solving approach that the Constabulary adopts. The Constabulary goes beyond the simple promotion of crime prevention initiatives, seeking to provide an evidence-base for 'what works' with a view to promulgating best practice and achieving greater organisational efficiency.

Initiatives included Operation Octane for unauthorised car meets.

A problem-solving approach was adopted to address what was an increasing issue with car meets (sometimes referred to as boy-racers meeting up) across the county, with antisocial behaviour impacting on local communities and driving behaviour risking public safety. Through engagement with internal and external stakeholders, a new operational response process has been developed which has ensured that a consistent approach is taken across the county.

This response has four phases: pre-event, during-event, post-event, and long-term preventative measures. It includes a process for dealing with offenders, such as a two-stage warning letter escalating to formal sanctions, which has proven successful, with around 600 letters sent, but less than 5% requiring a formal intervention. A partnership approach has been key, with Public Space Protection Orders (PSPOs) obtained in three districts, and a further one in the consultation stage. Calls from the public about car meets reduced from 219 between 1 January and 31 May 2023 to 174 in the same period in 2024. Data shows there are fewer large-scale meetings which present the greatest risk to public safety.

The Constabulary's Problem-Solving team worked with local officers to reduce criminality and antisocial behaviour associated with fast food restaurants in a market town location, which was impacting on the general public, local residents, and other businesses, and was placing heightened demand on policing resources. A successful problem-solving based initiative was implemented, which included police officers training staff on how best to approach incidents; the issuing of radios to staff

which linked them directly to local CCTV operators and others in the Town Centre Partnerships, including Beat Managers; and youth workers giving advice to restaurants on how to engage with young people, which resulted in one restaurant offering guaranteed job interviews to any young person who agrees to work with the youth support group.

A stakeholder document has been prepared which the Constabulary, restaurants and the Town Centre Partnership will sign to commit to supporting each other to reduce crime and antisocial behaviour in the long-term. It is planned for this approach to be rolled-out across the county. Average calls to one premises reduced by nearly 70% since the start of the project, however at this stage it has not been possible to account for seasonality within this figure.

In response to an identified need for greater consistency in the Constabulary's approach to safeguarding missing young people, a 'toolkit' is under development. Missing young people are at considerable risk of harm, including criminal and sexual exploitation and, in some cases, they also create risk to themselves and others through their own engagement in criminality. An element of this response has involved the development of individual plans for children who have been deemed to be at high risk. In one example, missing episodes were reduced to zero during the six months of activity that took place, together with associated offending.

In another example, through the Constabulary working in partnership with a young person's care setting provider and other partners, missing episodes were reduced to zero as were assaults that the young person committed on care home staff. As well as reducing the risk of serious harm to the vulnerable young person and others, a cost benefit analysis was completed, which estimated that there was a financial saving to the Constabulary of over £437,000 per annum through the reduction in demand and reduced costs associated with the young person's offending.

There has been a continuation of the problem-solving work previously completed under Operation Postern in response to a rise in catalytic converter thefts across the county, which first became apparent in November 2022, and reached a peak in March 2023 with 84 reported offences. Assessment of the Problem-Solving Plan that was developed

has shown that a sharp reduction in offences was seen following this peak, with only one report between August 2023 until the end of November 2023. A key element of the problem-solving approach that was taken was the education of the public about catalytic converter theft, and how to report it.

As part of the Safer Streets Round 5 funding received from central government, an initiative has been developed to tackle cycle thefts. The funding allowed the purchase of bike marking kits and crime prevention signage. Data analysis of cycle thefts has been conducted and high theft areas have been identified. Work has been undertaken in partnership with local cycle clubs, cycle shops, and the charity Sustrans, alongside a media campaign to highlight the importance of bike marking and to promote crime prevention engagement events which will be taking place in July 2024. Additionally, 'watching eyes' signs are to be installed in various control sites within these hot-spot locations, with the intention of gathering data to assess the efficacy of these signs in reducing cycle thefts.

In line with the national increase in retail theft, the Constabulary has commenced the development of a strategic problem-solving response. This has also encompassed the adoption of a new approach in a retail park that has an elevated level of shop theft. Stakeholder engagement has taken place at this location and innovative approaches to investigations and crime prevention are being implemented.



Increasing volunteering opportunities within the community to help policing

Volunteers provide invaluable support to the Constabulary across a range of roles. Embracing and developing active citizenship provides an excellent opportunity to not only increase capacity within the Constabulary, but also help the police to connect with communities, making communities feel more valued and engaged.

Police Cadets

The Constabulary's Volunteer Police Cadet programme continues to maintain the UK 'Youth Safe to Operate' standards, with the systems and processes in place to evidence this.

The Cadet programme signed up for the Norfolk Flourish Awards and agreed to three pledges, including a pledge to improve youth participation. This led to the creation of the 'Police in Practice Week' which took place in August 2023. The week provided the opportunity for a small group of young people to observe a broad range of departments across the Constabulary. The aim of the week was to give the young people a close insight into policing and to gain their feedback about organisational culture. The group, who were all aged over sixteen, were selected from a waiting list of young people for the Virtual Work Experience and the Police Cadet programmes. The young people had the opportunity to meet both the Chief Constable and the PCC. As the week progressed there was a clear shift in some of the young people's perception of the police, which became more positive.

The Cadets also participated in the Cadet Youth Council, and they are involved with the National Police Chief's Council, consulting on their Children and Young People Strategy.

The flexible and continuous recruitment process that the Constabulary has adopted for Volunteer Police Cadets has ensured that Cadet numbers have been maintained over the past twelve months, with referrals from Social Care, targeted Youth Services, and Education being prioritised. This has helped to ensure that membership of the programme continues to be representative and diverse.

The Cadet programme has further developed and maintained its strong relationships with partners, including local youth work organisations and Children Services. This led to opportunities for the Cadets to access activities and support provided by these organisations, working with trained youth workers, youth advisors, and mental health practitioners, helping to secure better outcomes for young people.

In 2023/24 the Cadets were involved in several community events, including the Royal Norfolk Show where they met His Royal Highness the Prince of Wales, and running a workshop at Norfolk's first SENDfest, a festival for children and young people who are neurodiverse or who have a physical disability. They also volunteered at Norwich Pride and the Constabulary's Family Day and supported the Constabulary's Learning and Development Department at passing-out parades for Student Officers. Additionally, each Unit volunteered at events in their local areas, including carnivals, festivals, and Remembrance Day parades.

The Norfolk Volunteer Police Cadets scheme is now well embedded into local policing across all districts, supporting a broad variety of initiatives. They volunteered at various small and large-scale policing operations, including Operation Skillgate which saw them train as Call Handlers in the Control Room. All Units undertook regular visits to local police stations, the Professional Development Centre at Hethersett, the Contact and Control Room, Police Headquarters and Police Investigation Centres. This ensured that Cadets could learn from each department and the departments can hear the views of young people. Volunteer Police Cadet data for 2023/24 is included in Table 22 at Appendix C.

Special Constabulary

Members of the Special Constabulary performed 37,499 duty hours in 2023/24. Community events and policing operations supported by the Special Constabulary in the past twelve months have included:

- > The Norwich 10-kilometre run
- > Numerous events across the county linked to the King's Coronation
- > Patrols at Christmas markets and Christmas light switch-ons
- > Policing of football matches
- > Retail theft operations targeting hot-spot locations
- > Roads and Armed Policing Team (RAPT) covert operations
- > Sandringham Flower Show
- > Festivals, including Maui Wauai near Dereham, and the Wheels Festivals in Great Yarmouth
- > Old Buckenham Airshow
- > The East Coast Truckers event
- > Pride events in King's Lynn and Norwich
- > East Anglian Game and Country Fair
- > Houghton Hall Music festival
- > Antisocial behaviour hotspot operations

The monthly average establishment of the Special Constabulary was 148 officers, which was a 13.5% reduction compared to the previous twelve-month period. The recruitment team ran a successful webinar, with the aim of attracting more females to join the Special Constabulary. Several police officers who retired from the Constabulary in 2023/24 have since joined as Special Constables, allowing the Constabulary to continue to benefit from their skills and experience. Special Constabulary establishment data is included in Table 23 at Appendix C.

Police Support Volunteers

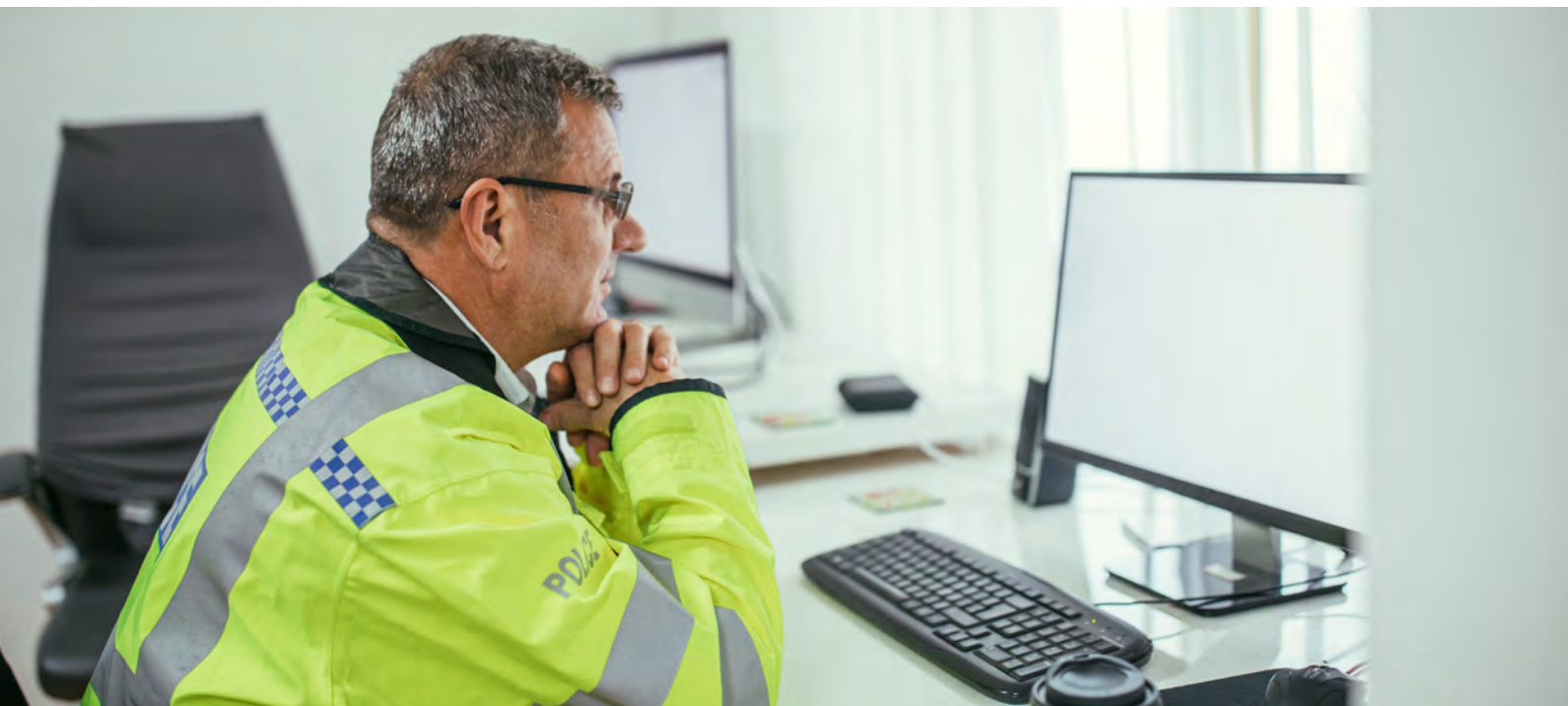
Police Support Volunteers have continued to offer exceptional support to Norfolk Constabulary over the past twelve months. They have delivered a range of activities which included fraud awareness talks to community groups, Wellbeing dogs, Community Speed Watch, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for the Force Heritage collection, key functions which supported the work of the Broads Beat Team, role playing in Police Officer training exercises, driving related tasks, and supporting community events.

Whilst the number of registered Police Support Volunteers fell slightly in 2023/24 compared to the previous year, from 113 volunteers to 99, the number of recorded hours that volunteers delivered for the Constabulary in 2023/24 was 11,882, which equated to an increase of 10.8% from the previous year.

The role of 'Lead' Police Support Volunteer has been created, which has provided several benefits. Retiring Special Constables are being offered the opportunity to take on the Lead volunteer role to utilise their knowledge and skills.

For National Volunteers Day in October 2023, Police Support Volunteers were invited to attend a buffet to celebrate the contribution they make to the policing family.

Police Support Volunteer data is included in Table 23 at Appendix C.



Community Speed Watch

Community Speed Watch (CSW) remained active across the county in 2023/24, with work of the schemes continuing to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.

At the end of March 2024, the number of CSW schemes and the number of registered volunteers supporting those schemes were consistent with the same period in 2023. At the end of March 2024 there were 102 schemes across the county, supported by 856 members. Several new scheme requests were also being processed.

As a result of the work of the teams, 16,135 warning letters were sent in the last twelve months. This is a slight reduction (-1.8%) when compared with the previous twelve-month period when 16,433 warning letters were sent. CSW scheme data is included in Tables 24 and 25 at Appendix C.

A new CSW scheme was formed with Norwich City College, and students undertaking the Uniformed Services course participated in several sessions.

Using data collected by CSW, the Constabulary now identifies the top ten speeding locations around the county each month. This data is shared with the Roads and Armed Policing Team (RAPT), who conduct targeted enforcement.

In April 2023 the Community Safety Department and the Safety Camera Partnership held an engagement event for the CSW team coordinators. This presented the opportunity for the coordinators to provide feedback, innovations, and ideas for improved practice to help with the future development of the scheme.

09

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 the introduction of police integrity reforms 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.

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has dedicated Police Complaints Review Officers who have delegated authority from the PCC to undertake complaint reviews on their behalf.

The number of complaint reviews handled by the OPCCN between 1 April 2020 and 31 March 2024 is set out below:

Reporting Year	Reviews Received	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
01/04/2022 – 31/03/2023	46	8	1	37	7
01/04/2023 – 31/03/2024	45	4	2	39	8

Although the number of reviews received and valid reviews have decreased over the last two years, the complexity and volume of information reviewed continued to increase which made the cases more time-consuming and complicated.

Find more information on the [police complaints reviews process on the OPCCN website](#).



10

Norfolk Community Safety Partnership

The Norfolk Community Safety Partnership (NCSP) brings together organisations from across the county to tackle crime and disorder, to ensure that Norfolk remains a safe place for people to live, work and visit. The NCSP remains the only Community Safety Partnership (CSP) in the country that is delivered through the Office of the Police and Crime Commissioner by fully integrated teams. This innovative arrangement, introduced in 2020, was part of an ambitious transformation of community safety, building on the role and leadership of the PCC working in partnership with other leaders across the county.

The NCSP delivers several statutory duties, including:

- > Undertaking an annual strategic assessment of the crime and disorder in the area, determining community safety priorities, consulting with the public on the priorities identified, and devising and publishing a partnership plan, which is revised annually.
- > Initiating multi-agency reviews of domestic homicides occurring and involving the CSP area.
- > Delivering the multi-agency response to the Prevent Duty.
- > Delivering the multi-agency response to the Serious Violence Duty.

In the last year, delivery of the '[Safer Norfolk Plan 2021–24](#)' continued alongside the delivery of innovative activities that combined to make Norfolk safer and partners more responsive to addressing a range of issues inclusive of the serious violence response. In addition, there was a wide range of significant activities undertaken and outcomes achieved, including:

- > Sharing key community safety messages, including information and news about services, signposting to local and national materials, relevant policy information and reports with partners through the NCSP Newsletter, interactive partnership deliveries and utilising web-based platforms to reach all key professionals and members of the public in Norfolk.
- > Gained the Home Office 'Safer Streets Fund Round 5' for projects in Norwich, South Norfolk and Broadland, Thetford, Watton and Great Yarmouth, which will provide more than £575,000 of funding for:
 - CCTV and noise monitoring equipment
 - Antisocial behaviour officers
 - targeted outreach with young people
 - expanding the local neighbourhood watch
 - responding and preventing fly-tipping
 - targeted activity with bars and nightclubs tackling violence against women and girls.
- > Established a 'Serious Violence Partnership Group' which was responsible for delivering a strategic assessment and strategy for responding to serious violence in Norfolk.

- > Supported partner agencies across Norfolk to review the partnership response to serious violence and develop a robust evidence-base regarding the complex causes of violence in Norfolk. The Home Office Serious Violence funding allocation of £113,453 provided the following initiatives:
 - Detached Youth Work, inclusive of Youth Voice work, to build an understanding of the issues that young people experience and help to create safer places in the areas that young people hang out
 - Domestic Abuse Perpetrator intervention approaches
 - Acute Health Independent Domestic Abuse Advocate provision
 - training and development of the workforce for all age exploitation, adultification and intersectionality
 - provided access to Child and Adult Exploitation training and development of the workforce for community safety partners
 - knife-carrying and violence prevention awareness initiative in schools
 - community engagement and awareness work.
- > Supported Norfolk Constabulary to develop its £1m ASB Hotspot Policing intervention, delivering additional police patrols in areas identified as ASB hotspots in Norfolk.
- > A £625,000 funding allocation from the Home Office Domestic Abuse Perpetrator Fund established the 'Respect Young People's Programme' in Norfolk, delivering a key partnership response to families experiencing Child and Adolescent to Parent (and carer) Violence and Abuse (CAPVA), including the organisation of a CAPVA conference to highlight best practice and raise awareness of this key issue to key stakeholders. [Families get new funding to address harmful behaviours.](#)
- > Created the Supporting Positive Activities and Community Engagement (SPACE) Youth Fund, a joint £175,000 funding opportunity between the OPCCN, Norfolk County Council, Norfolk's Youth Advisory Boards and Norfolk Community Foundation, to increase the numbers of young people engaging with positive youth activities in Norfolk.

- > Completed an assessment of available training packages in Norfolk for domestic abuse across partner organisations, resulting in establishing and agreeing the Norfolk CSP Domestic Abuse Training Standards, which all organisations will aim to achieve.
- > Continued delivery of specialist domestic abuse support provided through the Norfolk Integrated Domestic Abuse Service (NIDAS).
- > Effective management of Domestic Homicide Reviews (DHR) in Norfolk, maintaining the strong management processes implemented by the NCSP team.
- > Implementation and delivery of DHR webinars to share key learning recommendations from reviews with professionals working in relevant areas. Webinars were developed and delivered following publication of every DHR.
- > Identified vehicle related ASB as an issue across Norfolk districts, enabling the Constabulary to establish a co-ordinated partnership response through [Operation Octane](#).
- > Launched and strengthened the ASB Case Review process with and for Norfolk CSP partner agencies. This, combined with training for staff involved in the process and awareness-raising activity particularly during ASB Awareness Week 2023, has strengthened the process. ASB Case Reviews applied for increased by 20% across Norfolk. More pertinently, the number of case reviews carried out has increased by 140% and the number of case reviews resulting in recommendations tripled. These increases suggest a substantial impact was achieved by all partners leading and involved in this review process.
- > Continued co-ordinated strategic partnership approach to modern slavery delivered by the Norfolk Anti-Slavery Network. Provision of training and awareness to multi-agency professionals in Norfolk to support safeguarding anyone at risk of or subject to modern slavery and human trafficking.
- > Strengthened Norfolk's response to its Prevent Duty through promotion of the available Home Office e-training packages. Responding to and evaluating the partnership response to the [Home Office Prevent Duty Toolkit for Local Authorities](#).

- > Undertook a Prevent risk assessment identifying work within the partnership for its delivery plan. Promoted the Government's Home Office Prevent duty training to all statutory, non-statutory, third sector and charitable organisations to equip the workforce.
- > Collaboration with Suffolk County Council to provide training and awareness to multi-agency professionals, parents and carers to support safeguarding children at risk of and subject to radicalisation and extremism. By working in partnership with local agencies, there is a coordinated multi-agency approach to identifying concerns and seeking early support and advice to protect young people at the earliest opportunity.
- > Created [guidance, advice and good practice documents for safe community venue hire](#) for local authority partner agencies.
- > Continue to provide the governance structure for the Channel Panel, which is a multi-agency panel to identify and support individuals at risk of being drawn into terrorism.
- > Established a community tension monitoring tool for responsible authorities, providing the partnership with a methodology for mapping community tensions across Norfolk.
- > Continued improvement to public information on domestic abuse, prevent, human trafficking and modern slavery available from partner agencies.
- > Provided support to the Norfolk Against Scams Partnership by promoting information on staying safe from scams, assisting with victim support integration and increasing professional awareness of fraud by promoting Trading Standard's e-learning.
- > Co-ordinated partnership responses to statutory consultations relevant to the CSP.
- > Provided the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel with details on the partnership's collaborative response to community safety and meeting its statutory objectives.

- > There are already existing programmes of work at a national and local level, which interrelate to NCSP work. Existing arrangements in Norfolk include:
 - The Norfolk Health and Wellbeing Board, including the Norfolk Drug and Alcohol Partnership
 - Norfolk Children Safeguarding Partnership, including the Vulnerable Adolescent Group
 - Children and Young People Strategic Alliance
 - Norfolk Safeguarding Adult Board
 - Local Criminal Justice Board
 - Norfolk Youth Justice Board
 - Local Organised Crime Group
- > The NCSP have ensured strong links between existing relevant partnership arrangements to capitalise on the existing strength, resource and expertise within the partnership to maximise effectiveness, support existing arrangements and avoid duplication.

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

Find further information about the [NCSP on the OPCCN website](#).



11

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 would pay for policing through Council Tax, you ensure community views influence the decisions the PCC makes. Keep an eye on the OPCCN website for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations are also widely promoted through traditional and social media.

PCC Accountability Meetings (PAMs) with the Chief Constable continued to take place on a regular basis throughout the last twelve months. These were held in an open public setting which allowed members of the public to attend and observe the PCC holding the Chief Constable to account for delivering an efficient and effective policing service in the county of Norfolk. PAMs were also recorded on MSTeams so each meeting was filmed and uploaded to the PCC website, along with agendas, reports and minutes to ensure that the public could view these at a time that was most appropriate for them.

The PCC continued to invite residents to submit public 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 initiative continued to be successful, with 16 submissions being received from members of the public during the past year, covering a wide range of local issues and concerns, including police misconduct, driving offences, neighbourhood policing, public trust and confidence, domestic abuse and fraud.

[Further information on PAMs](#), including papers, minutes and recordings of previous meetings, can be found on the OPCCN website.

The PCC launched his 'Time to Talk' sessions in February 2022 as a means of engagement and to ensure that he remained accessible to residents across Norfolk. The PCC continued these sessions throughout the last year, and these 15-minute slots, which could be held via telephone or video call, allowed members of the public to discuss their concerns on policing and crime issues in Norfolk directly with 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. They also deliver effective oversight by ensuring a safe environment is maintained, while providing public reassurance.

A panel of visitors are allocated to each of the four PICs in Norfolk (Aylsham, Great Yarmouth, King's Lynn and Wymondham), and they make visits on a weekly basis to ensure detainees are treated fairly and respectfully. If you would like to learn more about the ICV Scheme or are interested in becoming a Custody Visitor in Norfolk, then you can find further information on the [ICV Scheme on the OPCCN website](#).

If you would like to get involved in shaping the policing service you receive, as well as helping the police and other partner agencies to better understand community needs and the impact of key policing issues in Norfolk, please consider applying to join the [Independent Advisory Group](#) or [Youth Commission](#).

12

Appendices

Appendix A – Equality Update

The PCC's Police and Crime Plan sets the equality objectives for the Office of the Police and Crime Commissioner for Norfolk (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 in 2022 and will be valid until 2025. The three objectives are joint between Norfolk and Suffolk Constabularies and the OPCCN. This enables more partnership working and collaboration on this crucial equality work, whilst still allowing the organisations to work independently where appropriate.

Equality 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 the office uses data and community engagement to gain additional understanding and insight. A Modern Workplace focus group met several times throughout the year and looked at the results of a survey of OPCCN colleagues to make sure the working environment is accessible, inclusive and productive.

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 (PAM) 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 has requested some improvements to the equalities monitoring data the Constabulary provides as part of the PAM, including more specificity in several areas. An update will be provided on this in the next annual report.

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 monitoring the equalities consultation for both Norfolk Constabulary and the OPCCN. April 2023 was the 30th anniversary of the murder of Stephen Lawrence, a case which led to the landmark Macpherson Report which recommended the creation of IAGs. The OPCC, in partnership with the IAG, Norfolk Constabulary, Norfolk Black History Month and other local and public sector organisations, organised an event at the Forum in Norwich, including stalls and a talking circle for black Norfolk residents to raise any concerns with the police. New community groups and individuals have been working with the OPCCN and Constabulary as a result of this engagement work, and both organisations were invited to take part in a Norfolk Black History Month event in October 2023, where both the Chief Constable and PCC spoke to the public to improve trust and understanding, and to listen to the concerns of the community. A full IAG update, including further details on this event and future plans can be found in the IAG section of the annual report.

Equality 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 work ongoing to strengthen public monitoring of use of police force such as stop and search, and use of tasers. The PCC and OPCCN also scrutinise this data, along with public satisfaction and complaints, with findings being raised in accountability meetings. PAMs make this work transparent to the public, with recordings of all meetings available on the OPCCN website.

The updated OPCCN Equality Impact Assessment (EIA) template and guidance forms have been published on the OPCCN website, so the process for ensuring equality is embedded in all plans is transparent. The OPCCN website has also been updated to improve its accessibility standards, with documents being updated so people using screen-readers can access the content. This is a large-scale and ongoing piece of work because of the number of documents involved.

Work on a new Equality and Anti-Racism Policy for the Norfolk Independent Custody Visiting Scheme (ICVS) is almost complete and will be finalised in the next financial year. Under the ICVS, volunteers undertake random visits to Norfolk Police Investigation Centres to ensure those who are detained are treated with dignity and according to their legal rights. The OPCCN is committed to ongoing data analysis to monitor the impact of the new policy and identify any opportunities for improvements. When nearing completion, the policy and accompanying procedure will be brought to the IAG for comment and published on the OPCC's website.

Equality 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 uses extensive data sources, including the 2021 census, to support its understanding of people living in Norfolk and to target its approach to improve the ways we engage with and represent our communities.

Public and service user consultation is also crucial in creating and maintaining quality services. In January 2022 the new Norfolk Integrated Domestic Abuse Service (NIDAS) was launched, following extensive consultation with the public and service users. In June 2023 a follow-up consultation sought the views of Norfolk residents and professionals on what NIDAS is doing well and what can be improved, especially around reducing the barriers experienced by people with protected characteristics. The findings have been reviewed and implemented, with new Independent Domestic Violence Advocates (IDVAs) specialising in different protected characteristic groups recruited to support victims and survivors of domestic abuse.

The public were consulted on the Police and Crime Plan and the policing precept via a survey and PCC live events around Norfolk. The survey collected data to help the OPCCN measure and target community engagement with different protected characteristic groups, which will be used to improve the next consultation. This year's engagement included bespoke work with Opening Doors, a learning disability advocate charity in Norfolk, to ensure the OPCCN included the views of people with learning disabilities on crime and policing. Work is underway to create a Disability Network which will link the OPCCN and Constabulary with disabled people and the groups advocating for them. Through this Network, underrepresented and sometimes vulnerable communities will be consulted and involved in major decisions which will impact their lives. A further update on the Network will be provided in the next annual report.

The OPCCN continually refreshes its understanding of equality issues with colleagues attending conferences and workshops. The Association of Police and Crime Commissioners' Diversity, Equality and Inclusion Conference and the joint policing Diversity, Equality and Inclusion Conference are attended by an OPCCN representative each year. Also attended was the Neurodiversity in Policing conference in March 2024, which focused on increasing knowledge of conditions such as autism, ADHD and dyslexia and how to apply this knowledge to improve workplaces and public services. Some OPCCN colleagues also attended specific courses on children with special education needs and disabilities (SEND) and the criminal justice system, proven methods of reducing reoffending for different groups, and anti-racist approaches to tackling child criminal exploitation.



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 Norfolk Constabulary provides to the diverse communities across the county, with particular emphasis on hate crime, critical/major incidents, policies and procedures, and the 'Stop and Search' process (i.e. the legal right that the police have to stop people and detain them in order to search them). During the past twelve months, IAG have reviewed and provided feedback on over 65 policies and procedures for Norfolk Constabulary.

Recruitment has been a focus of the IAG in the last year, as membership increased to eleven representatives from different backgrounds. These new members have provided the opportunity for perspectives from wider diverse community groups to be heard in policing.

Meetings took place on the first Tuesday of every month in person at the Office of the Police and Crime Commissioner for Norfolk (OPCCN). IAG members were involved in a wide range of activities throughout the year helping to build trust and confidence in policing across a variety of different communities. Some IAG members shadowed local Beat Managers to better understand police officers' community engagement commitments, and other members worked alongside specialist areas which targeted engagement with diverse communities.

In the last year IAG members successfully launched Norfolk Constabulary's 'Stop and Search Scrutiny Panel'. This panel examined body worn video footage of police stop and searches and provided feedback to the Constabulary. An IAG member took up the chairmanship and worked alongside other IAG members to increase membership of the panel

to reflect the diverse communities across Norfolk. The development of this crucial community panel was used as a model for the Ethics and Transparency Board hosted by Norfolk Constabulary. An IAG member also chaired this board and worked with the Deputy Chief Constable of Norfolk Constabulary to set agenda topics and recruited new members.

Members of the Independent Advisory Group worked in partnership with Norfolk Black History Month to host an event in April 2023 at The Forum in Norwich to remember the death of Stephen Lawrence and to celebrate his legacy. More than 50 people from across the community and participating organisations – including Norfolk Constabulary’s Chief Constable and Norfolk’s PCC – joined in a ‘talking circle’ where everyone had an opportunity to share their experiences and opinions on policing. The ‘talking circle’ opened with a bespoke recorded interview with Dr Neville Lawrence, Stephen Lawrence’s father. This event helped develop communication channels between the PCC, Norfolk Constabulary and the Black communities across Norfolk.

IAG members continued to work with wider engagement networks within their local districts across the county, and regularly held community group meetings. These meetings provided an opportunity for members of the public to understand the work of the IAG and offered residents a chance to share their policing and crime concerns with other communities and their local policing teams, whilst the IAG members acted as a link between the groups. These meetings were attended by local community leads, community groups, members of the public from the districts where the meeting took place, and a wide variety of partner agencies. These community meetings helped to develop trust and better working relationships between the community groups and their local policing teams.

In October 2023 the PCC undertook a review of the IAG following the recommendations from the Casey Report, which was published in March 2023. The aim of the review was to ensure the IAG was fit for purpose in the changing face of community policing, and to ensure it was still serving as an essential engagement tool for the PCC to reach out and hear the voices of various communities across Norfolk. Following the review, the IAG was declared fit for purpose, and a new terms of reference was developed to ensure that the IAG is relevant for both modern day policing and the OPCCN.

Find further information on the work of the [IAG on the OPCCN website](#).

Appendix C – Data Tables

Sustain Norfolk Constabulary

**Table 1: High-level summary of the Group Revenue Budget
(as of 31 March 2024)**

In the following table, negative numbers are shown in parentheses.

Revenue area	Budget 2023/24 £000	Outturn £000	Over(-)/ Under spend £000	Over(-)/ Under spend %
Office of the Police and Crime Commissioner	1,323	1,290	33	2.47%
PCC Commissioning (net)	1,335	1,408	(73)	(5.50%)
Chief Constable Operational Spending (including capital financing)	221,142	221,712	(570)	(0.26%)
Transfer from Reserves	(3,509)	(3,486)	(23)	0.66%
Chief Constable Operational Spending (net)	217,633	218,226	(593)	(0.27%)
Contribution to Reserves	150	150	0	0.00%
Specific Home Office Grants	(20,587)	(20,587)	0	0.00%
Total	199,854	200,487	(633)	(0.32%)

Table 2: Establishment and Strength of Police Officers and Staff

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment for Police Officers	1,815.7	1,812.0	1,692.5	0.2%	7.3%
Police Officer Strength	1,830.7	1,836.8	1,733	-0.3%	5.6%
Establishment for Staff	1,366.7	1,376.8	1,303	-0.7%	4.9%
Staff Strength	1,339.2	1,317.4	1,252	1.7%	7.0%
% hours lost to sickness for Police Officers	4.2%	4.6%	4.9%	-0.4pp	-0.7pp
% hours lost to sickness for Staff	3.9%	4.8%	5.1%	-0.9pp	-1.2pp

Visible and Trusted Policing

Table 3: The Norfolk Public Perception Survey

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023.

Public Perceptions	Last 12 months	Previous 12 months	% difference to previous 12 months
Police doing an excellent/good job	87%	85%	2pp
I have confidence in the police in my local area	82%	79%	3pp
Police deal with crime/ASB that matter	61%	59%	2pp
Police understand issues that affect your community	67%	63%	4pp
Satisfaction with the level of policing in your local area	60%	56%	4pp

Table 4: Professional Standards Department (PSD)

Police Public Complaints are made by members of the public in relation to the conduct of those serving in the Constabulary and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

A complaint is any expression of dissatisfaction with police expressed by or on behalf of a member of the public. Complaints must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance. Alternatively, the complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Difference
PSD data complaints	334	415	-81
PSD data complaints – documented within 2 working days	81.7%	76.1%	5.6pp
PSD data complaints – complainant contacted within 10 working days	80.2%	82.4%	-2.2pp
PSD data complaints time to resolve – Schedule 3 only (average in working days)	100	85	15
PSD data complaints time to resolve – Outside Schedule 3 (average in working days)	46	40	6
PSD complaints finalised where service provided not acceptable	96	96	0
Reviews upheld	22	15	7
Chapter 13 letters	27	12	15
PSD conduct cases	85	67	18
Misconduct hearings	21	4	17
Misconduct meetings	11	12	-1
Police Appeals Tribunals	0	1	-1

Table 5: Establishment and Strength of Beat Managers and Local Policing Neighbourhood Sergeants

In the following tables, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Beat Managers

Detail	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment	92.0	98.0	110.3	-6.1%	-16.6%
Effective Strength	89.7	86.1	101.2	4.2%	-11.4%
Effective strength as a percentage of establishment	97.5%	87.8%	91.8%	9.7pp	5.7pp

Local Policing Neighbourhood Sergeants

Detail	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment	13.0	13.0	13.7	0.0%	-5.1%
Effective Strength	14.0	15.5	14.6	-9.7%	-4.1%
Effective strength as a percentage of establishment	107.7%	119.2%	106.9%	-11.5pp	0.8pp

Table 6: Engagement Activities

The data in the following table is drawn from Engagement App as used by Norfolk Constabulary. The date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park, Walk, Talk engagements	9,158	7,309	25.3%
Targeted activity engagements	5,575	3,145	77.3%
Community meeting engagements	884	826	7.0%
Neighbourhood engagements	2,450	1,072	128.5%
Public event engagements	1,047	500	109.4%
Vulnerable or diverse communities	901	430	109.5%
Children and young people engagements	1,317	566	132.7%
Engagement surgery	604	282	114.2%
Recruitment event engagements	36	33	9.1%
Independent Advisory Group engagements	64	25	156.0%
Crime prevention	1,526	1	152500.0%

Table 7: Call Handling and Emergency Response

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Total calls for service	422,880	424,550	428,549	-0.4%	-1.3%
999 calls	135,453	126,942	115,332	6.7%	17.4%
% 999 calls answered within 10 seconds	91.8%	85.0%	88.5%	6.8pp	3.3pp
101 calls	287,427	297,608	313,217	-3.4%	-8.2%
Average time to answer 999 (in seconds)	5	7	6	-2	-1
% Emergencies in target – County	83.1%	86.5%	88.7%	-3.4pp	-5.6pp
% Emergencies in target – Urban	85.5%	88.2%	90.4%	-2.7pp	-4.9pp
% Emergencies in target – Rural	80.5%	84.7%	86.8%	-4.2pp	-6.3pp
Median time to attendance for B1 (HH:MM:SS)	00:40:01	00:37:23	Data not available	7.0%	Not applicable
Median time to attendance for B2 (HH:MM:SS)	19:55:29	14:08:52	Data not available	40.8%	Not applicable
Median time to attendance for C (HH:MM:SS)	22:39:16	18:17:43	07:20:15	23.8%	208.7%
Median time to attendance for Diary apps (HH:MM:SS)	97:47:27	94:45:32	50:50:21	3.2%	92.4%
% calls addressed through phone resolution	0.3%	0.3%	0.4%	0 pp	-0.1pp
Online contacts (emails, Live Chat, and Single Online Home)	65,697	Data not available	Data not available	Not applicable	Not applicable

Tackling Crime

Table 8: Domestic Abuse Crimes and Rape and Serious Sexual Offences

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Crime type	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of Crimes	10,739	13,007	13,091	-17.4%	-18.0%
	Solved	1,292	1,433	1,331	-9.8%	-2.9%
	% Solved	12.0%	11.0%	10.3%	1.0pp	1.7pp
	Charged	1,024	1,172	1,096	-12.6%	-6.6%
	% Charged	9.5%	9.0%	8.4%	0.5pp	1.1pp
	% Where victim not ready to engage	65.9%	61.8%	60.5%	4.1pp	5.4pp
	% Where investigation not possible	0.8%	0.7%	0.8%	0.1pp	0pp
	% of all crime	18.1%	19.4%	19.8%	-1.3pp	-1.7pp
	Arrest rate	35.5%	30.8%	28.7%	4.7pp	6.8pp
Rape and Serious Sexual Offences	Number of Crimes	2,420	2,618	2,511	-7.6%	-3.6%
	Solved	182	202	184	-9.9%	-1.1%
	% Solved	7.5%	7.7%	7.4%	-0.2pp	0.1pp
	Charged	161	168	160	-4.2%	0.6%
	% Charged	6.7%	6.4%	6.4%	0.3pp	0.3pp

Table 9: Closed County Lines and Drug Supply Arrests

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	20	21	Data not available	-4.8%	Not applicable
Possession with intent to supply – arrests	247	278	307	-11.2%	-19.5%
Concerned in supply of controlled drugs – arrests	295	326	366	-9.5%	-19.4%

Table 10: Agricultural Crimes

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Hare coursing incidents	123	154	199	-20.1%	-38.2%
Farm machinery thefts	28	24	26	16.7%	7.7%
Livestock worrying incidents	8	10	10	-20.0%	-20.0%

Prevent Offending

Table 11: Safeguarding Vulnerable Adults and Children

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,419	1,241	Data not available	14.3%	Not applicable
Section 42 Planning discussions (Adult protection)	1,899	2,470	Data not available	-23.1%	Not applicable
Open Child exploitation cases – High Risk	42	53	65	-20.8%	-35.4%
Open Child exploitation cases – Medium Risk	260	314	322	-17.2%	-19.3%
Child Exploitation screenings	596	677	765	-12.0%	-22.1%

Table 12: Ensuring Offenders are Managed Effectively in the Community

Indicator	Last 12 months
Perpetrators on DAPPA	124
Perpetrators referred to Change via DAPPA	53
Perpetrators referred to Change via DAST	490
Referrals made into DAPPA	18
Meetings held	364
Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	44

Table 13: Out of Court Disposals and Referrals to Diversion Scheme

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Out of Court Disposals (All crime)	5.4%	4.5%	4.5%	0.9pp	0.9pp
Referrals to Diversion Schemes (Outcome 22)	0.7%	0.7%	0.7%	0.0pp	0.0pp

Table 14: Out of Court Disposals by Type – October 2023 to March 2024

Out of Court Disposal Type	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024
Conditional Cautions issued	144	163	117	188	139	148
CARA/Red Snapper	5	8	2	14	7	5
ADDER	31	34	29	44	22	9
Red Snapper Referrals – Premium Hub	60	77	39	65	51	64
Red Snapper Referrals – Standard Hub	69	66	53	83	58	52
Breaches	17	16	12	8	5	5

Table 15: Juveniles Referred to Out of Court Disposal Panel and Outcomes

Three hundred and seven juveniles were referred to the out of court disposal panel in the last twelve months. In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024.

Outcomes of juveniles referred to out of court disposal panel	Last 12 months
Returned to Police	3
Children's services	18
Other services	5
Community Resolution	2
Challenge 4 Change	230
Youth Caution	3
Youth Conditional Caution	23
Other outcomes	24

Support Victims

Table 16: Victims' Code of Practice (VCOP)

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	72.2%	45.5%	26.7pp
Recording of Needs Assessment	86.6%	75.3%	11.3pp
Acceptance of a Referral to Victim Support Service	41.4%	49.0%	-7.6pp
Provision of information about the Investigation and Prosecution	85.2%	79.2%	6.0pp
Offer of a Victim Personal Statement	40.5%	12.1%	28.4pp
Making of a Victim Personal Statement	1.5%	0.9%	0.6pp
Provision of information about the trial, trial process and your role as a witness	74.9%	73.6%	1.3pp
Provision of information about the outcome of the case and any appeals	78.4%	77.4%	1.0pp
Number of complaints received that VCOP rights hadn't been met	4	8	4

Table 17: Safeguarding Vulnerable Victims of Antisocial Behaviour and Crime

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
High Risk Antisocial Behaviour (County)	6	16	16	-62.5%	-62.5%
Domestic Abuse crimes – Risk assessment: High	178	258	280	-31.0%	-36.4%
Domestic Abuse crimes – Risk assessment: Medium	6,049	6,656	6,427	-9.1%	-5.9%
Domestic Abuse crimes – Risk assessment: Standard	1,587	2,352	2,534	-32.5%	-37.4%
Domestic Abuse incidents – Risk assessment: High	45	67	66	-32.8%	-31.8%
Domestic Abuse incidents – Risk assessment: Medium	2,358	2,092	2,114	12.7%	11.5%
Domestic Abuse incidents – Risk Assessment: Standard	3,130	3,730	3,837	-16.1%	-18.4%
Domestic Violence disclosures (Clare’s Law)	1,096	958	785	14.4%	39.6%
Child sex offender disclosures	133	Data not available	Data not available	Not applicable	Not applicable
Sexual Abuse Referral Centre – ISVA supported clients	712	808	815	-11.9%	-12.6%
Adult (16+) referrals into NIDAS (High and Medium risk support)	3,911	Data not available	Data not available	Not applicable	Not applicable
MARAC referrals	718	Data not available	Data not available	Not applicable	Not applicable

Safer and Stronger Communities

Table 18: Killed/Seriously Injured collisions and Killed/Seriously Injured collisions involving vulnerable road users

Vulnerable road users are defined as cyclists, motorcyclists, pedestrians and horse riders.

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Detail	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed/ Seriously Injured collisions	Total	454	390	374	16.4%	21.4%
	Fatal	32	38	30	-15.8%	6.7%
	Serious injury	422	352	344	19.9%	22.7%
	Involving vulnerable road users (total)	264	211	197	25.1%	34.0%

Table 19: Traffic Offence Reports (TORs) Issued by Norfolk Constabulary – April 2023 to March 2024

Month	Driver using mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other TORs (Officer detected)
April 2023	72	43	254	4,791	685
May 2023	80	56	243	5,440	614
June 2023	110	181	281	3,877	631
July 2023	68	67	253	3,945	565
August 2023	69	60	188	4,899	529
September 2023	72	50	158	4,069	479
October 2023	107	116	222	3,648	615
November 2023	82	80	167	3,082	584
December 2023	53	39	181	3,154	562
January 2024	37	34	248	3,428	627
February 2024	77	45	107	3,386	535
March 2024	124	80	127	4,868	521
Total	951	851	2,429	48,587	6,947

Table 20: Neighbourhood Crime

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Crime type	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Antisocial Behaviour	Environmental	500	586	596	-14.7%	-16.1%
	Nuisance	7,172	7,497	7,596	-4.3%	-5.6%
	Personal	1,904	1,866	2,052	2.0%	-7.2%
Burglary	Number of crimes	1,176	1,285	1,308	-8.5%	-10.1%
	Solved	138	136	126	1.5%	9.5%
	% Solved	11.7%	10.6%	9.6%	1.1pp	2.1pp
Vehicle crime	Number of crimes	1,587	1,829	1,715	-13.2%	-7.5%
	Solved	215	155	168	38.7%	28.0%
	% Solved	13.5%	8.5%	9.8%	5.0pp	3.7pp
Theft of Vehicle crime	Number of crimes	555	618	590	-10.2%	-5.9%
	Solved	76	78	79	-2.6%	-3.8%
	% Solved	13.7%	12.6%	13.4%	1.1pp	0.3pp
Arson and Criminal Damage	Number of crimes	6,545	7,168	7,050	-8.7%	-7.2%
	Solved	936	836	796	12.0%	17.6%
	% Solved	14.3%	11.7%	11.3%	2.6pp	3.0pp
Robbery	Number of crimes	351	343	338	2.3%	3.8%
	Solved	53	63	52	-15.9%	1.9%
	% Solved	15.1%	18.4%	15.4%	-3.3pp	-0.3pp
Hate crimes	Number of crimes	992	1,300	1,297	-23.7%	-23.5%
	Solved	215	212	185	1.4%	16.2%
	% Solved	21.7%	16.3%	14.3%	5.4pp	7.4pp

Table 21: Mental Health Resourcing

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Mental Health Act Assessments conducted in custody	221	197	179	12.2%	23.5%
Athena investigations tagged for Mental Health team to review	9,905	10,729	Data not available	-7.7%	Not applicable
Number of persons detained under Section 136	369	433	505	-14.8%	-26.9%
Section 135 warrants executed	61	66	67	-7.6%	-9.0%

Table 22: Police Cadets

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024.

Indicator	Last 12 months
Police Cadets Establishments (monthly average)	120
Hours	1,045.50
Duties	231
Events	159

Table 23: Special Constabulary and Police Support Volunteers

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023. And the long-term average is 1 April 2020 to 31 March 2023.

Volunteer type	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Special Constabulary	Establishments (monthly average)	148	171	176	-13.5%	-15.9%
	Hours	37,499	44,581	44,479	-15.9%	-15.7%
	Duties	5,639	6,585	6,225	-14.4%	-9.4%
	Events	172	660	442	-73.9%	-61.1%
Police Support Volunteers	Establishments (monthly average)	98.5	112.5	119	-12.4%	-17.2%
	Hours	11,882	10,728	9,034	10.8%	31.5%
	Duties	2,605	2,552	2,161	2.1%	20.5%
	Events	Data not available	Data not available	Data not available	Not applicable	Not applicable

Table 24: Community Speed Watch Schemes and Members

Indicator	March 2024	March 2023
Schemes	102	102
Members	856	857

Table 25: Letters issued by Community Speed Watch

In the following table, the date range for the last 12 months is 1 April 2023 to 31 March 2024. The previous 12 months is 1 April 2022 to 31 March 2023.

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Community Speed Watch – Letters issued	16,135	16,433	-1.8%

Keep in touch

There are lots of ways that you can contact the PCC and the OPCCN and keep up to date with regular updates on our work.

Visit our website at www.norfolk-pcc.gov.uk

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Call us on 01953 424455

Write to us at Office of the Police and Crime Commissioner for Norfolk,
Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW

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www.norfolk.police.uk

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