



# Norfolk Police and Crime Panel Agenda

## Meeting details

- Date: **Monday 27 April 2026**
- Time: **10am**
- Venue: **Council Chamber, County Hall, Martineau Lane Norwich NR1 2DH**

## Membership

### Member

Cllr Tristan Ashby  
Cllr Sue Catchpole  
Cllr Jade Martin  
Vacancy  
Cllr Brian Long  
Cllr David Bills  
Cllr Stuart Dark

Cllr Sarah  
Butikofer

Cllr Mike Sands  
Cllr James Easter  
Ms Stacey Palmer  
Mrs Renate Brocks

### Substitute Member

Cllr Helen Crane  
Cllr Paul Auber  
Cllr Trevor Wainwright  
Vacancy  
Cllr Shelagh Gurney  
Vacancy  
Cllr Michael Chenery of  
Horsbrugh

Cllr John Toye

Cllr Keith Driver  
Cllr Kieran Murphy  
(no substitute member)  
(no substitute member)

### Representing

Breckland District Council  
Broadland District Council  
Great Yarmouth Borough Council  
King's Lynn and West Norfolk Council  
Norfolk County Council  
Norfolk County Council  
Norfolk County Council

North Norfolk District Council

Norwich City Council  
South Norfolk Council  
Co-opted Independent Member  
Co-opted Independent Member

## Advice for Members of the Public

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#).

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk).

**1. To receive apologies for absence**

**2. Minutes**

**Page 4**

To confirm the minutes of the meeting held on 19 January 2026.

**3. Members to Declare any Interests**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

**District Council Members will be bound by their own District Council Code of Conduct.**

**4. Updates from the Chair**

**5. Public Question Time**

Thirty minutes for members of the public to put their question to the Panel Chair where due notice has been given. Please note that all questions were to have been received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) or 01603 223814) **by 5pm on 17 April 2025.**

- |            |   |                |
|------------|---|----------------|
| <b>6.</b>  | <b>Putting Prevention First: Police and Crime Plan 2025-2029 performance monitoring</b>                     | <b>Page 17</b> |
|            | To consider a quarterly update from the PCC, which sets out the progress being made on delivering the Plan. |                |
| <b>7.</b>  | <b>Information Bulletin – questions arising to the PCC</b>  | <b>Page 67</b> |
|            | To consider the PCC’s strategic decisions and activity and since the last meeting of the Panel.             |                |
| <b>8.</b>  | <b>PCC Complaints Monitoring Report</b>   | <b>Page 76</b> |
|            | To consider the regular monitoring information about complaints relating to the conduct of the PCC.         |                |
| <b>9.</b>  | <b>Complaints Policy Sub Panel – Update from the Chair</b>  | <b>Page 78</b> |
|            | To consider an update from the Chair of the Sub-Panel.  |                |
| <b>10.</b> | <b>Norfolk Police and Crime Panel Annual Report 2025-2026</b>   | <b>Page 81</b> |
|            | To approve publication of the Panel’s annual report.  |                |
| <b>11.</b> | <b>Forward Work Programme</b>   | <b>Page 88</b> |
|            | To review the proposed work programme.  |                |

Tom McCabe  
 Chief Executive  
 Norfolk County Council  
 County Hall  
 Martineau Lane Norwich  
 NR1 2DH

Date Agenda Published: 17 April 2026

**For further details and general enquiries about this  
 Agenda please contact the Committee Officer:**

Nicola Ledain on 01603 223053  
 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



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## Norfolk Police and Crime Panel Minutes

### Meeting details

Time and date of meeting: Monday 19 January 2026 at 10am

Venue: County Hall, Norwich NR1 2DH

### Present

#### Panel Members Present

Cllr Brian Long, Chair  
Cllr Sarah Butikofer, Vice-Chair  
Cllr Tristan Ashby  
Cllr David Bills  
Cllr Stuart Dark  
Cllr Sue Catchpole  
Cllr Mike Sands  
Cllr James Easter  
Stacey Palmer  
Renate Brockes

#### Representing

Norfolk County Council  
North Norfolk District Council  
Breckland District Council  
Norfolk County Council  
Norfolk County Council  
Broadland District Council  
Norwich City Council  
South Norfolk Council  
Co-Opted Independent Member  
Co-Opted Independent Member

#### Officers Present

Simon George

Peter Jasper  
Nicola Ledain  
Sharon Lister  
Jo Martin  
Mark Stokes  
Paul Sanford  
Sarah Taylor  
Gavin Thompson

Chief Finance Officer, Office for Police and Crime  
Commissioner Norfolk (OPCCN)  
Assistant Chief Officer, Norfolk Constabulary  
Committee Officer, Norfolk County Council (NCC)  
Director of Governance (OPCCN)  
Democratic Support and Scrutiny Manager (OPCCN)  
Chief Executive (OPCCN)  
Chief Constable, Norfolk Constabulary (CC)  
Police and Crime Commissioner for Norfolk (PCC)  
Director of Policy, Commissioning and Communications  
(OPCCN)

## **1. Apologies for absence**

- 1.1. Apologies were received from Cllr Jade Martin and her substitute Cllr Trevor Wainwright.

## **2. Minutes of last meeting held on 28 October 2025**

- 2.1. The minutes for the meeting held on 28 October 2025 were agreed as an accurate record and signed by the Chair.

## **3. Declarations of interest**

- 3.1. There were no interests declared.

## **4. Updates from the Chair**

- 4.1. The Chair reported that Norfolk Leaders had agreed in principle that their councils will contribute towards costs above the Home Office grant for the current three-year period. They specified that the total overall additional contribution was to be capped at 20% of the grant allocation and apportioned between local authorities as set out in the Panel Arrangements. Leaders had been asked to ensure that the necessary delegated decision is taken to approve their council's contribution.

## **5. Public questions**

- 5.1. There had been no public questions received.

## **6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2026-27**

- 6.1. The Panel received the report which set out the PCC's 2026/27 precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2026/27, the Medium-Term Financial Plan 2026/27 to 2029/30, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2026/27.
  - 6.1.1. The Chair thanked the PCC for the information outlined in the report and invited the PCC to introduce the report. In introducing the report, the PCC confirmed that she proposed to increase the precept by 4.53% per annum at Band D (£14.94). The PCC presented the proposed policing budget which included an increase in the policing precept at the maximum permitted level, taking account of the consultation undertaken. She expressed concern regarding the increasing burden on local taxpayers due to reduced central government funding, which had been raised with national government. However, she noted that there was a statutory requirement to set a balanced budget and to ensure Norfolk Constabulary was adequately resourced. Following the late announcement of the funding settlement and ongoing national discussions on police funding, the PCC was proposing that the precept be set at the maximum level. The Chief Constable was also in attendance to respond to questions on the policing budget.

- 6.1.2. The Chair highlighted that neighbouring counties had received greater percentage increases through the funding settlement. The Chair asked the Chief Constable if he felt that he would be able to deliver the service with the proposed budget.
- 6.1.3. The Chief Constable gave further information to introduce the precept funding report and this is attached at Appendix A.
- 6.2. The Chair thanked the PCC and the Chief Constable. During the discussion the following points were raised.
  - 6.2.1. A Panel Member expressed their appreciation for the Chief Constable and the Constabulary, commending their strong performance given the considerable pressures faced by the force. The Member observed that, despite Norfolk being a very safe county and the police achieving excellent results, this success did not appear to be reflected in the allocation of funding. Instead, the funding has been reduced, seemingly as a consequence of the force's effectiveness. The member stated their belief that this situation was unjust and urged the PCC to continue pressing central government for increased financial support to sustain the positive work being carried out by the Constabulary. The PCC confirmed that a collective letter had been sent to the Home Secretary expressing concerns regarding the matter. In addition, she confirmed that the issue had been raised directly with the Policing Minister at a meeting held prior to Christmas, particularly in relation to the sustainability of funding. The PCC emphasised that this matter remained a key priority and noted that areas facing different challenges to those experienced in Norfolk were also finding the situation extremely challenging.
  - 6.2.2. Members expressed appreciation for the clarity of the report and highlighted the ongoing financial challenges facing Norfolk's policing. It was noted there were two funding sources: local council tax and central government grants, with the latter being lower than anticipated, resulting in Norfolk receiving the joint lowest increase. Although members supported an increase to the precept they emphasised the need for enhanced central government support, particularly given the increasing demands on police staff and reductions in rural support grants.
  - 6.2.3. It was recognised by the Panel that the Constabulary managed its finances effectively acknowledged that it would be difficult to make those savings that were needed.
  - 6.2.4. Members echoed previous remarks and conveyed gratitude for the diligent work undertaken by both the PCC and the Constabulary. It was noted that the Association of Police and Crime Commissioners (APCC) intended to lobby for additional funding. The PCC clarified that a letter had been submitted collectively through the APCC to the Home Office. Therefore, any correspondence issued by the Panel would carry significant weight in advocating both in Members' capacities as councillors and as Panel

representatives on behalf of Norfolk residents. However, it was emphasised that this was not an individual letter from the PCC that the Panel would be supporting or referencing. Additionally, the PCC added that she had made individual representations through political channels, as would be expected.

- 6.2.5. In answering the query regarding whether the National Police Chiefs' Council (NPCC) was similarly pursuing funding as the APCC and if the NPCC would be writing to the Inspectorate to confirm that not all recommendations within the reports could be actioned due to financial constraints, the Chief Constable explained that prior to Christmas, following receipt of a partial settlement, they had written to the Inspectorate outlining the challenges presented by the settlement. He expressed concern about potential public anxiety arising from these issues and emphasised that savings would be sought from areas other than call centres, emergency response functions, and neighbourhood policing, which were considered essential and protected, along with the investigation of child sexual abuse and management of sex offenders. He highlighted that officers and staff were often reliant on outdated ICT systems, and a lack of capital investment over the past decade has hindered productivity improvements. Vehicle fleets and parts of the police estate needed urgent investment, but such improvements were frequently delayed due to financial constraints. Core services relied upon by the public would continue to be insulated from these financial decisions.
- 6.2.6. A Panel Member observed that there was a limit to the number of savings that could be achieved. Reference was made to the reserves, with some already closed or in the process of being closed. The Member further highlighted the importance of considering not only the current year's budget but also the medium-term financial plan, noting the significant savings required in future years should circumstances remain unchanged. The Member enquired as to how further cuts could be implemented, expressing concern regarding the diminishing areas available for reduction, and acknowledged the substantial proportion of expenditure allocated to staff salaries for existing roles. The PCC explained that when she started her term, there were significant unspent funds, particularly within commissioning reserves. She expressed concern that these public monies were not being used to address policing, crime prevention, and victim support, and stated that such funds should be actively deployed for these purposes. Over the past 18 months, she had made efforts to allocate those reserves in line with public priorities, ensuring spending decisions were both thoughtful and responsible. She acknowledged the challenges posed by ongoing uncertainties in the political, commercial, and operational context. The PCC advised that further discussion on reserves was taking place and confirmed that the management of reserves was a shared concern among members and assured members that this remained an ongoing focus for the committee.

- 6.2.7. In answering a question regarding active lobbying and communication that the PCC had undertaken, the Panel heard that a letter had been sent to all elected representatives in Norfolk, including those at district, county, and parliamentary levels. Responses had already been received from representatives of the Labour Party, the Liberal Democrats, and the Member of Parliament for Great Yarmouth, all of whom had indicated their willingness to take action. It was highlighted that the nature of partnership work differs from other matters, as the partnership environment enabled a greater number of partners to take steps to address issues. However, the PCC emphasised the need to remain mindful of the individual funding challenges faced by each authority, as well as the implications of Local Government Reorganisation (LGR) and other relevant considerations.
- 6.2.8. With regards to lobbying central government, the PCC confirmed receiving considerable direct support from the Members of Parliament for South Norfolk and North Norfolk, both of whom had been particularly proactive and had offered support through their respective channels. She indicated a willingness to engage with other MPs who wished to provide support and confirmed that lobbying efforts are also being pursued through established channels and via the Association of Police and Crime Commissioners (APCC).
- 6.2.9. The PCC confirmed that the second homes council tax income went into the core funding and was not ringfenced.
- 6.2.10. The Panel acknowledged that there had been an increase in the proposed precept since the consultation was carried out and thanked the PCC for noting that.
- 6.2.11. The Panel questioned whether the PCC was confident in the organisation's ability to continue absorbing the necessary borrowing required to sustain capital investment, given the current lack of capital grant funding. Further clarification was also sought on whether, should the necessary outcomes not be achieved in relation to the White Paper, this would result in significant compromises to future investment in technology and other infrastructure that supported officers. The PCC explained that taking into account the Chief Constable's earlier remarks regarding the potential for technology investments to deliver increased efficiencies. It was acknowledged that, in cases where those efficiencies surpassed the costs associated with additional borrowing, such investments would be prudent. However, where the anticipated returns were marginal or did not offset borrowing costs, those decisions would become more challenging. The ideal funding scenario remained the allocation of capital grants to support all desired investments aimed at improving efficiency. In the absence of such grants, and following substantial borrowing to date, each investment proposal should be assessed individually to ensure that the projected returns justify both the investment and the associated borrowing costs.

6.2.12. In answering what kinds of advances and investments in technology could be made, the Chief Constable explained that efficient organisations typically allocated about 70% to maintaining systems, 20% to development, and 10% to innovation. In contrast, UK policing currently spent around 98% on legacy system maintenance. The Police National Computer required significant effort to maintain. The Panel heard that, in the control room, staff managed multiple tasks per call, including listening, data searching, and report writing. It was noted that modern technology could automate transcription, integrate data from other sources, and provide translation services for non-English speakers. Currently, processing a typical 101 call took around 20 minutes, including report writing. With new technology, this could be reduced to 12 or 13 minutes per call. Given the annual volume of approximately 460,000 calls, the potential time savings and productivity gains were significant.

6.3. The Panel:

6.3.1. **NOTED** the Revenue Budget and Capital Programme for 2026/27, the Medium-Term Financial Plan 2026/27 to 2029/30 and the funding and financial strategies;

6.3.2. **VOTED** (by 10 votes for, 0 against and 0 abstention) to endorse the Police and Crime Commissioner's proposed precept increase of 4.53% per annum at Band D (£14.94) for 2026/27;

6.3.3. **AGREED** that the Chair should write to the Commissioner, to formally report the outcome of the Panel's consideration of the precept proposal and in doing so set out that the budget fell short because of the national settlement.

6.3.4. **AGREED** that the Chair should write to the Home Secretary expressing the Panel's concerns that Norfolk appeared to have been disproportionately affected by the grant settlement and that further service reductions would be required to achieve a balanced budget.

The Panel took a 5 minute break and returned at 11.18am.

## 7. **Police and Crime Plan 2025-2029 performance monitoring**

7.1. The Panel received the quarterly update from the PCC which set out progress being made with delivering the Norfolk Police and Crime Plan 2025-2029.

7.2. The Chair thanked the PCC for the report and asked her to introduce it.

7.2.1. In introducing the report, the PCC emphasised her intention to specifically spotlight aspects that, from her perspective, had been successful. Regarding retail crime, she drew on her years of experience in the industry and was encouraged by the work the NC was undertaking, noting that they set high national standards. There were productive discussions with national retailers about leveraging technology and strategies to address retail crime. She engaged extensively, speaking with numerous landowners concerning

the volume of fly-tipping and the associated challenges. On road safety, significant work was highlighted—she commended the Norfolk Fire and Rescue Service and efforts to reconvene the Fatal Accident Review Panel, as well as the dedication of colleagues seeking to prevent future incidents. The Safe System initiative received government approval. Additionally, the Equal Gateway into Employment scheme, developed in partnership with key employers and the Department of Work and Pensions had recently launched. While it was still in its early stages, engagement and funding through the DWP had been positive.

- 7.3. During the discussion the following points were raised.
- 7.3.1. Members asked for clarification regarding the data of reducing serious violence. It was noted that the overall trend in serious violence was positive, with a general decline observed. However, it was highlighted that there was a slight increase in incidents related to domestic violence, though not by a significant margin. Members asked if the marginal rise could be attributable to improved resource allocation and enhanced training, which could lead to better identification of cases. Additionally, increased public confidence in reporting such incidents may also contribute. In clarifying the reasons behind the slight increase in domestic violence within the context of an overall downward trend, the PCC urged caution in interpreting recent increases in domestic violence figures. She noted that improved reporting may reflect greater public confidence but stressed that definitive causes cannot be determined yet. The constabulary's efforts, particularly through enhanced training via the DA Matters programme, were acknowledged. Ongoing correspondence on domestic abuse indicated continued attention, and she reassured her commitment to addressing domestic violence.
- 7.3.2. Members raised the issue of supporting individuals residing in isolated rural areas of the county. The (PCC) acknowledged that this concern had been a priority throughout her tenure. She emphasised the importance not only of emergency response times but also of enabling residents to cope with and recover from incidents, noting the challenges posed by limited road networks and public transport in rural locations. The PCC highlighted her proactive approach in addressing these challenges, specifically referencing her correspondence with all elected representatives regarding the Norfolk Integrated Domestic Abuse Service (NIDAS). She outlined the multi-agency response provided within the Multi-Agency Safeguarding Hub (MASH), which effectively addresses safeguarding needs across every ward in the county.
- 7.3.3. The Panel noted the increasing importance of maintaining the health, safety, and welfare of shop workers, which remained a primary concern for retailers. Retailers were acutely aware of their responsibilities as employers and had implemented policies instructing staff not to engage directly with shoplifters, based on risk assessments regarding the now inherent risks associated with shop work. It was highlighted that the risks faced by retail

staff today were significantly higher than in previous decades, reflecting a changing environment on the shop floor. The PCC acknowledged the proactive approach taken by retailers and the police, with figures indicating that local performance in detecting retail crime was amongst the highest nationally. It was noted that detection figures may increase over time due to delays between the recording of a crime and its eventual detection. Addressing the issue of violence, the Chief Constable emphasised that such behaviour is unacceptable and outlined concerns regarding delays in court sanctions for offenders. The Panel heard that a new approach to sentencing would result in more offenders being managed within the community. The police were using civil orders to control persistent offenders, particularly those who committed violent offences alongside theft. These orders can ban offenders from shops and specific areas, with breaches often resulting in more severe sanctions than the original retail theft. In addition, the committee was informed that facial recognition technology was being utilised in retail crime investigations. CCTV footage provided by store detectives was cross-referenced against the police national database, contributing to the high rate of successful outcomes in these cases. The Panel expressed concern about the increasing violence associated with retail theft and while Norfolk's achievements in this area were commendable, the Panel noted that ongoing vigilance was necessary to prevent further escalation.

- 7.3.4. Members noted that approximately 40% of reported crimes in Norfolk fell under the category of fraud. The Panel requested clarification on the types of fraud prevalent in the county and asked whether current fraud prevention campaigns are having a discernible impact. In response, the PCC stated that recent discussions had centred on courier fraud. The Chief Constable further explained that the most encountered frauds included online scams, purchase and non-delivery of goods, banking fraud, and courier fraud—where individuals are contacted by fraudulent callers and persuaded to withdraw funds, which were then collected by a courier. It was highlighted that these offences frequently target the most vulnerable residents and were given priority in the county's policing efforts.
- 7.3.5. The Panel referenced page 129 and queried the reasons behind observed seasonal variations in hate crime, specifically whether these were linked to religious or cultural events or reflected general trends. The PCC advised that further discussions were required with the relevant officers to explore this matter in more detail and undertook to provide a written response to the Panel once those conversations had concluded.
- 7.3.6. The Panel suggested that the Police and Crime Plan could be reviewed to take into consideration the Violence Against Women and Girls Strategy which had been published before Christmas as well as any upcoming announcements made alongside the release of the White Paper. The PCC agreed, that as there had been other various updates it would be worth reviewing the Plan and the associated delivery timescales.

7.3.7. Having considered the quarterly report of progress against the Norfolk Police and Crime Plan, the Panel **NOTED** the report and confirmed the **REQUEST** for a written response to the question regarding how well the seasonal trend in hate crime was understood. A copy of the PCC's written response is attached at Appendix B.

**8. Information Bulletin – questions to the PCC**

8.1. The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk and the range of activity since the last Panel meeting.

8.2. The PCC reported that as part of the action plan, the PCC had provided the Horizons Team within the Constabulary with some funding to launch the proposition of The Public Voice, and since the launch there had been more than 800 responses which was extremely encouraging.

8.3. The Panel **NOTED** the information provided.

**9. Forward Work Programme**

9.1. Having received the forward work programme for the January 2026 to January 2027, the Panel **NOTED** that the 28 January 2026 meeting would be cancelled and **AGREED** the remaining programme as presented.

The meeting ended at 11.57am

**Councillor Brian Long**

**Chair**

It is a year since I last attended a Police and Crime Panel and that time has brought significant challenges for policing. In addition to ongoing high levels of core demand, we have faced unprecedented demands associated with policing protests, both locally and nationally. Each protest diverts police officers from other tasks such as preventing and detecting the crimes that some of the protestors state they are concerned about. We have stood up to these challenges well and the County continues to benefit from some of the highest crime detection rates in the Country and an over 15% drop in crime in the last three years.

But those drops in crime are now plateauing and crimes such as retail theft are increasing rapidly. We will do all that we can to stem any increases, but with sentencing reforms meaning that more offenders are being managed in the community, it is highly likely that many of those offenders now at liberty will reoffend. The sentencing changes assume that the police will manage this cohort of offenders. We have been given no extra funding to do so.

There has rightly been significant public concern about Child Sexual Exploitation both recent and non-recent offending. 35% of the sexual offences that we investigate occurred a year or more before the crime occurred. The Government has asked that forces establish dedicated teams to investigate these crimes. Again, we have been given no extra funding to do so.

The Government pledged in its manifesto to increase the number of officers working in neighbourhood teams by 13,000. In the first year of the programme, Norfolk were directed to increase our neighbourhood officer numbers by 31 – we have done so. We see the value of neighbourhood policing and know that the public of Norfolk value neighbourhood officers too.

In the second year of the programme we have been given £0.5m to recruit another 20 officers. The full costs of a police officer are £68.3k – this includes, pay, pension and NI. The funding we have been given equates to £29k per officer – 42% of the actual costs. If we don't recruit the twenty officers we risk not accessing the funding of both year one and year two. Essentially this means that I need to make savings elsewhere in my budget to fund this manifesto pledge. To balance the books this year, and assuming that precept is increased by the requested amount, we have had to find £3m of savings.

The main reason for that savings requirement is that Norfolk has received the joint lowest percentage increase in government grant. This is a figure far lower than we had modelled and reflects both a reduction in the amount allocated to policing in the

summer CSR and a policy change which has removed ringfenced funding for police officers. This allocation was only confirmed last Friday – 11 weeks before the start of the financial year.

The Home Office will state that the Constabulary has received a 1.7% 'real terms' increase in funding for next year. Included in their figure is an assumption that precept will be increased by the full amount. This contrasts with the 4.2% increase in pay that the Home Office awarded last year and an increase of 4.9% in the amount the Home Office charges the police force for using national IT programmes.

The reality is that even with a £15 increase we have less money to spend and will be reducing officer numbers.

In previous years we have been able to use reserves to bridge funding gaps but that can no longer be sustained and our reserves now need replenishment ahead of significant future cost pressures. We are already towards the sensible limit of what we could borrow.

Later this month, we anticipate that the Government will launch a white paper on police reform which will make radical proposals about the future structures of policing. I am sure that the objective will be to enable a better police service whilst reducing costs. I anticipate that the White Paper will recognise the inefficiency of 43 forces doing the same things. Change will follow, but implementation will not be swift. In the meantime, we are determined to ensure the ongoing safety of our county and cannot simply let things drift because change is coming.

My focus, the focus of our officers and staff, is to deliver exceptional policing for our County – because that is what they deserve. Next year, we will be doing that with less resource and tough choices will need to be made. It will be impossible for me to match all the expectations of the Inspectorate of Constabulary. But what we will do, is have a determined focus on the things the public most expect of us – answer emergency calls quickly, investigate crime well and take the most dangerous offenders off our streets. Doing that without this vital precept funding would not be possible.



Office of the Police & Crime Commissioner for Norfolk  
Jubilee House, Falconers Chase, Wymondham, NR18 0WW

Telephone: 01953 424455  
Email: [opccn@norfolk.police.uk](mailto:opccn@norfolk.police.uk)  
Website: [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

Cllr Brian Long  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

**BY EMAIL ONLY**

REF: KW/PSM  
25 March 2026

Dear Cllr Long

**Subject: Seasonal Variations in Hate Crime**

As requested in the last Police and Crime Panel meeting on 19 January 2026, I am writing to provide an overview of recent seasonal variations in police recorded hate crime and to outline whether these fluctuations appear linked to any religious or cultural events, and whether this is a national or local issue.

During the most recent quarterly reporting period (1 July 2025 to 30 September 2025), Norfolk Constabulary recorded a 14.2% increase in hate crime, with 290 unique offences compared with 254 in the previous quarter (1 April 2025 to 30 June 2025). This seasonal uplift mirrors the pattern observed in the same quarterly periods in 2024, when 300 hate crimes were recorded between July and September 2024, compared with 249 between April and June 2024, equating to a 20.5% increase. This suggests a consistent trend in which hate crime reports rise within Norfolk during the summer months.

Within this overall increase, religiously motivated offences also increased. 15 offences were recorded between July and September 2025 (5% of all recorded hate crimes for that period), up from ten offences in the preceding quarter (2% of all hate crimes). Each of these offences has been reviewed individually, and no evidence was found to indicate that any were linked to specific religious or cultural events at either local or national level.

National data supports the view that higher volumes of hate crime in the summer months reflect broader seasonal and socio-political dynamics rather than event-specific triggers. The Crown Prosecution Service reported its highest ever volume of hate crime-flagged case referrals during the most recent quarterly reporting period (July to September 2025), with a 14.7% increase on the previous quarter. Similar to the pattern seen in Norfolk, this rise was particularly marked in race- and religion-related offences.

Across England and Wales, peaks in recorded hate crime during the summer have been widely attributed to increased public gatherings, heightened socio-political activity, and more frequent interpersonal interactions during periods of warmer weather. Additional contextual factors, such as far-right protest activity and elevated national debates around migration, were also identified during this period and are likely to have contributed to the rise in both local and national reporting.

In summary, while Norfolk has experienced seasonal increases in hate crime during the summer months for two consecutive years, there is no evidence to suggest that these increases were linked to religious or cultural events. Instead, the patterns observed locally are consistent with broader national trends associated with increased social activity and heightened political tensions that tend to intensify during the summer months.

Yours sincerely,

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

Sarah Taylor  
Police and Crime Commissioner for Norfolk

# Report to Norfolk Police and Crime Panel

Item No: 6

**Report Title: Norfolk Police and Crime Plan 2025-29 performance monitoring**

**Date of Meeting: 27 April 2026**

## Executive Summary

The Panel is recommended to:

- 1) Consider the quarterly update from the PCC, which sets out progress being made with delivering the Norfolk Police and Crime Plan 2025-29;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

## 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which each ordinary election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
  - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
    - Crime and disorder reduction within Norfolk
    - Policing within Norfolk
    - How Norfolk Constabulary will discharge its national functions.
  - b) The policing that the Chief Constable will provide;
  - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
  - d) How the PCC will measure police performance and the means by which they Chief Constable will report to the PCC;
  - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.

- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing Plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

## 2. Purpose of today’s meeting

- 2.1 The purpose of the item on today’s agenda is to enable the Panel to consider the progress being made towards delivering the current [Police and Crime Plan 2025-29](#), Putting Prevention First.

## 3. Suggested Approach

- 3.1 The PCC has provided the following updates:
  - **Annex 1:** an outline of progress by Norfolk Constabulary and the Office of the Police and Crime Commissioner for Norfolk (OPCCN) towards the policing objectives under the three priorities of the Police and Crime Plan.
  - **Annex 2:** a summary of the OPCCN’s progress on specific Police and Crime Plan projects.
  - **Annex 3:** an overview of the PCC’s strategic response to Violence Against Women and Girls (VAWG) and support for preventative and victim support services.
- 3.2 The PCC will attend the meeting and answer the Panel’s questions. She will be supported by members of her staff together with the Chief Constable (subject to operational commitments).
- 3.3 The Panel may wish to question the PCC on the following areas:
  - a) General
    - The PCC’s reflections on the Police Reform White Paper [From local to national: a new model for policing](#), including the Independent Review of Police Force Structures that will lead to a smaller number of larger forces across England and Wales, and local implications;
    - The PCC’s reflections on the local implications of the [Courts and Tribunals Bill](#);
    - The outcome of the PCC’s review of commissioning intentions, including any changes or next steps.
  - b) Preventing Crime
    - The implications for Norfolk arising from the Government’s recently published [Fraud Strategy 2026-2029](#);

- How the PCC is supporting the Domestic Abuse Sexual Violence Group to strengthen the local response;
- How the PCC assures herself that the success of Operation Cortex is measured beyond arrests or dispersals (e.g. safeguarding outcomes, reduced repeat attendance) and that a strategy exists if gatherings of large groups of children in Norwich city centre persist or grow;
- What assurance the PCC has that the reduction in serious violence within the Operation Bokken cohort is being validated and whether the approach is scalable beyond Norwich;
- What steps the PCC is taking to assure herself that the focus on improving investigative responses for neighbourhood crime is delivering improved outcomes from a victim perspective;
- How the PCC assures herself that victims are kept informed where crimes are not solved;
- Feedback from the Street Harassment Bystander Training and how the PCC is supporting the target to deliver this to 2000 people;
- The development and delivery of the CAPVA (Child and Adolescent to Parent Abuse) Model.

#### c) Cohesive Communities

- What steps the PCC is taking to ensure the public is aware of the increased neighbourhood policing resource;
- What assurance the PCC has been given that officers in neighbourhood policing roles are not abstracted back into other roles;
- What risks the requirement for further a neighbourhood policing uplift presents, and how confident the PCC is that neighbourhood policing will be protected;
- How the PCC is supporting the local implementation of the Government's recently published [Road Safety Strategy](#) and contributing to Norfolk's Road Safety Partnership Strategic Board;
- What steps the PCC is taking to ensure that analysis has been undertaken to explain the increase in Killed and Seriously Injured (KSI) collisions, despite extensive enforcement;
- What steps the PCC is taking to assure herself that current interventions are sufficiently focused on the highest-risk behaviours and locations;
- What steps the PCC is taking to ensure that targeted action is planned to address the rise in cyclist KSI collisions, particularly in relation to infrastructure and partnership prevention;
- The PCC's understanding of the factors driving retail crime volume, which remains high compared with the long-term average;
- The reasons for putting on hold the 'Crime prevention advice and support' project and plans for the future;
- How the proposed 'Offender to Recovery' approach will be evaluated for effectiveness;
- How the effectiveness of Out of Court Resolutions is being measured in terms of reoffending and victim satisfaction;

- The ongoing development of the OPCCN Social Value policy.

#### d) Reducing Harm

- The PCC's reflections on the recent Home Affairs Committee report [Combatting new forms of extremism](#), in which the Committee calls for a reset to the Prevent approach to dealing with extremism, to establish an effective multi-agency strategy that can triage referrals to appropriate services;
- How the new Serious Organised Crime Board structure will strengthen accountability and enhance activity;
- How the PCC is supporting the Constabulary to deliver sustained improvements in 999 and 101 call-handling times;
- How is the PCC supporting improved compliance with the Victims' Code Right 7 (the requirement to offer a Victim Personal Statement);
- How the new Victim and Witness Care Unit "One Team" model will improve outcomes for victims waiting for court hearings;
- Progress being made with the campaign to improve awareness of how the criminal justice system works;
- Whether the ICVA (Independent Custody Visiting Association) Platinum Level assessment outcome is known;
- What planning is in place to support the ongoing delivery and sustainability of commissioned services relating to VAWG beyond March 2028.

#### e) Communications and Engagement

- The reasons for putting on hold the Neighbourhood Crime prevention campaign and future plans;
- Progress with the Victims campaign, which aims to promote and support commissioned services.

3.4 Panel Members will have the opportunity to review the Norfolk Countywide Community Safety Partnership's response to domestic abuse, sexual violence, stalking and harassment, as well as road safety, during the afternoon Scrutiny Sub Panel meeting.

## 4. Action

4.1 The Panel is recommended to:

- 1) Consider the quarterly update from the PCC, which sets out progress being made with delivering the Norfolk Police and Crime Plan 2025-29;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

## 5. Background Papers

5.1 None.

## Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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## Police and Crime Plan – Putting Prevention First

**Office of the Police and Crime Commissioner****Putting Prevention First – Police and Crime Plan 2025-2029****Performance Monitoring Report**

The first section of this report sets out an overview of the progress being made by Norfolk Constabulary and the OPCCN against the policing objectives within the three priorities of the Police and Crime Plan:

- Preventing Crime
- Cohesive Communities
- Reducing Harm

Annexe 2 provides an overview of the progress being made by the OPCCN on the police and crime plan projects.

**1. Background**

- 1.1 The Police and Crime Commissioner (PCC) is required to issue a new plan on or before 31 March 2025. This plan was presented to the Police and Crime Panel on 17 March 2025.

**2. Monitoring progress against plan priorities**

- 2.1 Following the publication of the Police and Crime Plan progress reports are prepared for internal and external accountability meetings in line with the PCCs performance framework.
- 2.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the Plan through the PCCs Accountability Meetings (PAMs), and public papers are available on the OPCCN website.
- 2.3 A full annual review of performance will be provided through the PCCs Annual Report and presented to the Police and Crime Panel.
- 2.4 Performance reports prepared for the Police and Crime Panel will include a mixture of qualitative and quantitative information to help demonstrate and provide context to panel members on the progress being made by the PCC in delivering their Plan.

### 3. Preventing Crime

3.1 There are six policing objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

#### **Objective 1: Reduce serious violence**

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Violence with injury	Number of crimes	7,777	7,904	8,274	-1.6%	-6.0%
	% Domestic Abuse	33.8%	33.5%	33.6%	0.3pp	0.2pp
Grievous Bodily Harm (GBH)	Number of crimes	673	710	664	-5.2%	1.4%
	% Domestic Abuse	29.4%	28.7%	29.1%	0.7pp	0.3pp
Actual Bodily Harm (ABH)	Number of crimes	5,441	5,541	5,838	-1.8%	-6.8%
	% Domestic Abuse	40.2%	39.6%	38.4%	0.6pp	1.8pp

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

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

3.2 Violence with Injury offences have reduced, both against the previous 12 months period (by 1.6%) and the long-term average (by 6.0%). The proportion of Violence with Injury relating to domestic abuse is slightly higher than in both the previous 12 months (+0.3 percentage points) and the long-term average (+0.2 percentage points).

3.3 The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12 months was 5.2% lower than the previous 12 months (37 fewer offences) but was 1.4% higher than the long-term average (9 more offences). 29.4% of the GBH offences recorded in the last 12-month period were flagged as being domestic abuse related. This is a lower proportion than overall violence with injury (33.8%) but has slightly increased compared with the previous 12 months (+0.7 percentage points) and the long-term average (+0.3 percentage points).

3.4 In the last 12-month period, Actual Bodily Harm (ABH) offences decreased by 1.8 percent when compared with the previous 12-month period (100 fewer offences) and against the long-term average (-6.8%, 397 fewer offences). The percentage of ABH offences linked to domestic abuse in the last 12 months was 0.6 percentage points higher than in the previous 12 months, and 1.8 percentage points higher than the long-term average.

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

- 3.12 The re-designation of the Youth Violence and Early Intervention Team as the Neighbourhood Violence Reduction Team further reflects this expanded strategic focus, strengthening the Constabulary's ability to address violence, vulnerability, and exploitation in a cohesive and consistent way across communities.
- 3.13 Root-cause identification remains central to Bokken's methodology, enabling earlier recognition of exploitation, drug supply, coercion, debt, and associated criminality. This approach has increased early disruption and safeguarding opportunities, supported by strong Multi-Agency Child Exploitation (MACE) processes. Alongside prosecutions, a range of preventative and protective tools, including Community Protection Notices, partial Closure Orders, and Criminal Behaviour Orders, continue to be used effectively to disrupt perpetrators and protect vulnerable children.
- 3.14 Constabulary data indicates a sustained reduction in serious violence offences (Section 18 and Section 20 GBH) committed by individuals within the Bokken cohort across the last two reporting periods. This positive shift correlates strongly with earlier identification of high-harm nominals, strengthened offender management, increased proactive disruption, and more coherent multi-agency planning.
- 3.15 The MACE team is being restructured, with the Safeguarding Team moving into the Multi-Agency Safeguarding Hub (MASH) environment. The MACE team will work alongside the MASH Missing People Team and the Phoenix Project, enabling closer collaboration and more effective information sharing. Social workers will be embedded within these teams to model an integrated, multi-agency approach to child protection.
- 3.16 Operation Steadfast continues to deliver a rapid and assertive response to missing children identified as being at heightened risk of exploitation or serious youth violence. Internal audit activity shows strong compliance with Steadfast processes, alongside notable improvements in the quality of risk assessments and the recording of missing episodes. This provides assurance that the highest-risk children remain visible to agencies and receive the intensified oversight they require.
- 3.17 During the reporting period, high-visibility hotspot policing (Operation Focus) became further embedded as part of routine policing. This quarter delivered 4,500 hours of visible patrols across hotspot areas, resulting in ninety stop searches and the seizure of five weapons. Of Norfolk's twenty-one hotspots, eighteen recorded reductions in Operation Focus crime types (retail theft, retail violence, serious violence, and knife crime, and anti-social behaviour), with an overall average decrease of 23% across these offences.
- 3.18 External publicity for hotspot policing has expanded significantly. Leaflets, advertising boards, and radio adverts, reaching around 450,000 listeners, have highlighted the dedicated local officers tackling crime and antisocial behaviour while providing community reassurance. These campaigns also give clear guidance on how to report crime and encourage public involvement in strengthening community safety, supporting both effective crime prevention and community confidence.

- 3.19 The dedicated Operation Focus Problem-Solving Advisor has continued to support local plan owners in identifying ongoing opportunities for partnership-led problem solving, ensuring efforts are targeted at the issues generating the greatest harm and antisocial behaviour within communities.
- 3.20 A key aim has been to build a more embedded approach so that, when Home Office Hotspot Policing funding ends in March 2026, the learning and benefits of Operation Focus remain part of routine practice.
- 3.21 Throughout the Home Office funded period, the Constabulary has actively assessed how best to invest in programmes and resources that strengthen hotspot resilience by reducing vulnerability, increasing visibility, encouraging crime reporting, and supporting partnership working. Funding has been provided for several initiatives, including:
- The purchase of gazebos for use by local policing teams to enhance visible policing and engagement within town centres.
  - Targeted Youth Support Service (TYSS) delivery in the Haymarket area of Norwich to support Operation Cortex.
  - Funding for a University of East Anglia (UEA) intern working with Operation Divert to design bespoke out-of-court disposal intervention packages. Tailored interventions have been developed for anti-social behaviour, retail theft, retail violence, and low-level knife possession. The approach is attracting interest from other police forces.

**Objective 2: Bring more offenders to justice**

- 3.22 Project Vigilant involves specially trained plain-clothes officers patrolling nightlife areas and community spaces to identify concerning behaviours and alert uniformed officers to intervene, with the Intelligence Development Unit (IDU) providing support by profiling individuals of concern.
- 3.23 During this quarter, Project Vigilant conducted ten deployments within the Norwich night-time economy, three of which took place in the Haymarket in support of Operation Cortex.
- 3.24 Officers visited local hotels during each deployment to encourage staff to report concerning behaviour. Plans are in place to work with Night-Time Economy partners and licence holders to provide bystander training and strengthen their confidence in calling out predatory behaviour within venues.
- 3.25 In December, two members of the Home Office Violence Against Women and Girls (VAWG) team joined a Project Vigilant deployment to observe how the approach is being delivered in Norfolk.
- 3.26 Additional funding has been secured, allowing for increased officer deployments and enabling mutual aid from Thames Valley Police, who provided drugs dogs to support

operational activity. The funding is also supporting enhanced analytical work and strengthened communications activity linked to Project Vigilant.

- 3.27 Training has been delivered across the county to equip officers to recognise and challenge predatory behaviour and intervene early when something does not feel right. Approximately 150 officers in North Norfolk and Great Yarmouth have now been trained, in addition to the two hundred Norwich officers previously trained.
- 3.28 In November, the government announced that following the Safer Streets Summer Initiative, the 'Winter of Action' would run throughout December and January. The focus being on addressing issues in the night-time economy including tackling alcohol-related disorder, spiking, and violence against women and girls, as well as reducing town centre criminality, shop theft, street crime, and anti-social behaviour.
- 3.29 The Winter of Action initiative provided an opportunity to highlight and reinforce the importance of Project Vigilant and wider Safer Spaces approaches aimed at reducing violence against women and girls.
- 3.30 The Constabulary's network of Vulnerability and Public Protection Champions completed a successful initial Continuous Professional Development (CPD) day in September, focusing on domestic abuse and victim experience, including survivor accounts. A further CPD day centred on exploitation is planned for April.
- 3.31 Stalking awareness training, provided by the Suzy Lamplugh Trust, has been delivered to the Vulnerability and Public Protection Champions, and other officers working in relevant roles.
- 3.32 The Domestic Abuse Perpetrator Partnership Approach (DAPPA) identifies and proactively manages the domestic abuse perpetrators posing the highest or most persistent risk in Norfolk, using Recency, Frequency, and Gravity (RFG) scoring. Monthly multi-agency meetings focus on targeted disruption activity. During the reporting period, meetings were held regarding thirty-eight individual perpetrators.
- 3.33 The DAPPA team has continued to work closely with the Norwich Operation Redline pilot team who undertook proactive checks on DAPPA perpetrators. The DAPPA team received referrals from the Redline team for cases requiring wider multi-agency intervention.
- 3.34 The Constabulary's Horizons Team has developed a bespoke Rape and Serious Sexual Offences (RaSSO) dashboard that provides supervisors with real-time insight across their investigations. The dashboard includes outstanding suspects, suspects not yet arrested, a concise status summary, identification of repeat suspects, and investigations where a suspect features in multiple cases with different Officers in the Case. This

provides supervisors with visibility not currently available through Athena, supporting improved prioritisation and risk management.

3.35 Further RaSSO training for officers and first-line supervisors continues under the ‘Strengthen Officers and Staff training’ programme. As part of the wider upskilling aligned to Operation Soteria principles, this includes nationally recognised suspect-focused investigative techniques, consistent with the Operation Soteria National Operating Model (NOM).

3.36 Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are key tools for safeguarding victims of domestic abuse. Significant improvements continue to be made with more victims safeguarded through increased numbers and stronger monitoring leading to an increase in detected breaches.

**Objective 3: Strengthen response to neighbourhood crime**

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Neighbourhood crime	Number of crimes	3,510	3,602	3,700	-2.6%	-5.1%
	Solved	364	369	385	-1.4%	-5.5%
	% Solved	10.4%	10.2%	10.4%	0.2pp	0pp
	Charged	278	279	279	-0.4%	-0.4%
	% Charged	7.9%	7.7%	7.5%	0.2pp	0.4pp
Residential burglary	Number of crimes	1,231	1,242	1,251	-0.9%	-1.6%
	Solved	118	105	129	12.4%	-8.5%
	% Solved	9.6%	8.5%	10.3%	1.1pp	-0.7pp
	Charged	90	79	90	13.9%	0.0%
	% Charged	7.3%	6.4%	7.2%	0.9pp	0.1pp
Vehicle offences	Number of crimes	1,555	1,644	1,719	-5.4%	-9.5%
	Solved	175	196	190	-10.7%	-7.9%
	% Solved	11.3%	11.9%	11.1%	-0.6pp	0.2pp
	Charged	130	149	135	-12.8%	-3.7%
	% Charged	8.4%	9.1%	7.9%	-0.7pp	0.5pp
Theft from the person	Number of crimes	385	385	397	0.0%	-3.0%
	Solved	20	17	16	17.6%	25.0%
	% Solved	5.2%	4.4%	4.0%	0.8pp	1.2pp
	Charged	14	8	9	75.0%	55.6%
	% Charged	3.6%	2.1%	2.3%	1.5pp	1.3pp
Robbery (Personal Property)	Number of crimes	339	331	333	2.4%	1.8%
	Solved	51	51	50	0.0%	2.0%
	% Solved	15.0%	15.4%	15.0%	-0.4%	0pp
	Charged	44	43	45	2.2%	-2.2%
	% Charged	13.0%	13.0%	13.5%	0pp	-0.5pp

**Table 2:** National Crime and Policing Measure for ‘Neighbourhood Crime’

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

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

- 3.44 Robbery of personal property has increased by 2.4% compared with the previous 12 months (+8 offences) and by 1.8% compared with the long-term average (+6 offences). The solved rate has fallen slightly compared with the previous 12-month period (-0.4 percentage points) but is consistent with the long-term average. The charged rate is unchanged compared with the previous 12 months and is 0.5 percentage points below the long-term average.
- 3.45 Although the number of personal robberies has risen slightly over the last year, volumes remain comparatively low, averaging fewer than one report per day. Potential links between offences are routinely assessed. When a suspect is charged, offences with similar modus operandi or proximity are reviewed to determine whether additional crimes can be Taken into Consideration. In 2025, this process resulted in the detection of six robberies and nine dwelling burglaries.
- 3.46 Operation Investigate continues to deliver focused training to frontline officers, improving investigative responses to neighbourhood crime. The sessions strengthen core investigative skills, emphasise securing positive outcomes, and reinforce the effective use of civil and preventative orders. Training covers identifying key lines of enquiry, prompt and effective evidence capture, and enhanced victim care, with a strong focus on timely communication and safeguarding assessments.
- 3.47 Frontline supervisor training is scheduled for early 2026 and will focus on improving evidential reviews, decision-making, supervisory oversight, and the correct application of crime-closure outcome codes. Supervisors will also receive guidance on maintaining regular victim updates and effective communication with the Officer in the Case (OIC) to support investigative momentum, improve victim satisfaction, and maximise safeguarding opportunities.

***Objective 4: Enhance policing through technology***

**In Cell-Video Technology**

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

**3.50 Improved PACE Compliance:**

- Inspector’s Reviews of Detention were previously cited as an ‘Area for Improvement’ following the 2018 inspection of Norfolk custody suites by His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In-Cell video technology has contributed to a significant rise in PACE-compliant reviews across all Police Investigation Centres (PICs).
- Overall compliance with the PACE requirement for these reviews to be undertaken in-person has increased from 59.7% in February 2025, to 87.3% in January 2026, with significant improvements seen at every PIC.
- Two-way video capability has also enabled Inspector’s Reviews of Detention to be completed more promptly, particularly during periods of high demand.
- Enhanced Information for Detainees
- In-cell screens host short, accessible videos explaining detainee rights and entitlements, PACE Code C processes, and Liaison and Diversion Service content, with further expansion planned.
- Content has been co-developed with academic and specialist partners to ensure accessibility for vulnerable detainees and has been trialled as part of the University of Sheffield’s ‘Good’ Police Custody study led by Professor Layla Skinns. The research demonstrates how digital custody guides can improve detainee understanding, autonomy, and engagement.

**Partnership Activity:**

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

***Objective 5: Empower communication through crime prevention initiatives***

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

3.52 Activity in this reporting period included:

**October 2025**

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

**November 2025**

- Promoting the unveiling of the '*Legend on the Bench*' mental-health support bench near Wymondham Police Investigation Centre.
- Marking of White Ribbon Day and the start of 16 Days of Action, sharing one-year progress updates for Project Vigilant.
- Publicising Operation Focus intensification results, including over 450 hours of visible patrols targeting antisocial behaviour and violent crime.
- Updates from Operation Vigilant weekend patrols shared, including arrests for knife possession and associated sentencing outcomes.
- Sentencing news published regarding a Thetford cocaine-supply gang who were jailed for more than twenty years.
- Reporting of the conviction and sentencing of a male for child rape, and the conviction of a male for offences involving hidden cameras, providing community reassurance messaging.
- Local policing updates shared, including patrols in Bradwell, stop-search activity in Gorleston, and walkabouts on Middlegate during fireworks night.
- Sentencing of six Gorleston-based Organised Crime Group members to a combined twenty-seven years for cocaine supply highlighted.

- Operation Foxtail action-day results from Great Yarmouth shared, including fifty-four vehicle stops and sixteen arrests.
- Safer Action Business Week promoted, with content focused on retail-crime prevention activity.
- West Norfolk updates shared relating to e-bike misuse and associated damage, with further communications planned ahead of Christmas.

#### **December 2025**

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

#### ***Objective 6: Invest in police welfare and resilience***

- 3.53 The Constabulary continues to develop initiatives to enhance the welfare and support provided to Police Officers, staff, members of the Special Constabulary, and Police Support Volunteers, ensuring a resilient workforce with the capacity and capability to meet policing priorities.

- 3.54 Providing our people with a voice through the People Opinion Survey (POS) enables ongoing monitoring of progress and identification of areas for improvement. Data from the Autumn 2025 People Opinion Survey again shows positive movement across key wellbeing indicators. Scores remain consistently high for personal ownership around health and wellbeing, indicating strong levels of individual resilience and confidence. Knowledge of how to access health and wellbeing support also remains strong and stable, reflecting effective communication and visibility of available services.
- 3.55 Open conversations about mental health continue to increase. This upward trend suggests a meaningful cultural shift, with teams and managers becoming more confident in discussing mental health and supporting colleagues.
- 3.56 Proactive organisational wellbeing has shown a positive upward trajectory. Although still an emerging area, this improvement reflects progress towards a more preventative, forward-looking approach, supported by work undertaken by the Workplace Health and Safety Team during the reporting period.
- 3.57 There are now more than 150 Wellbeing Champions across both Norfolk and Suffolk.
- 3.58 Tailored wellbeing inputs continue to be delivered to teams and departments upon request.
- 3.59 Reflective-practice sessions have commenced with groups who have a higher level of exposure to psychological hazards, receiving positive feedback.
- 3.60 Activities undertaken this quarter to support the welfare of our people included:
- Happiness at Work Week and World Mental Health Day - A range of fitness classes and wellbeing resources were offered and promoted on the intranet.
  - National Investigators' Wellbeing Week - A programme of wellbeing inputs focusing on team cohesion, resilience, and mental wellbeing.
  - Stress Awareness Day (November) – Delivery of a specialist session titled *“Burnout for Emergency Services: Putting Your Oxygen Mask on First”* by Dr Laura Brenner. Excellent feedback was received, and further sessions are planned.
  - Making Every Contact Count (MECC) training pilot - Delivered to Wellbeing Champions, focusing on supporting wellbeing conversations and behaviour-change interventions, particularly regarding unhealthy coping strategies. More sessions are scheduled.
  - Launch of new peer-support groups – The Polycystic Ovary Syndrome (PCOS) and Endometriosis Peer Support Group and the Chronic Fatigue and Long Covid Peer Support Group are now established, with growing membership.
- 3.61 Planned wellbeing activity includes:
- Blue Monday (January 2026) – Raising awareness of emotional wellbeing and emphasising the positive impact that connection with nature can have on mental health.

- Alcohol Awareness Training (February 2026) - Upskilling individuals across the Constabulary to recognise early signs of alcohol-related issues and provide support to colleagues who may be using alcohol as a coping strategy.
- Time to Talk (February 2026) - Delivering a series of Oscar Kilo 9 (OK9) Wellbeing Dog visits and wider communications to challenge stigma and encourage open conversations about mental health.
- Development and publication of the 2026 Wellbeing Calendar to provide a clear year-round programme of support, awareness activity, and wellbeing initiatives.
- Further MIND training sessions in March and April, expanding across to evidence-based mental health support and resilience training.
- Promotion and continued development of the Trauma Risk Management (TRiM) process, supported by the recently established TRiM Manager and Coordinators, to increase uptake and strengthen trauma-support provision across the organisation.

3.62 Table 3 provides a comparison of misconduct cases initiated over the past 12 months against the previous 12-month period. The number of misconduct hearings, accelerated hearings, and misconduct meetings held during this time are also detailed, along with the number of Police Appeal Tribunal cases received.

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

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

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

#### 4. Cohesive Communities

- 4.1 There are five policing objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

##### ***Objective 1: Designated police officers***

- 4.2 The government has released £200 million in funding as the first step towards its manifesto commitment to increase visible policing across the UK by delivering 13,000 additional Neighbourhood Officers. For Norfolk, this equates to approximately £2.2 million in funding for the 2025/26 financial year, which must be used exclusively to achieve an uplift in the number of officers deployed in Neighbourhood Policing roles.
- 4.3 Four options were identified to increase these roles, namely: recruit an additional Police Officer, recruit a member of Police Staff into a role currently fulfilled by a Police Officer and move the officer into a Neighbourhood Policing role, recruit a Police Community Support Officer, or recruit a Special Constable.
- 4.4 The number of Police Officers in Neighbourhood Policing roles was baselined with the Home Office at 168.77 FTE. Previous PCC's Accountability Meeting paper updates erroneously reported the baseline as 176.41 FTE which was the April figure. By 31<sup>st</sup> March 2026, the Constabulary had to increase Neighbourhood Policing strength by thirty-one officers to meet the required uplift, i.e. to 199.77 FTE.
- 4.5 Norfolk had already over-recruited by fourteen Police Officers by March 2025 in preparation for this planned growth and in support of the previous national Uplift programme. As per the previous paper's update, Norfolk Constabulary has met its ambition to advance the growth swiftly within the financial year and has already delivered the thirty-one growth, prior to the 31<sup>st</sup> of March 2026 deadline.
- 4.6 Progress is tracked monthly, with submissions to the Home Office to evidence the financial position and to the National Police Chiefs' Council to confirm the number of officers deployed in Neighbourhood Policing roles. All monthly submissions have been completed successfully, and grant draw-downs have been approved as expected.
- 4.7 In the next financial year, the Constabulary will be required to grow Neighbourhood Policing by a further 20 officer posts. This presents a challenge, as Norfolk has received one of the lowest financial settlements across policing. However, the removal of the Uplift Maintenance Target, which previously governed the minimum number of Police Officers that Norfolk had to maintain, provides greater flexibility to review the overall workforce mix. Several roles have already been identified as potentially suitable for conversion to Police Staff posts, helping to create the capacity required to support the planned growth.
- 4.8 As previously reported, and as part of the Neighbourhood Policing Guarantee the PCC has supported the development of a new 'Public Voice' initiative. This provides opportunities for communities to share their views on the issues that matter most in their local area. The survey is now live and at the end of December 2025 had received more than 600 responses.

**Objective 2: Safer roads for all**

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	514	503	477	2.2%	7.8%
Killed & Serious Injury collisions – Fatal	29	36	33	-19.4%	-12.1%
Killed & Serious Injury collisions – Serious Injury	485	467	445	3.9%	9.0%
Killed & Serious Injury collisions involving vulnerable road users (total)	269	278	263	-3.2%	2.3%
Cyclists	77	60	62	28.3%	24.2%
Motorcyclists	124	142	127	-12.7%	-2.4%
Pedestrians	68	75	74	-9.3%	-8.1%
Horse Riders	0	1	0	-100%	0%

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

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

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

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

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

reports, seized 63 vehicles, and issued 99 Traffic Offence Reports. These results continue to have significant impact on both road safety and wider criminality.

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

**Objective 3: Address shoplifting**

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

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

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

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

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

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

- 4.33 Initial scoping of drug dependency support provision in Norfolk indicates a strong foundation for developing an ‘Offender 2 Recovery’ style programme. The next steps will involve establishing links with service providers and setting out governance arrangements, structures, and responsibilities.
- 4.34 In November, the government announced that following the Safer Streets Summer Initiative, the ‘Winter of Action’ would run throughout December and January. The focus being on reducing town centre criminality, shop theft, street crime, and anti-social behaviour, as well as issues in the night-time economy including tackling alcohol-related disorder, spiking and violence against women and girls.
- 4.35 For the Winter of Action, existing hotspots were reviewed in line with these priorities. Nine new hotspots in town centres and retail parks were added to address rising retail crime during the Christmas period.
- 4.36 To support the retail-crime focus, the Community Policing Team met with representatives from Norwich Business Improvement District (BID) to introduce Project Servator tactics (aimed at deterring hostile activity, disrupting criminality, and identifying individuals who pose a threat) and ensure a coordinated partnership approach for a successful launch of the Winter of Action initiative.
- 4.37 Throughout December, the Community Policing Team and Project Servator teams delivered five days of highly visible and proactive deployments across key retail areas. Working alongside local Safer Neighbourhood Teams, the focus was on identifying offenders, tackling retail crime, and providing reassurance during periods of increased footfall.
- 4.38 Operational Partnership Teams (OPTs) worked with partner agencies, BIDs, and the Crown Prosecution Service to take proactive action against prolific retail-theft offenders. This included securing Criminal Behaviour Orders that ban offenders from specific areas or retail premises, reducing offending and providing respite to repeat-victim retailers.
- 4.39 As part of the wider ‘Winter of Action’ programme, the OPCC has commissioned a Business Crime Survey for companies across Norfolk.

**Objective 4: United against hate**

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

activity increased, with up to 20 demonstrators regularly present outside the Brook Hotel.

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

***Objective 5: Protect rural and local communities***

- 4.49 During the reporting period, the Constabulary’s Community Safety Operational Unit (CSOU) has continued its internal and partnership activity to identify and implement prevention, enforcement, and detection opportunities aimed at tackling rural criminality.
- 4.50 This activity has included:
- Attendance at local rural industry awards events to engage with businesses and residents and strengthen relationships within the rural community.

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

## 5. Reducing Harm

5.1 There are six policing objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

### **Objective 1: Crack down on crime**

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Disruptions against Tactical Vulnerabilities/Priority Individuals included	491	412	297	19.2%	65.3%
Disruptions recorded against scored OCGs only	101	97	99	4.1%	2.0%

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

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

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

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

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

- 5.4 During this reporting period (1<sup>st</sup> October – 31<sup>st</sup> December 2025), 185 Serious and Organised Crime (SOC) disruptions were recorded, an increase of 77 (+44.5 percent) compared with the previous quarter.
- 5.5 Year-on-year data shows a sustained upward trend in recorded disruptions, and current forecasting indicates this pattern is likely to continue.
- 5.6 Since His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) last inspected the Constabulary’s response to Serious and Organised Crime in 2022, the approach to recording SOC threats has been significantly broadened. Instead of focusing solely on counting Organised Crime Groups (OCGs), the updated methodology captures a wider range of SOC threats. This streamlined approach reduces bureaucracy, simplifies the recording process, and provides a more comprehensive and accurate understanding of the issues affecting the county.
- 5.7 Work continues under the governance of the joint-force Serious and Organised Crime Board to ensure all SOC disruptions are accurately recorded, particularly within the Local Policing Command. Performance relating to SOC disruptions is closely monitored by this Board and at the Victim Focus Meeting, chaired by the Deputy Chief Constable.
- 5.8 A new SOC Board structure has been agreed and will go live in April. This will strengthen governance, improve accountability within local policing, and enhance SOC activity across Norfolk.
- 5.9 Operation Barrette commenced with the seizure of approximately £80,000, 3 kilograms of cannabis, and four blank-firing weapons from a property where the tenant had concealed their identity. This individual and a suspected criminal network around them were identified. During enforcement, officers recovered 1.75 kilograms of high-purity cocaine, 140 ecstasy tablets, benzocaine, crack cocaine, and £20,000 in cash, along with high-value goods evidencing a criminal lifestyle. The principal suspect pleaded guilty at first hearing and is currently on remand awaiting sentence. Close partnership work with the Eastern Region Special Operations Unit (ERSOU) financial investigators resulted in cash and assets being restrained for Proceeds of Crime Act (POCA) forfeiture. Two additional suspects remain on bail.
- 5.10 Operation Megabuck is a long-running and complex investigation involving six suspects and twenty-one offences in an acquisitive crime series, alongside associated Class A drug trafficking and arson endangering life. Charges to date include five burglaries and two handling stolen goods offences against the principal subject.
- 5.11 Operation Vermouth is another complex acquisitive crime investigation involving an OCG responsible for stealing high-value vehicles through a sophisticated operation. Four individuals have now been charged in relation to the theft of eight Range Rovers.
- 5.12 Key sentences issued by courts in this reporting period include:

- November – Six subjects involved in Operation Accent (cocaine supply in Great Yarmouth) were sentenced, receiving a combined total of 27 years imprisonment.
- November – Five subjects from Operation Boeing (cocaine supply in Thetford) were sentenced to a combined total of 20 years imprisonment.
- December – Five subjects linked to Operation Halsham (cocaine and ketamine supply in Norwich) received a combined total of 23.5 years imprisonment.

**Objective 2: Speed up emergency response times**

Month	Total Calls	Mean Answer Time (seconds)	% 999 calls answered in under 10 seconds	% 999 calls answered in 10 to under 60 seconds	% 999 calls answered in 60 seconds and over
January 2025	9,377	5.84	92.8%	7.0%	0.2%
February 2025	8,319	6.65	90.6%	9.0%	0.4%
March 2025	10,646	6.70	90.6%	9.0%	0.4%
April 2025	10,351	7.43	89.3%	9.9%	0.8%
May 2025	11,380	7.15	89.4%	10.0%	0.5%
June 2025	11,693	7.79	87.8%	11.3%	0.9%
July 2025	12,608	7.95	87.2%	11.9%	0.9%
August 2025	12,627	8.29	86.1%	12.8%	1.1%
September 2025	11,245	8.73	84.1%	14.6%	1.2%
October 2025	10,680	8.32	86.5%	12.4%	1.1%
November 2025	10,394	8.25	86.0%	12.8%	1.2%
December 2025	10,375	6.61	91.5%	8.1%	0.4%
<b>Last 12 months</b>	<b>129,695</b>	<b>7.48</b>	<b>88.3%</b>	<b>10.9%</b>	<b>0.8%</b>

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

5.13 Table 8 presents 999 call performance data published on the Police.uk website, an online platform providing crime statistics and policing performance metrics for all forces across the UK. Performance is measured against the national standard (Service Level Agreement), which recommends that police forces answer 90 percent of 999 calls within 10 seconds. This measure includes both BT’s transfer time and the time taken by the receiving force to answer the call, with BT transfer times varying between forces.

- 5.14 Maintaining the Service Level Agreement (SLA) for 999 and 101 calls is a key priority for the Constabulary. Achieving this proved challenging over the summer period due to high demand, staff leave, and essential training commitments. Although the Contact and Control Room (CCR) actively manages staffing, abstractions, and officer deployment, meeting performance targets has become increasingly difficult with current staffing levels.
- 5.15 This reporting period (1<sup>st</sup> October – 31<sup>st</sup> December 2025) saw higher 999 call volumes than the same three-month period in 2024. This continues the pattern of consistently elevated demand over the last three reporting periods, which has placed additional pressure on resources.
- 5.16 During the reporting period, 88.0 percent of the 999 calls received by the Constabulary were answered within 10 seconds, an improvement of 2.2 percent on the previous quarter.
- 5.17 In December, 91.5 percent of 999 calls were answered within 10 seconds. Performance for 101 call handling times and answer rates also improved.
- 5.18 The Constabulary recognises the need to increase call-taking capacity to deliver sustained improvements in 999 and 101 call-handling times and to reduce call-abandonment rates. To support this, new Communications Officers are being recruited and trained. The first intake will complete their training and become operational in February. Staffing levels within the Control Room will continue to increase, with the aim of reaching target levels by May/June 2026, subject to successful recruitment.
- 5.19 Changes made to the Calabrio system, which is used to forecast call demand, have had a positive impact on predicting additional pressure within the Control Room. This has resulted in a short-term increase in overtime to cover staffing gaps until the new Communications Officers become operational. Since implementing these changes, performance against the 999 and 101 SLAs has improved.
- 5.20 Norfolk and Suffolk continue to collaborate on technological enhancements across both Force Control Rooms. Programmes to introduce SmartSTORM and Vodafone 101 upgrades are scheduled over the next 12 months. These initiatives are expected, in time, to reduce demand on both Control Rooms and improve the customer experience when contacting the Constabulary.

**Objective 3: Improve conviction rates**

Crime	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,886	10,824	11,774	0.6%	-7.5%
	Solved	1,363	1,323	1,344	3.0%	1.4%
	% Solved	12.5%	12.2%	11.4%	0.3pp	1.1pp
	Charged	1,068	1,020	1,072	4.7%	-0.4%
	% Charged	9.8%	9.4%	9.1%	0.4pp	0.7pp
Stalking and Harassment	Number of crimes	4,063	3,934	4,447	3.3%	-8.6%
	Solved	531	593	497	-10.5%	6.8%
	% Solved	13.1%	15.1%	11.2%	-2.0pp	1.9pp
	Charged	317	377	343	-15.9%	-7.6%
	% Charged	7.8%	9.6%	7.7%	-1.8pp	0.1pp
Rape	Number of crimes	1,159	1,025	1,070	13.1%	8.3%
	Solved	92	83	70	10.8%	31.4%
	% Solved	7.95	8.1%	6.5%	-0.2%	1.4pp
	Charged	92	79	64	16.5%	43.8%
	% Charged	7.9%	7.7%	6%	0.2pp	1.9pp
Other sexual offences	Number of crimes	2,137	2,126	2,123	0.5%	0.7%
	Solved	386	298	258	29.5%	49.6%
	% Solved	18.1%	14.0%	12.1%	4.1pp	6.0pp
	Charged	311	255	220	22.0%	41.4%
	% Charged	14.6%	12.0%	10.4%	2.6pp	4.2pp

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

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

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

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

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

**Objective 4: Strengthen officers and staff training**

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

**Objective 5: Further restorative justice in Norfolk**

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

- 5.50 The Restorative Justice team has developed a suite of online courses based on Restorative Justice principles, including Victim Awareness, Retail Crime, and Anti-Social Behaviour. These courses encourage offenders to reflect on the impact of their actions on both victims and the wider community. They are delivered via an external online platform as part of Norfolk’s diversionary offer for Out of Court Resolutions.
- 5.51 ‘*On the Bench*,’ an online course created in partnership with Norwich City Football Club, has been developed as a diversionary intervention for both Community Resolutions and Conditional Cautions issued for football-related offences.
- 5.52 A Knife Crime Awareness and Reflection course has also been created using funding awarded to the Constabulary by the Home Office through the Safer Streets anti-social behaviour ‘Hotspot’ fund. Additionally, an anti-social behaviour course focusing on the dangers of ‘car meets’ has been developed in collaboration with the Roads and Armed Policing Team and the Joint Traffic Justice Unit. Both courses are scheduled to launch in April.
- 5.53 Further online courses based on Restorative Justice principles are in development. This includes an Assault Emergency Worker course, designed in partnership with the Norfolk and Suffolk NHS Foundation Trust (NSFT), the East of England Ambulance Service Trust (EEAST), and the Norfolk Police Federation.
- 5.54 Following the success of a University of East Anglia Intern who supported the creation of digital course content for the online platform, the Constabulary will soon advertise for a new Intern. This role will focus on analysing recidivism rates linked to Out of Court Resolutions.
- 5.55 A pilot project aimed at addressing antisocial behaviour through Restorative Justice was launched in November. The initiative targets first-time and low-level offenders, offering an optional Community Resolution condition in which individuals take part in a day of meaningful voluntary work with a community organisation. Participation is free of charge, and certificates of attendance are provided upon request.
- 5.56 The Constabulary has been successful in its application to join a National Police Chiefs’ Council pilot to develop a diversionary course for Hate Crime. The course is being produced alongside subject-matter experts and is expected to launch in June, subject to approval by the National Hate Crime Independent Advisory Group.

***Objective 6: Improve victim and witness communication***

- 5.57 The Supporting Victims Subgroup comprises representatives from a range of departments, including colleagues from the Office of the Police and Crime Commissioner for Norfolk. The subgroup oversees the delivery of the Victims’ Code and aims to ensure that victims and witnesses receive consistent, high-quality support throughout the criminal justice process, from first point of contact through to case conclusion.
- 5.58 The Victims and Prisoners Act 2024 places a statutory requirement on all police forces and criminal justice agencies to collect both quantitative and qualitative information

to assess their compliance with the Victims' Code, with the aim of driving improvements to victim services.

- 5.59 Following the national Victims Code metrics pilot (May to July 2024), the Ministry of Justice (MOJ) has been considering next steps. New Draft Measures have now been published and will require consultation and further review. These metrics remain subject to spending-review allocations and ministerial approval. The reporting period is scheduled to begin in April 2027, although reforms to the police governance model may delay implementation to 2028.
- 5.60 Training aligned to the new Victims' Code will be delivered once the new metrics have been finalised.
- 5.61 Current Constabulary data relating to all Victims' Code rights is captured in a dedicated Victims' Code dashboard. This dashboard draws data from Athena, the Constabulary's Crime, and Intelligence System. Compliance data against the Victims' Code is reviewed monthly at District and Force-level performance meetings, and managers can access the dashboard to monitor their team's compliance. The dashboard will be updated to reflect the new Victims' Code metrics for the 2027/2028 reporting period once these metrics have been confirmed.
- 5.62 While the Constabulary contributes in some way to all Victims' Code rights, only Rights 1 to 9 are monitored for compliance. Rights 8 and 9 fall primarily under the responsibility of the Witness Care Unit (VAWS) rather than the Officer in the Case.
- 5.63 Overall Victims' Code compliance across Norfolk Constabulary for Rights 1–7 between 1 January 2025 and 31 December 2025 was 81.34%.
- 5.64 The Supporting Victims Subgroup has identified Right 7, the requirement to offer a Victim Personal Statement (VPS), as the priority area to support improved compliance.
- 5.65 The Constabulary's Victim and Witness Care Unit continues to face high workloads, with over 300 cases per Witness Care Officer, due to ongoing backlogs in both the Crown Court and Magistrates Court. Court data shows caseloads continuing to rise. Additional pressures are caused when hearings are cancelled or rescheduled.
- 5.66 The review of the Victim and Witness Care Unit has now been completed. From 5<sup>th</sup> January, the unit will transition from three separate teams to a single 'One Team' structure to help better manage demand. The review has also resulted in additional permanent staffing for the unit.
- 5.67 On 1<sup>st</sup> October 2025, Catch-22 became the new provider of Norfolk and Suffolk Victim Services (NSVS). Work has since begun with Catch-22 to review the top 10 repeat victims in Norfolk and identify opportunities to enhance support and reduce re-victimisation.
- 5.68 Final decisions on establishing a cross-system survey for victim feedback are still under consideration by the Ministry of Justice.

Preventing Crime				
Police and Crime Plan Commitment	Ref	Projects/Deliverables	Timeframe	Progress
<b>Protect businesses from cybercrime</b> Work with Norfolk's business community to strengthen digital security.	A1	Hold workshops to review cybersecurity and data as infrastructure in policing to identify constraints and opportunities for progress	25/26	Cybersecurity review held February 2025 - Cyber Security and Data infrastructure deep dives held. COMPLETED
<b>Protect vulnerable people</b> Reduce violent crime by supporting the Serious Violence Duty, the county's multi-agency partnerships and initiatives.	A2	Support of Targeted Youth Support Service (TYSS) Summer Programme in Great Yarmouth, King's Lynn and Norwich	25/26	Funding for TYSS Summer programme agreed with Serious Violence Duty (SVD) and Home Office (HO) grant received. Local grant agreement has been written and signed by Head of TYSS/YJS (Youth Justice System). TYSS Summer Programme occurred during summer holidays 2025. COMPLETED
<b>Invest in safety for women and girls</b> To prevent violence and provide essential support.	A3	Delivery and development of Project CARA (Cautioning and Relationship Abuse)	25/26	Funding awarded for 25/26. COMPLETED
	A4	Deliver Street Harassment Bystander Training to 2,000 people	26	19 people attended session in February bring the total attendance to 642.
	A5	Continued development and delivery of CAPVA (Child and Adolescent to Parent Violence and Abuse) Model	27/28	Funding confirmed for 25/26, a new therapeutic partner identified has been identified and work has commenced with NIDAS (Norfolk Integrated Domestic Abuse Service) to develop the specialist support requirements. Developed ongoing delivery in partnership with Respect and multi agency group (scoping for this underway). COMPLETED
<b>Support local youth initiatives</b> From village hall game nights to long-established youth groups, giving children and young people positive opportunities.	A8	Police Property Fund Community Grant Round & Police Property Fund Small Grant Round to support and enhance youth provision	26/27	Initial grant round programme under development Fund in final stages of design, with a launch date of 1 April and final decisions to be made in June 2025. PCC decisions has been made. All Grant Agreements signed. COMPLETED
<b>Help people stay ahead of fraudsters</b> By launching targeted awareness campaigns, we can enable communities to spot and avoid scams, in line with the National Fraud Strategy.	A9	Community campaigns to increase fraud awareness	26/27	Norfolk Against Scams Partnership (NASP) newsletter agreed to be sent to relevant partners every 8 weeks. Progressing towards a NASP newsletter, which will open up opportunities for further work around awareness raising alongside our partners.

**Police and Crime Plan - Summary Delivery Plan**

**Cohesive Communities**

Police and Crime Plan Commitment	Ref	Projects/Deliverables	Timeframe	Progress
<p><b>Restart Norfolk’s Road Safety Partnership Strategic Board</b> To provide safer roads and fewer tragedies, I will also implement a Vision Zero approach to reduce the number of people killed or seriously injured</p>	B1	Warwickshire Road Safety Partnership Learning Exchange Event	25/26	Event took place Friday 21 February 2025. COMPLETED
	B2	Support the implementation of Vision Zero in Norfolk	25/27	Road Safety Partnership Strategic Board continues to meet quarterly. We are active participants in the Road Safety Partnership.
<p><b>Improve local services</b> By working with Norfolk County Council, as well as district, town and parish councils to improve everyday services that impact the quality of life for citizens.</p>	B4	Invest in Breckland Street Warden Service	25/26	Funding agreed from 1 April 2025. £10k Grant awarded to Breckland Council to support the Street Warden Service. COMPLETED
	B5	Extend provision/awareness of Domestic Abuse Champions through NIDAS	25/27	OPCCN and NIDAS continue to promote the DA Champion network and have consistent attrition rate of approx. 1,000. The Annual DA Champion Workshop took place on 21/11/2025. COMPLETED
<p><b>Invest in technology</b> To enable better and more effective ways for people to help set neighbourhood policing priorities in their area.</p>	B6	Public/Community Voice project to capture and respond dynamically to view on different aspects of policing services	25/26	<p>Over 1,000 responses have been received from the Neighbourhood Policing Survey since October, with all 49 Safer Neighbourhood Teams in Norfolk represented. Promotional materials have been widely distributed, social media activity increased, and Inspectors provided with regularly updated slide packs to share results at neighbourhood meetings.</p> <p>Under represented groups have been identified, with targeted work underway alongside the Equality, Diversity and Inclusion team, including promotion at community events and sites such as the Norfolk and Norwich University Hospital.</p> <p>The Business Crime Survey is live from 1 February to 31 March and has received 73 responses to date. It has been promoted via social media and Norfolk BIDs, providing early insight into business crime and perceptions of policing.</p>

<p><b>Strengthen community networks</b> Administrative support will be increased for the revitalised Neighbourhood Watch programme, helping communities work together to prevent crime across Norfolk.</p>	<p><b>B7</b></p>	<p>Increase administrative support for the roll out of the invigorated Neighbourhood Watch programme across Norfolk</p>	<p>25/26</p>	<p>Project Delivery Administrator's (PDA) in post as of w/c 14th July 2025, PDA's continuing to support Norfolk Neighbourhood Watch with meetings and admin support including AGM and website development. COMPLETED</p>
<p><b>Make our communities safer</b> Work with business communities to continue to tackle shoplifting offences across the county and encourage the use of all available deterrents including civil orders.</p>	<p><b>B10</b></p>	<p>Development of key performance metrics as part of the Police and Crime Plan suite of scrutiny metrics</p>	<p>25/26</p>	<p>First PCC's police accountability meeting took place on 08.07.25 and the new metrics for the Police and Crime Plan have been introduced. COMPLETED</p>
	<p><b>B11</b></p>	<p>Crime prevention advice and support</p>	<p>26/27</p>	<p>Project work has been put on hold at the request of the PCC.</p>
<p><b>Stand up against hate crime</b> Improve the response to hate crime by increasing reporting, especially in under reported areas, with targeted awareness campaigns and working with the local councils and community organisations.</p>	<p><b>B12</b></p>	<p>Targeted awareness campaigns of what and how to report, and what to expect in response</p>	<p>26/27</p>	<p>Event (EDI) has taken place – delay on video production due to initial technical issues and workload in other areas taking precedent. Video will be produced and can be used at a time that makes more sense (in line with potential awareness days or current events for example).</p>

Police and Crime Plan - Summary Delivery Plan

Reducing Harm

Police and Crime Plan Commitment	Ref	Projects/Deliverables	Timeframe	Progress
<p><b>Support victims every step of the way</b> The Victims' Choice Quality Mark will be secured, ensuring victims have better access to essential support services, particularly those in rural areas.</p>	C3	Campaign to improve awareness of how the criminal justice system works	25/26	Monitoring compliance for children who are victims of crime - waiting for last few responses. Draft report ready for discussion at next meeting on 23 April 2026. Baseline of services victims in prison receive, and whether the Victims' Code is being delivered - framework completed and circulated for completion. Victims' Code consultation published - responses due 30 April 2026. Will be contributing to APPC response.
	C4	Create a specialist support pathway for victims of stalking and harassment	26/27	The pathway has been created through Norfolk and Suffolk Victim Care. Staff have received specialist training from the Suzy Lamplugh Trust and there was an event held in Norwich on the 19 March 2026.

<p><b>Rehabilitation for ex-offenders</b> Work with His Majesty's Prison and Probation Service to increase opportunities for rehabilitation and Community Payback schemes for those on probation.</p>	C5	Increase the use of RJ (Restorative Justice) in Norfolk	25/26	<p>Quarterly meeting held 18 March 2026. Performance report has been reviewed and amended following OPCC feedback, action plan was reviewed - all actions for 25/26 completed.</p> <p>Amendments required to Norfolk OPCC RJ website page raised.</p>
	C6	Development and implementation of the OPCCN Social Value policy.	26/27	<p>Version 2 of the SV Policy has been finalised along with a review of VCSEs that we have commissioned services/partnered with, this list has been subject to GDPR checks before being included on the social value register.</p> <p>Sharon is meeting Esther from 7Force on 16/03/2026 to identify all SV captured in Norfolk since the launch of the Police and Crime Plan in order to provide narrative to future Police and Crime Panel reports.</p> <p>Sharon has drafted a proposition note for the PCC to consider along with an outline launch event proposal, next meeting scheduled with Sharon/PCC/Sue Starling on 18/03/26.</p>
<p><b>Respect for all</b> Continuously improve the Independent Custody Visitor scheme in Norfolk to ensure that people detained by the police are treated with respect and dignity.</p>	C7	Achieve ICVA (Independent Custody Visiting Association) compliance at Platinum Level	25/26	<p>Final assessment 24/3/26 and all levels are now complete.</p> <p>There have been 120 individual criteria to evidence and put forward for assessment by the ICVA.</p> <p>All 4 levels, Code Compliant (26), Silver (34), Gold (35) and Platinum (25) have now been assessed. We are awaiting outcome of this assessment.</p> <p>This is the highest level of scrutiny nationally for voluntary Monitoring Groups and is a strong reflection of the work of our Volunteers and the OPCCN as a whole.</p>

**Police and Crime Plan - Summary Delivery Plan**

**Summary Communications and Engagement Plan**

Police and Crime Plan Commitment	Ref	Project/Deliverables	Timeframe	Progress
<p><b>Make our communities safer (preventing crime)</b> Work with local planning authorities, the highway authority, and other partners to design out crime from our streets and public spaces.</p>	A6	Project Vigilant – video footage on Prince of Wales Road.	25/26	First visit made 28 Feb – video footage and promotion to follow. Op Vigilant visit conducted and related communications delivered. Another event planned during the summer. PCC visited Project Vigilant for Safer Norfolk Campaign on 05.09.25. COMPLETED
<p><b>Help people stay ahead of fraudsters (preventing crime)</b> By launching targeted awareness campaigns, we can enable communities to spot and avoid scams, in line with the National Fraud Strategy.</p>	A9	Royal Norfolk Show events and stand.	25/26	Event took place. COMPLETED
<p><b>Challenge harmful behaviours (preventing crime)</b> Expand active bystander training to jointly tackle sexual harassment in schools, workplaces,</p>	A4	Promote active bystander training.	25/26	See ref A4 for latest update
	A	Neighbourhood crime – prevention campaign.	25/26	Project work has been put on hold at the request of the PCC.
<p><b>Protect businesses from cybercrime (preventing crime)</b> Work with Norfolk’s business community to strengthen digital security.</p>	A	National campaigns – support social media campaigns in partnership with other organisations.	25/26	Summer Safer Streets Initiative (SSSI) campaign concluded on 30th September 2025. Safer Norfolk Webinar took place on Monday 22nd September 2025. OPCCN work remains ongoing. Winter of Action campaign launched, Partners across the county will deliver a visible deterrence, targeted engagement and local initiatives with communities in priority areas from the start of December to the end of January 2026. CONCLUDED

<p><b>Ensure every voice is heard (cohesive communities)</b> Actively engage with people across the county, including those with English as a second language or individuals from minority ethnic or faith backgrounds, to ensure all communities are represented.</p>	B	Schools/Colleges – as part of the continuous conversation. Educate and make students aware of the role of the PCC.	25/26	Visits held in schools across Norfolk throughout 2025. COMPLETED
	B	Street Surgeries – continuous conversation.	25/26	Street surgeries/drop in session took place in 2025, and will remain ongoing in 2026. Live engagement plan has been completed and shared with PCC. COMPLETED
	B	Online Webinars – continuous conversation.	25/26	Live engagement plan has been completed and shared with PCC.
<p><b>Strengthen community networks (cohesive communities)</b></p>	B	Police & Crime Plan launch – promotion through media channels and hyper locals.	25/26	Comms plan in place to schedule promotion. Plan was launched and communicated. COMPLETED
<p><b>Stand up against hate crime (cohesive communities)</b> Improve the response to hate crime by increasing reporting, especially in under reported areas, with targeted awareness campaigns and working with local councils and community organisations.</p>	B12	Supporting with campaigns such as SHiN and events E.G. Stephen Lawrence Day (April) and PRIDE.	25/28	Stephen Lawrence Day supported including the main event and accompanying communications. PCC attended King's Lynn Pride in August. COMPLETED
<p><b>'Continuous conversation' – shining a light on hidden policing services. (cohesive communities)</b></p>	B	Evergreen content development for website and social media Control Room – hidden policing campaign.	25/26	This is ongoing and there are several department visits planned. Comms will accompany some of the visits when appropriate.
	B	Roads & Armed Policing Team – hidden policing campaign.	25/26	Visit video footage taken. Visit and campaign completed 28/03/25. COMPLETED

<p><b>Support all victims (reducing harm)</b> Whether it's women, men, or children, to continue our vital support for victims of and survivors of domestic abuse</p>	<p><b>C</b></p>	<p>Victims campaign – promoting commissioned services, supporting campaigns from NIDAS, WONDER+, Norfolk &amp; Suffolk Victim Support et al. Evergreen comms.</p>	<p>25/26</p>	<p>Planned for this year are five main campaigns for NiDAS. The first campaign starts 16th March 2026 and runs for 4 weeks. This Campaign is for those affected by DA who have a disability (please see the attached stakeholder pack, there are links in this to obtain free assets) – has gone to all funding partners and out through the CSP Newsletter. In addition, have linked in with DASVG Media &amp; Comms Sub Group to send out to all of their county/city/borough council media teams. Social Media Posts are going out on a regular basis Jump Contract ends 2nd January 2027 – now that NiDAS is being extended to 31st March 2028 am in the process of renegotiating contract for Jump. Video planned for April 2026 with NSVC including the PCC to promote their service and pathways to access their support.</p>
<p><b>Break down barriers to justice (reducing harm)</b> I will develop a Local Criminal Justice Board in Norfolk, bringing together all organisations and agencies to reduce barriers and bring those to justice.</p>	<p><b>C3</b></p>	<p>Criminal Justice System Campaign – shining a light on victim care and delays.</p>	<p>25/26</p>	<p>Filming still under works, with editing taking place on the side. We're progressing quickly to the end of filming days, meaning editing and production of the webpage will be priority soon.</p>
<p><b>Respect for all (reducing harm)</b> I'll continuously improve the Independent Custody Visitor scheme in Norfolk to ensure that people detained by the police are treated with respect and dignity.</p>	<p><b>C</b></p>	<p>Raise profile of Police Investigation Centres with videos (already produced in five parts).</p>	<p>25/26</p>	<p>First two videos have been shared on social media. All videos published. COMPLETED</p>

## Strategic Response to VAWG

### **Freedom from violence and abuse: a cross-government strategy to build a safer society for women and girls**

The Strategy is built on three objectives: prevention & early intervention to address the root causes of abuse; the relentless pursuit of its perpetrators; and support for all those affected by violence and abuse when it happens.

### **Putting Prevention First, Police and Crime Plan 2025-2029**

Consultees wanted to see a combination of preventative activity and support for victims, to combat the immediate and visible risk to women and girls, summarised by the following statement...

“I think there is an urgent need to deal with violence against women and girls. Females must feel safe to walk the streets without fear.” “Improved prevention and frontline services for the Violence Against Women and Girls Agenda.” “As a female, the daily anxiety of experiencing discrimination and harassment has a significant impact on my feelings of safety and wellbeing.”

The plan considers and incorporates the Strategic Policing Requirement to ensure that locally policing has the capacity and capability to respond to...

- Violence Against Women and Girls.
- Child Sexual Abuse.

Despite being published well before the cross-government strategy, my police and crime plan adopted the three objectives, with a specific focus on early intervention and the pursuit of perpetrators, and sets objectives and makes a number of supporting commitments as follows...

- ✓ Prioritise the reduction of serious violence offences and where those involve domestic abuse.
- ✓ Focus on increasing the number of offenders brought to justice for Violence Against Women and Girls (VAWG) offences.
- ✓ Support all victims, whether it's women, men, or children, to continue our vital support for victims of domestic abuse.
- ✓ Raise awareness of support services and increase visibility and understanding of the Harbour Centre, to make it easier for people who have experienced sexual assault to access help and support.
- ✓ Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences, and rape.

- ✓ Fund and manage services that help victims of crime and crime prevention, including the Norfolk and Suffolk Victim Care Service and the Norfolk Integrated Domestic Abuse Service (NIDAS).
- ✓ Manage the Norfolk Community Safety Partnership, shaping policies to tackle domestic abuse and sexual violence.
- ✓ Drive the Domestic Abuse Perpetrator Partnership Approach (DAPPA).

## **Financial Commitment**

Supporting people affected by sexual violence and domestic abuse is a clear priority and this is reflected by my financial commitment to date and my future intentions. My commissioning intentions for VAWG in 2025/26 amounted to £2.32M, in 2026/27 will be £2.26m, increasing to £2.42m in 2027/28. This clearly demonstrates a consistent and sustained financial commitment to this vital policy area. In addition, I and my office are in conversations with central government to try and access further funding for VAWG services in Norfolk.

It should be noted that whilst I have committed to sustaining my significant investment in preventative and victim support services, the cost of these services is increasing, and the very small increase in funding from the Ministry of Justice (MOJ) is not sufficient to meet these rising costs and enable delivery to be maintained at previous and current levels over time.

## **Demand for Services**

Demand for victims' services is high, outstripping provision for the majority of crime types. This includes demand for trauma informed therapeutic support for child and adult victims of high harm crimes including sexual violence and abuse, physical violence, exploitation, road traffic collisions. Subsequently, there is a national picture of waiting lists for key services.

Rape Crisis state there are currently 11,754 people on waiting lists for support from their 36 Rape Crisis centres, with more survivors coming forward every day for support. Whilst recognising the importance of MOJ funding for these services, Rape Crisis calls for "a whole-system response to all forms of violence against women and girls which accurately reflects the scale and impact of sexual violence and abuse, and ensuring that free, community based and specialist support is available to every survivor who needs it - before, during, after, and irrespective of any criminal justice process they may choose to pursue".

Unfortunately, the situation in Norfolk is reflective of the national picture, with waiting lists for key services, requirements and demands to fill gaps in services for victims.

The PCC and the OPCC has specific responsibility for commissioning services to support victims. No priority is given to one form of victimisation over another as to do

so would incorrectly and damagingly imply a “hierarchy of victimhood”. The MOJ commissioning framework requires the focus to be on recovery from victimisation against a set of long-term outcomes.

As PCC I consider it to be unethical to create a victim hierarchy. I have a legal and moral responsibility to work to provide support for all victims of crime in Norfolk and therefore must take a balanced approach to funding, which sometimes requires an uncomfortable but unavoidable trade-off between provision and sufficiency, meeting funding criteria and my wider responsibilities to provide an efficient and effective police service.

The situation with regards to services and specialist support to tackle perpetrators is even more challenging. PCCs do not receive specific funding and are reliant on access to central government funding streams, which are competitive and short term. Therefore, to respond to threat of harm from perpetrators I am required to work within my existing budget envelope, whilst ensuring that Norfolk Constabulary has the resources required to provide an efficient and effective service, including its response to VAWG and compliance with the Code of Practice for Victims, and victims of crime receive the support they need.

### **Ministry of Justice Funding**

The Rape and Sexual Abuse Support Fund (RASASF)– awarded directly by the MOJ, this is the only ringfenced government funding stream specifically for specialist sexual violence support services – continues into 2026/27 and 2027/28, with a 2% year on year increase. Previously Sue Lambert Trust and other sexual violence support services in the county have been awardees of this fund which is awarded to the service providers by the MOJ and not via PCCs.

The MoJ continues to award Police and Crime Commissioners (PCC) funding for core victim-survivor support services for 2026/27 and 2027/8, with a 2% year on year increase. However, PCC budgets for victim-survivor support services were cut in 25/26 by 4.2%.

### **Disruptive and Unpredictable Landscape**

**Independent Sexual Violence Advocate (ISVA) Service Funding:** In mid 2023, NHS England made the decision to cease funding 50% of the ISVA service in Norfolk from 2024 onwards on the grounds of this being a PCC responsibility. This created an immediate unbudgeted pressure of approximately £280k to be incorporated into the PCC’s long term commissioning strategy to create a guaranteed recurrent budget for the service. The Commissioning Intentions for 2026/27 and 2027/28 now make provision for the continuation of this critical sexual violence support service.

**Abolition of the role of PCC:** Norfolk is a priority area for devolution, and the initial decision was establishing a Mayoralty from April 2027 onwards, cutting short the current PCC's term of office. This resulted in a review of the Police and Crime Plan delivery plan and the development of an initial shortlist of short-term commissioning intentions which also take account of the requirement for the OPCCN to facilitate transition arrangements.

**Changes to the Devolution timetable and Police Reform proposals:** required another unforeseen review of the Police and Crime Plan delivery plan and associated commissioning intentions and a further review of commissioning intentions to factor in a twelve-month extension of delivery of services and interventions.

**Local Government Re-Organisation:** the future make up of unitary local authorities and the timeframe for implementation impacts the delivery of the Police and Crime Plan and has required consideration to be given to some key services commissioned by the PCC, including NIDAS, which is jointly funded by four local authorities. The abolition of the role of PCC and concurrent establishment of the three new unitary authorities in Norfolk, creates a contractual and financial cliff edge that could jeopardise the continuation of the NIDAS service. The current service is receiving c. 5,000 referrals per annum, and securing the future of the service through devolution and LGR is of paramount importance due to the volume of need, and the unavailability of an alternative provision that could meet this volume of clients.

The MOJ is reviewing its approach to Victim Services Commissioning in response to the decision to abolish PCCs from April 2028. MOJ officials have begun to communicate with the OPCC, but there is no indication of what the future approach will be. There is therefore no clarity beyond March 2028 and all providers of OPCC commissioned services and grant recipients have or will be made aware of this. It will be made clear that independent organisations currently in receipt of PCC funding should be planning for this eventuality. The Norfolk Community Safety Partnership Domestic Abuse and Sexual Violence Group held a workshop on ICB Transformation/Devolution and LGR and this risk was clearly identified.

## **Delivery**

Despite the changing and uncertain landscape, the Police and Crime Plan, and its VAWG priorities, has continued to be delivered and paused projects are now being implemented. A non-exhaustive overview is presented below.

- Provided long-term funding for the ISVA service, which enables it to be developed further to meet the needs of victims of sexual violence and abuse.
- Continued delivery and development of NIDAS, securing continued funding from partners to 2028.

- Continued delivery of the innovate and highly effective Child to Adolescent to Parent Violence (CAPVA) programme, which was presented to the All-Party Parliamentary Group (APPG) on Perpetrators of Domestic Abuse in March 2026.
- Roll out of a support service for victims of non-intimate stalking in April 2026, supported by specialist accredited training from the Suzy Lamplugh Trust.
- Continuation of Project Cara to support first time perpetrators of domestic abuse to prevent further victimisation and harm.
- Continuation of delivery of the Wonder+ programme (including securing ongoing partnership funding from Public Health) to support women at risk of entering the criminal justice system, and the development of specialist pathways to Wonder+ clients to access domestic abuse and sexual violence support.
- Re-commissioning of the Lotus and Rowan sexual violence support services, to ensure continuation of local counselling services for sexual violence victims in the west and north of the county.
- Continuation of grant funding to the Sue Lambert Trust and Brave Futures to contribute to the ongoing provision of services by the two independent charities.
- Introduction of a specialist standard risk domestic abuse service in September 2025.
- Commenced development of a preventative programme for sexual violence perpetrators, utilising national best practice and expertise.
- Hosted a round table workshop with key stakeholders to explore VAWG issues in schools.

# Report to Norfolk Police and Crime Panel

Item No: 7

**Report Title: Information bulletin – question arising to the PCC**

**Date of Meeting: 27 April 2026**

## Executive Summary

This information bulletin summarises for the Panel both the strategic and financial decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of activity undertaken since the Panel's last meeting.

The Panel is recommended to put questions to the PCC, to publicly hold her to account for the full extent of her activities and decisions since the Panel's last meeting.

### 1. Background

1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including "to review or scrutinise decisions made, or other action taken, by the PCC."

### 2. Purpose of today's meeting

2.1 This is an opportunity for the Panel to publicly hold the PCC to account for the full extent of her activities and decisions.

### 3. Suggested Approach

3.1 The PCC has been invited to attend the meeting to respond to the Panel's questions and will be supported by members of staff.

### 4. PCC Decisions

4.1 All strategic and financial decisions made by the PCC are recorded and published on the Office of the Police and Crime Commissioner for Norfolk (OPCCN) website. Those published between 9 January 2026 and 17 April 2026 are listed at **Annex A** of this report.

### 5. News Items

5.1 News items published on the OPCCN website between 9 January 2026 and 17 April 2026 are listed at **Annex B** of this report.

## 6. PCC Accountability Meetings

6.1 A PCC Accountability Meeting took place on [21 April 2026](#), which included:

- Public questions;
- Updates on the three priorities in the Police and Crime Plan 2025-2029;
- A verbal update on emerging operational/organisational risks.

6.2 The next PCC Accountability Meeting will take place on 1 July 2026.

## 7. Norfolk and Suffolk Collaboration Panel Meetings

7.1 Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered several joint units and departments in areas such as major investigations, protective services, custody, transport, finance, HR and ICT.

7.2 Public Information about the [Collaboration Panel](#) is available to view. The last meeting took place on 1 July 2025.

## 8. Other 'out of county' activity

8.1 Other 'out-of-county' activity since the previous Panel report includes:

Date	Activity/Meetings
20 January 2026	Police Staff Council Quarterly Meeting
26 January 2026	Briefing with Minister of Policing for Police Reform
28 January 2026 and 29 January 2026	APCC General Meeting
5 February 2026	Police Digital Services
9 February 2026	Home Office Vigilant Meeting
11 February 2026	Police Digital Services
27 February 2026	7Force PCCs and CEOs Meeting
4 March 2026	NPCC and PCC update
4 March 2026	Police Digital Services Board

<b>Date</b>	<b>Activity/Meetings</b>
4 March 2026	Police Leadership Commission Subgroup
9 March 2026	APCC Session on the Sentencing Act
17 March 2026	Police Digital Services - Ethics Committee
18 March 2026	Norfolk and Suffolk Criminal Justice Board
19 March 2026	Police Leadership Commission Subgroup
24 March 2026	Police Staff Council Employers Meeting
9 April 2026	Thames Valley Police – Project Vigilant

## **9. Other ‘in county’ engagement activity**

9.1 The PCC’s live, interactive [engagement map](#) highlights community engagement activity since her election.

## **10. Audit Committee**

10.1 The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. The Committee also reviews the Annual Investment and Treasury Management Strategy and monitors delivery of this during the year.

1.1 A meeting took place on [19 February 2026](#), which included:

### Public Agenda

- External Audit – Norfolk Police 2024/25 Audit Results Report
- Internal Audit – Statement of Internal Controls Report
- Treasury Management – Mid Year Report
- Devolution and Local Government Reorganisation (verbal update)

### Private Agenda

- Fraud update (verbal update)
- Response to Data Breach (verbal update)
- Internal Audit – confidential and sensitive internal audit reports.

10.2 A meeting also took place on [24 March 2026](#), which included:

#### Public Agenda

- External Audit – 2024/25 Auditors Annual Report
- Internal Audit – Statement of Internal Controls Report and 26/27 Annual Audit Plan
- Treasury Management – Annual Investment and Treasury Management Strategy Statement 2026/27
- Devolution and Local Government Reorganisation (verbal update)

#### Private Agenda

- Fraud update (verbal update)
- Constabulary Strategic Risk Register
- Internal Audit – update on outstanding confidential audits (Verbal)

10.3 The next meeting is scheduled to take place on 21 July 2026.

## **11. Responses to His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) inspection reports**

11.1 As the elected representative of Norfolk, the PCC plays an essential role in holding the police to account for their performance. Part of this responsibility includes responding to all HMICFRS inspections, recommendations and areas for improvement pertaining to Norfolk Constabulary within 56 calendar days of report publication.

11.2 No responses have been published since the last Panel meeting.

## **12. Emergency Services Collaboration**

12.1 The PCC has membership of Norfolk County Council’s Cabinet, in respect of its role in exercising functions of the Fire & Rescue Authority only. View the report and minutes from the [20 May 2019 Cabinet](#) meeting where this was agreed.

12.2 The following Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel’s last meeting:

- [Cabinet 2 March 2026](#): Norfolk Fire and Rescue Service Community Risk Management Plan 2026-31

## **13. Action**

13.1 The Panel is recommended to put questions to the PCC, to publicly hold her to account for the full extent of her activities and decisions since the Panel’s last meeting.

## **14. Background Papers**

14.1 None.

## Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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## **Annex A PCC's Decisions**

### **Preventing Crime**

Decision Notice 2026/2 (Confidential) - Digital Asset Management System (DAMS) - Contract re-negotiation. Norfolk Constabulary has used this system DAMS since its pilot in 2021. This is a 5-Force system used by Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary, Norfolk Constabulary and Suffolk Constabulary. The PCC has approved the signing of the re-negotiated contract.

Decision Notice 2026/3 [Update of Section 22A Collaboration Agreements for the Joint Operations Command](#) Following a review in early 2024 to optimise workload distribution and support succession planning for the Chief Superintendent roles, it was proposed that the portfolio will retain two Agreements renamed as Joint Specialist Operations, which will incorporate the Athena Agreement, and Joint Specialist Crime and Capabilities.

Decision Notice 2026/4 [Supply and Fit of Tyres](#) A contract to enter into a collaborative contract for the supply and fitting of tyres awarded to Goodyear via the BlueLight Commercial Framework. The procurement process covers Norfolk, Suffolk, Kent, Essex and Hertfordshire in one lot. The contract for Norfolk and Suffolk will commence on 23rd February 2026, and the contract will be for three years with the option for two optional one-year extensions.

Decision Notice 2026/5 [ASB Wardens for Breckland Market Towns](#) As part of the Safer Streets initiative, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) funded Anti-Social Behaviour (ASB) Wardens for Thetford, with funding coming to an end on the 31 March 2026. Following the success of the Thetford Town Scheme, Breckland District Council has rolled it out more widely, covering the towns of Attleborough, Thetford, Watton, Dereham and Swaffham.

Decision Notice 2026/7 (Confidential) - Bodham Mast - EE Aerials Agreement- Contract to permit EE Limited to site an aerial on the Police and Crime Commissioner's premises at Bodham Mast, Norfolk.

Decision Notice 2026/8 [Women Offenders in Norfolk Diversion and Rehabilitation \(WONDER\) Plus Project](#) The WONDER Plus Project uses a whole system approach to rehabilitate female offenders and support women at risk of offending. It focuses on prevention of offending and imprisonment using the nine pathways to reducing re-offending for women model.

Decision Notice 2026/12 [Dereham Meeting Point](#) The Police and Crime Commissioner (PCC), using the power to award crime and disorder reduction grants, is making a direct award to Dereham Meeting Point totalling £2,000.00 to support her Police and Crime Plan objectives.

Decision Notice 2026/14 [Tackling Organised Exploitation \(TOEX\) Capabilities Environment & TOEX Data Platform](#) The Tackling Organised Exploitation (TOEX) Programme operates two distinct technical workstreams. One is referred to as the Capabilities Environment and is concerned with the delivery of applications which can be accessed by police officers and police staff (both internally and externally to TOEX) to complete specific policing tasks. The other workstream is referred to as the Data Platform and is concerned with the storing, modelling, manipulation, visualisation, and holistic use of multiple policing data sets towards TOEX thematic work.

Decision Notice 2026/16 (Confidential) Carmelite House - Lease End - Settlement details with the former landlord 'Carmelite House (Jarrod) Limited' following the end of lease and vacation of Carmelite house, Norwich.

Decision Notice 2026/17 (Confidential) - Network Maintenance, Support and Licensing Contract Extension for Norfolk and Suffolk Constabularies - A contract extension which is required to provide ongoing maintenance, support and licensing for the ICT network infrastructure that is critical to the operation of the forces' systems. It covers the network components that provide connectivity and security across all policing ICT services, including force-wide IT systems, telephony services such as 999 and 101, Airwave radio, and CCTV systems.

## **Preventing Harm**

Decision Notice 2026/1 [Ministry of Justice PCC Strategic Fund 2025/26 – Non-intimate stalking and harassment pathway /Training and Promotion of Trauma Informed Practice](#) The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has been awarded funding from the Ministry of Justice Strategic Commissioning Fund 2025/26 which aims to strengthen commissioning activity within the OPCCN and improve the capacity and/or resilience of Police and Crime Commissioner (PCC) commissioned victim support services with an identified need.

Decision Notice 2026/6 [The Hampton Trust – Conditional Cautioning and Relationship Abuse Project \(CARA\)](#) Project CARA, with the permission of the Director of the Public Prosecution (DPP), allows the Police to use out of court disposals, conditional cautions for reported first-time domestic abuse (DA) incidents. The perpetrator must comply with attending a short rehabilitative awareness programme which addresses abusive relationship behaviours.

Decision Notice 2026/9 [Restorative Justice Service – Continuation of funding for 2026-2028](#) The Norfolk and Suffolk Restorative Justice Service was established in 2019, to respond to requirements in the Victims' Code of Practice. This placed a requirement on police forces to offer information about restorative justice (RJ) to victims, and on Police and Crime Commissioners (PCCs) to ensure a service existed to provide RJ to those victims (and offenders) who wished to explore the use of RJ to help cope and recover from the impact of crime.

Decision Notice 2026/10 [Independent Custody Visiting Association \(ICVA\) - Membership Subscription 2026-27](#) The Independent Custody Visiting Association (ICVA) is a Company Limited by Guarantee that promotes custody visiting processes nationally through advocacy, training, publicity, and ongoing support to all involved in the process. The PCC has agreed to renew membership for another year.

Decision Notice 2026/15 [Award of contract extension for the provision of the Norfolk Integrated Domestic Abuse Service \(NIDAS\): Leeway Domestic Abuse and Violence Services](#) The Police and Crime Commissioner has approved the contract extension to Leeway Domestic Abuse and Violence Services to provide the NIDAS service. 2.2 NIDAS is a county wide service for victims of domestic abuse assessed as being at medium or high risk of harm, and their children. It provides support in court, recovery programmes, specialist support for groups with protected characteristics and manages the Domestic Abuse Champion Network, which is currently 1,000 strong.

Decision Notice 2026/19 [Funding for the Continuation of the Lotus Programme](#) The One-to-One Counselling Project has been funded by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) since 2019 to deliver the Lotus Programme to provide sexual violence and abuse (SVA) support services to survivors in King's Lynn and West Norfolk and North Norfolk areas. To provide for continuity of service provision and maintain a network of accessible needs-based support across Norfolk, funding of £48,535 per annum will be provided for a further 18 months from 1 April 2026 until 30 September 2027.

## **Annex B**

### **Items of news**

#### [PCC publishes accounts for 2024/25 | Norfolk PCC](#)

26 February 2026

The Police and Crime Commissioner (PCC) is required by law to publish a set of accounts each year providing a breakdown of the PCC's and Norfolk Constabulary's financial performance and position.

#### [Review highlights the critical link between mental health and domestic abuse | Norfolk PCC](#)

23 March 2026

A Domestic Abuse Related Death Review\*(DARDR) into the death of Angela (pseudonym) has today been published by the Norfolk Community Safety Partnership (NCSP) to enable lessons to be learned and shared as widely and thoroughly as possible to reduce the risk of such tragedies happening in the future.

#### [Norfolk PCC invites residents to submit their questions on policing and crime ahead of the second PCC Accountability Meeting in 2026 | Norfolk PCC](#)

25 March 2026

Norfolk's Police and Crime Commissioner (PCC) Sarah Taylor is inviting residents to send in their questions regarding policing and crime as she prepares to host the second PCC Accountability Meeting (PAM) this year, taking place at on Tuesday 21 April 2026.

# Report to Norfolk Police and Crime Panel

Item No: 8

**Report Title: PCC Complaints Monitoring Report**

**Date of Meeting: 27 April 2026**

## Executive Summary

The Panel is recommended to consider the regular monitoring information and agree what report or recommendations (if any) it wishes to make to the PCC.

### 1. Background

- 1.1 The Panel has delegated the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the PCC's Chief Executive, in consultation with a nominated member of the Panel.
- 1.2 The Panel has also delegated the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to Norfolk County Council's Director of Democratic and Regulatory Services for informal resolution, in consultation with a nominated member of the Panel.

### 2. Purpose of today's meeting

- 2.1 The PCC's Chief Executive and County Council's Director of Democratic and Regulatory Services agreed to provide the Panel with monitoring reports, at least annually, setting out the number and themes of complaints handled during the period.

### 3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that one complaint has been recorded since the previous report to the Panel in October 2025:
  - **Complaint 4 – Dated: 23 January 2026**

The complainant felt that the way concerns had been raised about the Panel's handling and reporting of PCC conduct complaints had had a direct impact on them personally and professionally. The complaint was recorded and informal resolution was secured.

## 4. OPCCN Freedom of Information Requests

4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, eight FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Survey Systems
- CCTV Funding
- Police Pension Forfeiture
- Report provided to council regarding Domestic Abuse
- Police Pension Forfeiture
- Chief Constable Recruitment
- Salary in the OPCCN

4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

## 5. Complaints and FOI requests relating to the Panel

5.1 Norfolk County Council's Director of Democratic and Regulatory Services has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

## 6. Action

6.1 The Panel is recommended to consider the regular monitoring information and agree what report or recommendations (if any) it wishes to make to the PCC.

## 7. Background Papers

7.1 None.

## Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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# Report to Norfolk Police and Crime Panel

Item No: 9

**Report Title: Complaints Policy Sub Panel – Update from the Chair**

**Date of Meeting: 27 April 2026**

## Executive Summary

The Panel is asked to consider an update from the Complaints Policy Sub Panel's Chair and agree what report or recommendations (if any) it wishes to make to the PCC.

### 1. Background

- 1.1 The function of the Sub Panel is to: ensure that the Police and Crime Panel (PCP) has a pool of nominated members with a specialist knowledge on complaints matters who can advise the Panel accordingly; maintain oversight of the PCP's procedure for handling Police and Crime Commissioner (PCC) conduct complaints; monitor the Office of the Police and Crime Commissioner for Norfolk's (OPCCN's) implementation of the Police Integrity Reforms set out in the Policing and Crime Act 2017.
- 1.2 The Panel endorsed these Terms of Reference and appointed the following members on 31 July 2025: Mrs Renate Brockes, Cllr Sarah Butikofer, Cllr Brian Long, Cllr Mike Sands and Ms Stacey Palmer (elected as Chair for 2025-26).

### 2. 18 February 2026

- 2.1 The Sub Panel met to review concerns raised by the PCC regarding the PCC complaints handling and reporting process. The Sub Panel's conclusions were reported back to the PCC.

### 3. 2 March 2026

- 3.1 Set out below is a summary of the information we reviewed to support continued oversight of the PCC's responsibilities in relation to complaints and misconduct matters.
- 3.2 **Police Dismissal Review 2022-23**
  - 3.2.1 Members noted that a further stage of the Review remained outstanding, which intended to give chief officers the ability to appeal to the Police Appeals Tribunal. Panel Members will be kept updated.

### **3.3 Police Misconduct Hearings**

- 3.3.1 The pilot for a dedicated Assistant Chief Constable to oversee and speed-up gross misconduct hearings for Norfolk, Suffolk and Hertfordshire, following changes to police conduct regulations, had been extended to the end of March 2026. Members noted the positive impact that the pilot had had and that it was likely to be extended or permanently adopted. The Sub Panel would be kept updated.

### **3.4 Police Appeal Tribunals and Legally Qualified Chairs**

- 3.4.1 The Sub Panel noted the ongoing national problem of recruiting new Police Appeal Tribunal (PAT) Chairs and that representation continued to be made to Government through the Association of Police and Crime Commissioners. The absence of indemnity protection was causing paralysis in the system, serious delays, and wellbeing impacts for officers, victims and families. Norfolk PCP raised this issue at the most recent Eastern Region Panel network meeting and the Chair of the National Association of Police, Fire and Crime Panels has agreed to explore what further support the Association could provide.

### **3.5 Police Complaint Reviews**

- 3.5.1 Anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary has the right to request a review of that decision either through the Independent Office for Police Conduct (IOPC) or through OPCCN. Details of that process are available to view on the [complaints](#) pages of OPCCN's website.
- 3.5.2 The Sub Panel noted that there had been no reduction in complaint demand by the force over the reporting period but there had been an improvement with the level of satisfaction after complaint handling which has resulted in less review requests being made to the OPCCN.
- 3.5.3 The Sub Panel also noted that review timeliness performance for Norfolk OPCC has remained the same since the last report with an average of eighteen working days to complete a review compared to twenty-eight working days during the same period previous year. Members welcomed the sustained improvement.

### **3.6 Super Complaints**

- 3.6.1 There had been one new super complaint submitted by The Centre for Women's Justice, around what they term 'excessively lengthy' police investigations in sexual offences. Members noted that this has been found eligible for investigation by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. Further updates will be provided to the Sub Panel.

### **3.7 Chief Constable complaints**

- 3.7.1 The Sub Panel noted that no Chief Constable complaints had been recorded since the last Sub Panel meeting.

## **4. Work Programme**

- 4.1 The next Sub Panel meeting is scheduled to take place in September 2026.

## **5. Action**

- 5.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel Chair and agree what report or recommendations (if any) it wishes to make to the PCC.

## **6. Background Papers**

- 6.1 None.

### **Officer Contact**

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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# Report to Norfolk Police and Crime Panel

Item No: 10

**Report Title: Norfolk Police and Crime Panel Annual Report 2025-26**

**Date of Meeting: 27 April 2026**

## Executive Summary

The Panel is recommended to approve publication of the Panel's annual report 2025-26 or confirm any changes required.

### 1. Background

1.1 Members have previously agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.

### 2. Purpose of today's meeting

2.1 The purpose of the item on today's agenda is to approve the publication of the Panel's seventh annual report, attached at **Annex 1** of this report.

2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity.

### 3. Action

3.1 The Panel is recommended to approve publication of the Panel's annual report 2025-26 or confirm any changes required.

### 4. Background Papers

4.1 None.

## Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

Telephone no.: 01603 223814

Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)



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## Norfolk Police and Crime Panel



### Annual Report 2025-26

#### Introduction and background

This is the seventh annual report of the [Norfolk Police and Crime Panel](#) (“the Panel”), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel’s activities during the past year.

The [Police and Crime Commissioner](#) for Norfolk (“the Commissioner”) has responsibility for securing an efficient and effective police force for the area, setting objectives and the budget for Norfolk’s police force and holding the Chief Constable to account. In addition, the Commissioner has a duty to bring together Norfolk’s community safety and criminal justice partners to make sure local priorities are joined up, provide support services for victims of crime and get communities involved in keeping Norfolk safe. They may also commission services which contribute to the Police and Crime Plan.

The Panel’s role is to challenge and support the work of the Commissioner. It also has a role in handling complaints about the Commissioner’s conduct and confirming appointments the Commissioner makes to key posts, including the Chief Constable and senior members of staff.

#### Who’s who

The Panel comprises ten elected members from local authorities across Norfolk and two co-opted independent members.

Membership during 2025-26 was as follows:

- Breckland District Council: Cllr Tristan Ashby (Main Member) and Cllr Helen Crane (Substitute Member).
- Broadland District Council: Cllr Sue Catchpole (Main Member) and Cllr Paul Auber (Substitute Member).
- Great Yarmouth Borough Council: Cllr Jade Martin (Main Member) and Cllr Trevor Wainwright (Substitute Member).

- King's Lynn and West Norfolk Borough Council: Vacancy (Main Member) and Vacancy (Substitute Member).
- Norfolk County Council: Cllr Brian Long (Main Member) and Cllr Shelagh Gurney (Substitute Member).
- Norfolk County Council: Cllr David Bills (Main Member) and Vacancy (Substitute Member).
- Norfolk County Council: Cllr Stuart Dark (Main Member) and Cllr Michael Chenery of Horsbrugh (Substitute Member).
- North Norfolk District Council: Cllr Sarah Butikofer (Main Member) and Cllr John Toye (Substitute Member).
- Norwich City Council: Cllr Mike Sands (Main Member) and Cllr Keith Driver (Substitute Member).
- South Norfolk Council: Cllr James Easter (Main Member) and Cllr Kieran Murphy (Substitute Member).
- Co-opted Independent Member Ms Stacey Palmer (no substitute member).
- Co-opted Independent Member Mrs Renate Brockes (no substitute member).

### **Panel activity during 2025-26**

The Panel met formally four times during the 2025-26 civic year. Copies of the [agenda and minutes](#) are available to view.

Our public meetings are the occasions on which we carry out our main responsibilities, set out in the Police Reform and Social Responsibility Act 2011.

These are summarised below.

- To consider the Commissioner's proposed police precept (the amount that individuals contribute to the police budget through council tax).

The Panel voted to support the Commissioner's proposed maximum increase in the police precept for 2026/27. To inform our discussion, the Commissioner provided comprehensive information to support her proposal. This included an outline of the budget and financial impact of the 2026/27 precept proposal, her Medium-Term Financial Plan 2026/27 to 2029/10 including the Capital Programme, together with details of the various financial strategies that she is required to publish, as well as the result of her public consultation. A view from the Chief Constable was also included. Having asked the Commissioner questions about the information provided, and examined her proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to endorse the increase. In doing so, the Panel emphasised its view that the maximum allowable increase was necessary to help remedy the shortfall arising from the Government's funding settlement and protect policing services in Norfolk. You can read the [letter from the Panel's Chair](#), formally reporting the Panel's decision. The Panel also agreed that the Chair should write on its behalf to the Home Secretary, to support both the PCC and the Chief Constable. Given Norfolk's size and rural nature, the Panel was concerned that the county

appears to have been disproportionately affected by the grant settlement and therefore called on the Government to address this. It requested that when further details of the Police Reform White Paper were released, that the responsibilities placed on policing were matched with appropriate resources, and that forces were supported to invest in new technology that can modernise the service—boosting productivity, improving public service delivery, and providing better value for taxpayers.

- To monitor delivery of the current Police, Crime and Community Safety Plan

We have continued to monitor the progress being made towards the objectives contained within it. For that purpose, the Commissioner provides a report for each of our meetings. Once a year, the Panel also reviews the Commissioner's draft annual report. You can read our discussions in the minutes of our meetings.

- To hold a confirmation hearing to scrutinise any senior appointments proposed by the Commissioner

There have been no senior appointments to review this year.

- To review and scrutinise actions and decisions taken by the Commissioner

The Panel considers an information bulletin at each meeting, which summarises both the decisions taken by the Commissioner and the range of activity undertaken in the period between one meeting and the next. This provides an opportunity for the Panel to publicly hold the Commissioner to account for the full extent of their actions in a timely way. You can read the bulletins and the issues discussed by viewing our agendas and minutes.

- To handle conduct complaints relating to the Commissioner

One of the Panel's responsibilities is to deal with complaints about the Commissioner's conduct. Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the Commissioner must be recorded, and then referred to the Independent Office for Police Conduct for investigation. Any other complaints are handled by the Panel, usually through informal resolution, which means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings. You can find out more about the process [here](#). The Panel receives regular reports, which set out the number and themes of complaints handled during the period, as well as the main themes of Freedom of Information requests received both by the Commissioner's Office and Norfolk County Council in relation to the Panel. This allows the Panel to monitor the issues being raised and to ensure the complaints process is being carried out appropriately.

We have a permanent working group of five members, whose role is to maintain a specialist knowledge on complaints matters and advise the Panel accordingly. In addition to maintaining oversight of the Panel's procedure for handling conduct complaints about the Commissioner, it continues to monitor the PCC's responsibilities in relation to complaint and misconduct matters. Regular updates provided by the Chair are included in our agendas.

## Panel development

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For those continuing in their position, this is an opportunity to refresh their knowledge and share their experience. Additional briefings have also been provided in advance of specific functions, such as consideration of the Commissioner's precept proposal. This ensures that we are fully prepared to challenge and support the Commissioner at our public meetings. The Panel is also provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

The Panel is a member of an Eastern Region Panel Network, which meets twice a year, and provides a forum for Chairs, Vice-Chairs and support officers to share information, problem solve and collaborate.

## Public engagement

The Panel has a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Commissioner or the Chief Constable, both of whom have separate arrangements for discussion with the public. You can read our [public question time guidance](#).

The Commissioner has regular public meetings to hold the Chief Constable to account for Norfolk's policing service. These are held in public and people are welcome to attend and observe. Members of the public are also able to submit their policing and crime questions to be answered by the Chief Constable and other senior officers at the meeting. More information on how to submit a question and guidance on attendance is available on the [Commissioner's website](#). Details of other public meetings and events are also available.

## Home Office grant funding

The Home Office provides a grant of up to £64,340 to Norfolk County Council to maintain a Police and Crime Panel for the police force area. This is to cover the costs of administration (including support staff, specialist advice, recruitment of independent members, subscription to the Eastern Region Panel network) and member expenses (including the cost of travel to attend Panel meetings, regional network meetings and the national conference, as well as any delegate fees). At its meeting on 28 October 2025, the Panel considered several savings proposals, but not all were accepted, resulting in an anticipated overspend for the remaining term of the grant agreement. Norfolk Leaders have agreed in principle that their councils will contribute towards costs above the Home Office grant for the current three-year period. They specified that the total overall additional contribution is to be capped at 20% of the grant allocation and apportioned between local authorities as set out in the Panel Arrangements. The Panel reviews its funding at each AGM and you can read the reports, which summarise the year-end returns submitted to the Home Office, through the previous link to our agendas and minutes.

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimizing expenditure where possible. For example,

public meetings take place at our host authority to keep costs to a minimum and ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The Chair and Vice-Chair regularly meet with the Commissioner and her leadership team. This provides an opportunity to discuss and plan future business, the content of agenda and reports, and keep each other informed of developments which may impact on our work. It allows the Panel to ensure that it is making the best use of everyone's time and the resources available.

### **Forward look**

The Panel reviews and agrees a forward work plan at each meeting. This ensures that we deliver our functions in a timely way and means others know what we will be doing. You can see our latest forward work plan by selecting the most recently published agenda.

During the year, the Government has confirmed its position on Local Government Reorganisation and Devolution, as well as emerging policy direction on policing and crime matters in the [Police Reform White Paper](#). The Panel will monitor any associated legislative or policy changes, reviewing their potential impact on policing, partnership working and community safety, and responding as appropriate as further detail becomes available. It will also work with the Commissioner and her office to ensure a successful transition of governance arrangements.

### **Further information**

If you would like further information about the Norfolk Police and Crime Panel, please visit our [website](#) or contact Norfolk County Council on 0344 800 8020 or [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



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# Report to Norfolk Police and Crime Panel

Item No: 11

**Report Title: Forward Work Programme**

**Date of Meeting: 27 April 2026**

## Executive Summary

This report sets out a proposed Forward Work Programme for the Panel, for Members to review and agree.

### 1. Background

- 1.1 The Panel should set a work programme annually and review it on a regular basis, to ensure that all statutory functions are fulfilled and that it contributes to improving local services.
- 1.2 Regular review of the work programme will ensure that scrutiny remains relevant, transparent and impactful.

### 2. Purpose of today's meeting

- 2.1 To review the proposed Forward Work Programme for the Panel, which is set out at **Appendix A**.
- 2.2 Members are asked to consider whether there are items to be added or deleted, postponed or brought forward.
- 2.3 Panel meetings will also be scheduled for the following statutory functions as and when required:
  - to review any appointments the PCC proposes to make to the following posts: the Commissioner's Chief Executive, the Commissioner's Director of Finance, the Deputy Police and Crime Commissioner, the Chief Constable
  - to review any proposal by the PCC to call on the Chief Constable to retire or resign.

### 3. Action

- 3.1 To agree a Forward Work Programme for the Panel.

## 4. Background Papers

4.1 None.

### Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

**Officer name: Jo Martin**

**Telephone no.: 01603 223814**

**Email: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**



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## Forward Work Programme

## 27 April 2026 meeting

Report title	Reason for report
Putting Prevention First: Police and Crime Plan 2025-2029 performance monitoring	To consider a quarterly update from the PCC, which sets out the progress being made on delivering the Plan.
Information Bulletin – questions arising to the PCC	To consider the PCC's strategic decisions and activity and since the last meeting of the Panel.
PCC Complaints Monitoring Report	To consider the regular monitoring information about complaints relating to the conduct of the PCC.
Complaints Policy Sub-Panel - update	To consider an update from the Chair of the Sub-Panel.
Norfolk Police and Crime Panel Annual Report 2025-26	To approve publication of the Panel's annual report.
Forward Work Programme	To review and agree the programme.

## 29 July 2026 meeting

Report title	Reason for report
(Election of Chair and Vice-Chair)	
Balanced Appointment Objective	To consider whether the Panel meets the balanced appointment objective.
Panel Arrangements and Rules of Procedure - Review	To review the Panel Arrangements and Rules of Procedure, to appoint members to handle complaints relating to the conduct of the PCC and to the Complaints Policy Sub Panel.
Putting Prevention First: Police and Crime Plan 2025-2029 performance monitoring	To consider a quarterly update from the PCC, which sets out the progress being made on delivering the Plan.
Information Bulletin – questions arising to the PCC	To consider the PCC's strategic decisions and activity and since the last meeting of the Panel.
Norfolk Police and Crime Panel Funding	To consider the Panel's 2025-26 expenditure and 2026-27 Home Office grant allocation and forecast expenditure.
Forward Work Programme	To review and agree the programme.

## 29 October 2026 meeting

Report title	Reason for report
PCC's 2027-28 Budget Consultation	To consider an overview of the PCC's 2027/28 budget consultation.
PCC's 2025-26 Annual Report	Panel special function: to consider the PCC's draft Annual Report.
Independent Custody Visitor Scheme Annual Report 2025-26	To review the Independent Custody Visiting Scheme, which is one of the PCC's statutory responsibilities
PCC Complaints Monitoring Report	To consider the regular monitoring information about complaints relating to the conduct of the PCC.
Complaints Policy Sub-Panel - update	To consider an update from the Chair of the Sub-Panel.
Information Bulletin – questions arising to the PCC	To consider the PCC's strategic decisions and activity and since the last meeting of the Panel.
Forward Work Programme	To review and agree the work programme.

## 2 February 2027 meeting

Report title	Reason for report
Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2027-28	Panel special function: to consider the PCC's proposed precept for 2027-28.  (The Panel must review and report by 8 February 2027.)
Putting Prevention First: Police and Crime Plan 2025-2029 performance monitoring	To consider a quarterly update from the PCC, which sets out the progress being made on delivering the Plan.
Information Bulletin – questions arising to the PCC	To consider the PCC's strategic decisions and activity and since the last meeting of the Panel.
Forward Work Programme	To review and agree the programme.

## February 2027 reserve meeting (date to be confirmed)

Report title	Reason for report
Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2026-27	Panel special function: To review a revised precept for 2027-28, if the original proposal is vetoed.  (The Panel must review and report by 22 February 2027.)