

Norfolk Police and Crime Panel



Date: **14 October 2024**

Time: **10am**

Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to attend a virtual pre-meeting at 2.30pm on Tuesday 8th October. A link to join the MS Teams meeting will be sent separately.

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

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Membership

Main Member	Substitute Member	Representing
Cllr Tristan Ashby	Cllr Helen Crane	Breckland District Council
Cllr Sue Catchpole	Vacancy	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Cllr Alexandra Ware	Cllr Deborah Heneghan	King’s Lynn and West Norfolk Council
Cllr Brian Long	Cllr Shelagh Gurney	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Cllr Michael Chenery of Horsbrugh	Norfolk County Council
Cllr John Toye	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Mike Sands	Cllr Keith Driver	Norwich City Council
Cllr James Easter	Cllr Kieran Murphy	South Norfolk Council
Ms Stacey Palmer	(no substitute member)	Co-opted Independent Member
Mrs Renate Brockes	(no substitute member)	Co-opted Independent Member

**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

Under the Council’s protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chair and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

- 1. To receive apologies and details of any substitute members attending**

2. Minutes

To confirm the minutes of the meeting held on:

- 29 July 2024
- 8 August 2024

(Page **6**)
(Page **14**)

3. Declarations of Interest

Norfolk County Council and Independent Co-opted Members

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
- Anybody -
 - 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. To receive any items of business which the Chair decides should be considered as a matter of urgency

5. Public questions

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 or 01603 223814) by **5pm on 4 October 2024.**

- 6. Police, Crime and Community Safety Plan 2022-24 performance monitoring** (Page **18**)

To consider a quarterly update from the PCC, which sets out progress being made on delivering the Plan.
- 7. Police and Crime Commissioner for Norfolk’s Draft Annual Report 2023-24** (Page **68**)

To review the PCC’s draft Annual Report.
- 8. Independent Custody Visitor (ICV) Scheme - Annual Report 2023-24** (Page **172**)

To consider the PCC’s ICV Scheme Annual Report.
- 9. Police and Crime Plan for Norfolk 2025-2027: consultation** (Page **196**)

To consider the PCC’s approach to consultation.
- 10. Police and Crime Commissioner (PCC) for Norfolk’s 2024/25 budget consultation** (Page **201**)

To consider an overview of the PCC’s 2024/25 budget consultation.
- 11. PCC Complaints Monitoring Report** (Page **204**)

To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 12. Complaints Policy Sub Panel - Update** (Page **206**)

To consider an update from the Chair of the Sub Panel.
- 13. Information bulletin – questions arising to the PCC** (Page **210**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 14. Forward Work Programme** (Page **219**)

To review the proposed work programme.

Tom McCabe
Chief Executive
Norfolk County Council

County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 4 October 2024



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Norfolk Police and Crime Panel

Minutes of the Meeting held on Thursday 29 July 2024 at 10am at County Hall, Norwich

Panel Members Present:

Cllr Sue Catchpole	Broadland District Council
Cllr Alexandra Ware	King's Lynn and West Norfolk Council
Cllr David Bills	Norfolk County Council
Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Michael Chenery of Horsbrugh	Norfolk County Council
Cllr Mike Sands	Norwich City Council
Cllr Tristan Ashby	Breckland District Council
Cllr Shelagh Gurney	Norfolk County Council
Cllr John Toye	North Norfolk District Council
Renate Brockes	Co-Opted Independent Member
Stacey Palmer	Co-Opted Independent Member

Officers Present:

Jill Penn	Chief Finance Officer OPCCN
Nicola Ledain	Committee Officer, Norfolk County Council (NCC)
Sharon Lister	Director of Performance and Scrutiny, Office for Police and Crime Commissioner Norfolk (OPCCN)
Jo Martin	Democratic Support and Scrutiny Support Manager, NCC
Sarah Taylor	Police and Crime Commissioner for Norfolk (PCC)
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN
Paul Sanford	Chief Constable, Norfolk Constabulary
James Stone	Head of Performance and Scrutiny, OPCCN
Leah Smith	Complaints and Compliance Officer, OPCCN
Peter Smith	Police Complaints Review Officer, OPCCN

1. To receive apologies and details of any substitutes members attending

- 1.1 The Panel were advised that Cllr Shelagh Gurney had replaced Cllr Julian Kirk on the panel as substitute for Cllr Brian Long representing Norfolk County Council.
- 1.2 Apologies were received from Cllr Brian Long, Cllr Stuart Dark substituted by Cllr Shelagh Gurney and Cllr Michael Chenery of Horsbrugh respectively. Apologies were also received from Cllr James Easter.

2. Election of Chair

2.1 Cllr Brian Long was duly elected as Chair for the ensuing year

3. Election of Vice Chair

3.1 Cllr John Toye was duly elected as Vice Chair for the ensuing year.

3.2 In the absence of the elected Chair at this meeting, Cllr John Toye, as Vice Chair took the Chair.

4. Minutes

4.1 The minutes of the meeting held on 7 March were agreed as an accurate record and signed by the Chair.

5. Members to Declare any Interest

5.1 There were no interests declared.

6. To receive any items of business which the Chairman decides should be considered as a matter of urgency

6.1 There were no items of urgent business.

7. Public Questions

7.1 There were no public questions submitted.

8. Balance Appointment Objective

8.1 The Panel received the report asking it to consider whether the balanced appointment objective was being met and the appointment of independent member co-options.

8.2 The Chair took the opportunity to place on record the Panel's thanks to Air Commodore Kevin Pellatt for the contribution he made during his two terms as a co-opted independent member. Kevin served as both Vice-Chairman and Chairman and was hugely committed to the role. With the Panel's agreement, the Chair would write to him on their behalf.

8.3 Having considered the report, the Panel **AGREED**;

- i. That the balance appointment objective was being met
- ii. To appoint the following as as co-opted independent members:
Stacey Palmer, for a full-term position of 4 years (until the end of June 2028);
Renate Brockes, for a part-term position of 2 years (until the end of June 2026).

9. Panel Arrangements and Rules of Procedure – Review

9.1 The Panel received the report setting out the Norfolk Police and Crime Panel Rules of Procedure, Panel Arrangements, and guidance for handling complaints about the conduct of the Police and Crime Commissioner.

9.2 Having considered the report, the Panel:

- 1) **ENDORSED** the Panel Arrangements (at Annex 1 of the report).
- 2) **ENDORSED** the Rules of Procedure (at Annex 2 of the report).
- 3) **ENDORSED** the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at Annex 3 of the report) and **APPOINTED** the following members to be involved in the process:

- Mrs Renate Brockes, Co-opted Independent Member
- Cllr Brian Long, Norfolk County Council
- Cllr Mike Sands, Norwich City Council
- Cllr John Toye, North Norfolk District Council
- Ms Stacey Palmer, Co-opted Independent Member
- Cllr Alexandra Ware, King’s Lynn and West Norfolk Borough Council

4) **APPOINTED** the following Panel Members to the Complaints Policy Sub Panel (at Annex 4 of the report):

- Mrs Renate Brockes, Co-opted Independent Member
- Cllr Brian Long, Norfolk County Council
- Cllr Mike Sands, Norwich City Council
- Cllr John Toye, North Norfolk District Council
- Ms Stacey Palmer, Co-opted Independent Member
- Cllr Alexandra Ware, King’s Lynn and West Norfolk Borough Council

10. Introduction from the newly elected Police and Crime Commissioner for Norfolk

10.1 The Panel received an introduction from the new Police and Crime Commissioner for Norfolk outlining the first few weeks of her term and her objectives over the coming months as well as her overarching agenda for the next four years.

10.2 In introducing her report, the PCC explained that due to being employed when she had been elected in May, she had since been working her notice but had been regularly briefed by her team, to whom she gave credit. The general election had also meant that the first few weeks of her term had started strangely. However, she was pleased to report that public engagement had started albeit slowly and she was looking forward to increasing that. She reported that her Chief Finance Officer was leaving and she wished her all the best for the future and the recruitment for her successor was continuing. The consultation for her Police and Crime Plan was under discussion, and it was hoped that the consultation would start in September 2024 for 8 weeks and she requested that the Panel considered her request to hold an extraordinary Panel meeting in January 2025 to receive the results of that consultation and to receive the draft Police and Crime Plan.

10.3 The Chair thanked the PCC for her introduction. During the discussion the following points were raised:

- 10.3.1 Members asked the PCC what controls were being put in place over the next year to avoid the budget overspends which had occurred over the last financial year. The Chief Finance Officer explained that the overspends were related to unfunded pay awards and pension changes which had to be absorbed due to lack of funding from the Home Office. There could be similar future challenges as pay award and funding decisions were still pending from the Home Office.
- 10.3.2 In considering the Home Office Productivity Review into her Police and Crime Plan, the PCC reported that there had been several briefings circulated from it. She informed the Panel that her and the Chief Constable had regular conversations regarding efficiencies and as the National Lead on Finance, the Chief Constable explained that although there were overspends last year, the budget was overspent on 0.5% which showed that the budget was being managed extremely well. It was difficult to predict the financial future and they were currently awaiting the pay award for in year and future years which would be essential to establish the deficit for future years. The challenge was always balancing the budget whilst maintaining service. With regards to the Productivity Review, the Chief Constable updated the Panel that Norfolk had been heavily involved in it, with one report having been published and two to be published. Some of the recommendations within the report required change to national legislation. He revealed that in the spring, the productivity review team had been to Norfolk to review how investigations were conducted and in a future report other authorities would be encouraged to follow Norfolk's best practice.
- 10.3.3 Although there was no plan currently given the early stage of her term, the PCC informed the Panel that she had a substantial interest in mental health, and she was extremely interested in how the commissioning part of her role to look to support and accelerate the delivery of those services which support coping with trauma and the recovery of trauma. Dialogue was already happening with Norfolk and Suffolk Foundation Trust, Integrated Care Board about collaborative working to increase this.
- 10.3.4 The Panel asked about the wellbeing of the police staff and what provisions were in place to do this. The PCC informed the Panel that she had met with Ceri Sumner, Director of Fire Service, and their roles as Workforce Leads nationally which. The Chief Constable added that it was increasingly recognised that events could take their toll. He would always like to do more but quite often the limiter was provision and not funding as appropriately trained professionally were highly sought after. There was established workplace provision which provided proactive care about looking after physical care as well as counselling on hand. He was eager to ensure that those teams which continuously dealt with child sexual abuse and tragedies on the roads had extra provision. The Panel were pleased that this work was being carried out and they asked if those pathways and organisations which already existed to help could be explored. The PCC explained that this was already being reviewed.
- 10.3.5 The Panel asked if there was any intention to reinstate Police Community Support Officers (PCSO) or PCSO schemes. The PCC explained that if an opportunity arose then it would be taken. Uplift funding was awarded to recruit additional police officers, but this was ringfenced to recruit only officers. If any opportunity was made available to be able to recruit PCSO's, then it would be taken to increase the resource of the Constabulary. The Chief Constable reported that the manifesto for the Labour party in the recent general election pledged 13,000 extra neighbourhood resources for policing however this plan was still in development. The number would potentially consist of Special Constables, Police Officers and PCSO's. However further plans were unknown at this stage and it was likely to return to discussion at some point in the future.

- 10.3.6 In asking the PCC how she was going to use her role in the leveraging pressure on the court system, The PCC acknowledged that this was a high priority for her. Having met the Suffolk PCC, they have a common interest in the Local Criminal Justice Board which she was yet to meet. She did explain that she was struggling to identify how it was an action board considering the size of the Board and that they were endeavouring to deal with the issues of Norfolk and Suffolk. At pace, they would be exploring how they could change the LCJB locally to make it more effective. She was looking to use every possible lever.
- 10.3.7 The PCC confirmed that she would be engaging with rural areas of Norfolk within the consultation of the Police and Crime Plan. She also explained that it was important that engagement was carried out within every part of the County. She emphasised that this was not a one off related to the plan but would be talking to and engaging with people generally at every opportunity. Bearing in mind that Norfolk was a diverse county, the PCC explained that she was aware that when engagements were planned, relevant processes were followed. She would also like to see more inclusion and accessibility in technology such as captioned videos always being uploaded and improving the flow of the website. The Director for Policy and Commissioning confirmed that equality impact assessment were carried out for engagements to ensure that they were fully accessible. Panel Members gave acknowledgement for the engagement from police officers in an area of the city who had been communicating with a hotel housing asylum seeker. The PCC thanked Members for the feedback and welcomed future positive feedback.
- 10.3.8 Having considered the report, the panel:
- **NOTED** the introduction from the new PCC for Norfolk
 - **ENDORSED** the draft local PCC- PCP protocol attached at Appendix 2 of the report;
 - **AGREED** to schedule an extraordinary meeting in January to review the draft Police and Crime Plan
 - **ENDORSED** the PCC's best wishes to the Chief Finance Officer, Jill Penn, on her imminent retirement and thanked her for her contribution to meetings and **NOTED** that an extraordinary Panel meeting had been scheduled for 8 August 2024 for a Confirmation Hearing to review the PCC's proposed appointment for her replacement.

11. Police, Crime and Community Safety Plan 2022-24 performance monitoring

- 11.1 The Panel received the quarterly report which provided an update of the PCC's performance to the Panel and set out an overview of progress made against delivering on the objectives set out within the six strategic priorities (pillars) contained within the Plan.
- 11.2 The Chair thanked the PCC for the report and asked her to introduce it.
- 11.3 In introducing the report, the PCC explained that as it was her predecessors plan, although she would endeavour to answer the Panel's questions, they might be deferred to a member of the OPCCN team.
- 11.4 During the discussion the following points were noted;
- 11.4.1 In answering a question regarding the impact of the implementation of Right Care, Right Person, the Chief Constable confirmed that the initiative was made live a few weeks ago, and he confirmed that the Constabulary were attending mental health incidents when they

were the correct agency to attend. Previously, the Constabulary were attending 55% of those calls however this had since reduced to approximately 45%. He clarified that when the call involved a child, they would be more likely to attend the call. Practically, the initiative had given an opportunity for the Constabulary to review what they could offer and had also given the call handlers a clearer guided call script which would determine what was right for the caller. It was important to recognise that for those people who were going through a mental health crisis, they would want a mental health professional to help, and Police Officers were not mental health professionals. The Chief Constable explained that call handlers were given options of the appropriate agency to refer the call onto at the end of the conversation.

- 11.4.2 With reference to page 78-79, the Panel identified there had been a decrease in complaints but a rise in misconduct and asked if there had been a change in practice which had meant that more cases were being highlighted. The Chief Constable explained that he was pleased to see a reduction in complaints. The majority of Police Officers were community public spirited individuals, and the headlines over the recent years had affected those in the workforce. The most common source of complaints were from the workforce themselves. There had been a cultural change which was now having an impact, although there was still more to do. Chief Constables across the county were identifying similar themes and data.
- 11.4.3 In response to a question regarding positive outcomes as referred to on page 75, point 3.5.1, the Chief Constable explained that a positive outcome was considered 'positive' when the crime was solved. There were several out of court disposals which would that not all crimes entered the court system but the right crimes did, and a court disposal which had been used frequently was an additional caution which was a caution with conditions. 1 in 5 crimes were being solved, which had increased from 1 in 7 when the Chief started in post. Norfolk had the lowest burglary rate in the country and the Chief Constable stated that he always wanted to solve more crime.
- 11.4.4 In response to a question regarding the effectiveness of restorative justice, the Chief Constable explained that nationally, there was an increasing amount of evidence which suggested that restorative justice, if carried out correctly, was incredibly effective. The team at Norfolk was small but they would consider all cases before reaching a conclusion that restorative justice was the correct way forward. The Chief Constable emphasised that it was about assessing each case individually considering the needs of the victim, the offence and the offender's record. The Director of Policy and Commissioning explained that data regarding the feedback from the victim was collated and that could be shared with the Panel.
- 11.4.5 The Panel requested future reports to include national comparators which would give more of an indication where to focus challenge to the PCC.
- 11.4.7 Cllr David Bills left the meeting at 11.55am.
- 11.4.8 The Panel asked the PCC what areas a priority for her were initially. The PCC outlined that she would not disturb those commissioned services which focus on helping victims and helping prevent reoffending. Primary focus was continued getting briefed and focusing on public engagement leading into the Police and Crime Plan consultation. She was intending in meeting those partners and understanding the operational needs in order to make informed decisions about how her office could meet those challenges.

- 11.5 Having considered the summary of progress towards delivering the six strategic priorities, the Panel **NOTED** the report and **REQUESTED**:
- 1) Additional data to show whether the restorative justice approach was working (delivering desired outcomes and meeting victims' needs); and
 - 2) for future performance reports to include links to national comparators.

12. Information Bulletin – questions arising to the PCC

- 12.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk and the range of activity since taking office in May 2024.
- 12.2 With reference to point f in the report, the PCC updated the Panel that engagements since she had taken office included meetings with Seven Force Procurement Team, partners including Norfolk and Suffolk Foundation Trust, Police Federation, Unison, Great Yarmouth Town Board, various Independent Custody Visitors, Dereham and Norwich pride and Suffolk Police and Crime Commissioner Tim Passmore.
- 12.3 The Panel **NOTED** the report.

13. Norfolk Police and Crime Panel Funding

- 13.1 The Panel received the report reviewing the Norfolk Police and Crime Panel's expenditure for 2023-2024 and setting out the expected 2024-2025 grant allocation and expected expenditure for 2024-2025.
- 13.2 The Panel requested that the previously cancelled visits to the police control room and the training facilities based at Hethersett could be rearranged.
- 13.3 Having considered the report, the Panel **NOTED**;
1. The 2023-24 expenditure;
 2. The 2024-25 grant allocation; and
 3. The expenditure during 2024-25.

14. Forward Work Programme

- 14.1 The Panel received the work programme for the period July 2024 to July 2025.
- 14.2 The Panel requested an update on the progress against any HMICFS recommendations from July. The PCC explained that she would continue to hold the Chief Constable to account at her future public Police Accountability Meetings and encouraged attendance from Panel Members. She indicated that she may update the format of these and focus on thematic matters. The Chief Constable explained that during July there had been an intense inspection, and the report would be published in September which would be an accumulation of a 12-month inspection period, of which the July inspection was one part. The Chief Constable had received the initial report to identify areas of factual accuracy and through existing governance arrangements, the PCC would examine the report, and then each recommendation would be weighed up on a cost-benefit analysis to establish if they could be implemented.

- 14.3 The Panel suggested that briefings regarding new initiatives would be useful from OPCCN or the Constabulary.
- 14.4 The Panel **AGREED** the forward work programme.

Meeting closed at 12.17pm



Norfolk Police and Crime Panel

Minutes of the Extraordinary Meeting held on Thursday 8 August 2024 at 3pm at County Hall, Norwich

Panel Members Present:

Cllr Brian Long (Chair)
Cllr John Toye (Vice Chair)

Norfolk County Council
North Norfolk District Council

Cllr Sue Catchpole
Cllr Alexandra Ware
Cllr Michael Chenery of Horsbrugh
Cllr Graham Carpenter
Cllr Mike Sands
Renate Brockes
Stacey Palmer

Broadland District Council
King's Lynn and West Norfolk Council
Norfolk County Council
Norfolk County Council
Norwich City Council
Co-Opted Independent Member
Co-Opted Independent Member

Officers Present:

Julie Fisher
Simon George
Nicola Ledain
Sharon Lister

HR Strategic Business Partner, NCC
Proposed Chief Finance Officer candidate
Committee Officer, Norfolk County Council (NCC)
Director of Performance and Scrutiny, Office for Police and Crime Commissioner Norfolk (OPCCN)
Democratic Support and Scrutiny Support Manager, NCC
Chief Executive, OPCCN
Police and Crime Commissioner for Norfolk (PCC)

1. To receive apologies and details of any substitutes members attending

- 1.1 An amendment was made to the membership on the front of the agenda to reflect that the Co-Opted Independent Member vacancies had been filled at the last Panel meeting by Stacey Palmer and Renate Brockes.
- 1.2 Apologies were received from Cllr James Easter, Cllr Tristan Ashby, Cllr Jade Martin and Cllr Stuart Dark (substituted by Cllr Michael Chenery of Horsbrugh).

2. Declarations of Interest

- 2.1 There were no interests declared.

3. Items of Urgent Business

3.1 There were no items of urgent business.

4. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer

4.1 The Chair welcomed the PCC and Mr George. The Chair explained the format of the meeting and checked whether they had any questions about the process.

4.2 The Chair invited the PCC to introduce the preferred candidate.

4.2.1 The PCC explained that a comprehensive recruitment process commenced in May and the unanimous recommendation in all stages of the process was that Simon George was appointed. He had strong financial experience and understanding of the role and responsibilities.

4.3 The following questions were addressed to the PCC;

4.3.1 Q, Are you satisfied that the candidate had sufficient knowledge of the financial environment in which the police operates as listed as essential criteria on the person specification.
A, the short answer is yes but I will refer to the Chief Executive to confirm.
The Chief Executive confirmed that it was a specific area of questioning in the interview process.

4.3.2 Q, Are you satisfied that the candidate has experience of reporting of unlawful expenditure or potential unlawful expenditure or when expenditure is likely to exceed resources as stated in job description.
A, Yes and Simon and I had met after the initial recruitment process and had a lengthy discussion about this but I will once again refer to the Chief Executive.
The Chief Executive confirmed that this area was one that was within the competency-based interview model followed.

4.4 The Chair invited the proposed candidate, Mr Simon George, to explain why he was suitable for the role. Mr George explained that, by way of a brief introduction to his career, he had 30 years of finance experience and two decades as a Finance Director in Local Government, including the past 10 years as a Section 151 Officer. He confirmed that he had led budgetary and efficiency initiatives across many authorities which aligned member aspirations with the available aspirations ensuring that the final budget was robust, legal, and deliverable. He also explained that he had also led statement of accounts for many years leading them through the relevant processes. Upon leaving Norfolk County Council in April 2023, he pivoted his career working with budget and service reviews as well as bespoke projects for Local Authorities and more recently he had been contracted to be a Finance Improvement and Sustainability Advisor for the LGA working across a range of agencies. He explained that he saw the part time nature of the role fitting nicely with the other work he conducted and saw it positively that he was engaging more widely with other Local Authorities at the same time. He also confirmed that he was carrying out some voluntary roles such as trustees for charities and treasurer for the University of East Anglia. He felt that this gave him a good insight to what was going on in the community. Mr George considered himself to have the personal attributes to undertake the role effectively and efficiently and had the skills such as political insight, technical knowledge, pragmatism and

hopefully a sense of humour. He considered the role of Chief Finance Officer to be a huge honour and privilege.

4.5 The following questions were addressed to Mr George and answered by him.

4.5.1 Q, What are your intentions with the voluntary roles as you move into this position and do you feel you have the right balance to be able to meet the demands of this role.

A, The consultancy company would cease if I were to be successful, but I would continue with the charity work and the LGA work. The current three-day per week contract would end when this role would start if I were to be successful.

4.5.2 Q, Do you see those roles having any conflict or any other bearing on this role?

A, No, I think they will be complimentary.

4.5.3 Q, How do you like to relax, as that is important.

A, Being blessed with a young family, I like to spend time with them and to explore Norfolk.

4.5.4 Q, Normally a financial role is about internal operations, this role is aiding the PCC to hold the Chief Constable to account, how will you assist the PCC to do that?

A, The last 5 years of working with NCC was working alongside senior politicians and having that dialogue about holding people to account and what were the right decisions for the authority going forwards. I am looking forward to working with the PCC and using those resources we have and deploying them against the PCC's priorities to achieve what she wants to achieve within the limited resources.

4.5.5 Q, How do you see the role of the Chief Finance Officer engaging with the Panel in setting the precept?

A, Through my career, working with elected Members has been the highlight. I have respect for the elected Members as you are the ones who have worked hard to get elected and as senior officers, we just provide you with the right information in a digestible format to be able to make informed decisions. I want Members to be clear about the decisions they are making. I look forward to engaging with you as a panel.

4.5.6 Q, what do you think will be the biggest challenges as the Chief Finance Officer and how will you approach them?

A, the biggest challenge is responding to events which are unknown after spending hours preparing reams of information to agree the budget. The challenges come from responding to the needs of the community and helping the elected members respond in the best way possible using those limited resources as a public body whether that be a local authority or a police authority.

4.5.7 Q, We know that overspends occur more regularly than we would like, what strategies would you use to avoid overspends in the budgets?

A, In the first few months it will be a learning curve for me to determine what the role of the PCC is and what the operational responsibilities of the Constabulary are so I will need to understand where I sit in that environment. Having sat in this room many times discussing material overspends, and it is a case of assessing whether those overspend are a response to an event that has happened or whether it is an issue with competence and ability in terms of managing a budget.

4.5.8 Q, What would your approach be in holding the PCC to account and the approach you would use if she were making a decision which you felt was unwise.

A, That's the fun bits of the job, as whatever institution you are working for and giving that advice, which they may not want to hear, ultimately if it is up to them to them to make that decision, it doesn't matter if I see it as unwise, but it is up to me to provide that information clearly. If it means drifting into unbalanced budgets and illegal expenditure, that is a different hat to wear.

5. Exclusion of the Public

- 5.1 The Chair suggested that, regarding item 6, the Panel should consider whether to exclude the public for the consideration of its recommendation to the PCC.
- 5.2 The Scrutiny Support Manager advised that the Panel could consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item on the grounds that its discussion will involve the likely disclosure of exempt information as defined by a Paragraph 1 of Part 1 of Schedule 12A to the Act, that is, information relating to an individual, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information for the following reasons:
- To take the best and most informed decision that they can, Panel Members need space to consider and discuss the suitability of the candidate for the role without feeling constrained by the presence of the public and press.
 - The Panel's decision, and the reasons for it, would be released into the public domain in due course and the delay in doing so was not critical to the public interest.
- 5.3 The Panel **RESOLVED** that the public be excluded.

6. Confirmation Hearing for the Police and Crime Commissioner got Norfolk's proposed Chief Finance Officer appointment

- 6.1 The Panel discussed the outcome of the Confirmation Hearing and agreed its recommendation to the PCC.

7. Return to Public Session

- 7.1 Varying from the local protocol, but with the agreement of all parties, the Panel returned to public session to confirm its recommendation to the PCC.
- 7.2 The Chair confirmed that the Panel had unanimously **RESOLVED**;
- a) To recommend to the PCC that she proceed in appointing Mr Simon George to the position of Chief Finance Officer;
 - b) To delegate to the Chair, to report the Panel's recommendation to the PCC.

Meeting closed at 3.44pm

Police, Crime and Community Safety Plan 2022-24 performance monitoring

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 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 in 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 the 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 allow the Panel to consider the progress being made towards delivering the current Police, Crime and Community Safety Plan 2022-24 ("the Plan"), developed by the former PCC.
- 2.2 The current Plan remains in place until the new PCC issues her own. She is required to do so within this financial year (the same financial year in which the election is held).
- 2.3 Attached at **Annex 1** of this report is the PCC's performance report which sets out an overview of progress against all six strategic priorities (pillars) contained within the Plan.

3. Suggested Approach

- 3.1 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).
- 3.2 The Panel may wish to question the PCC on the following areas:

General

- a) Which priorities have seen the most progress made and which require further focus;
- b) The PCC's response to the recently published [HMICFRS assessment of Norfolk Constabulary](#) and how she will support the Constabulary to make improvements in the areas identified.

Pillar 1: Sustain Norfolk Constabulary

- a) The PCC's view of the future challenges and demands for policing and how she will support the Constabulary to address them;
- b) Progress with the Norfolk Horizons project, designing policing services to 2030 and beyond, and the PCC's contribution;
- c) Progress with delivering identified savings and additional opportunities arising from collaboration;
- d) Success with securing additional external funding;
- e) The forecast budget position at the end of the current Medium Term Financial Plan period;
- f) The monitoring and management of efficiency savings and service growth pressures;

- g) Risk management and any areas of concern which have been identified by the Audit Committee;
- h) The impact of recent national public disorder on local resources.

Pillar 2: Visible and Trusted Policing

- a) How the PCC continues to challenge the Constabulary on the public perception of policing and misconduct;
- b) The accuracy and analysis of local police data;
- c) Progress with achieving the Plan's equality objectives;
- d) How local communities have been encouraged to have their say on key issues;
- e) Implications arising from the government's recent announcement to roll out specialist training for neighbourhood policing officers nationwide.

Pillar 3: Tackling Crime

- a) How the PCC is bringing together and co-ordinating resources to achieve best effects on the ground;
- b) The local response to tackling serious and organised crime, including fraud and cyber-crime;
- c) Implications arising from the Government's introduction of new measures to combat violence against women and girls, including the adoption of 'counter-terrorism' style monitoring tactics and embedding domestic abuse specialists in 999 control rooms.

Pillar 4: Prevent Offending

- a) The extent and effectiveness of collaborated activity, including: how partners are being brought together to prevent crime and deal with its causes; the PCC's contribution to steering a local focus on adequately resourced early intervention, and in doing so helping the police and criminal justice system to get ahead of demand;
- b) How the PCC assures herself that there is appropriate focus on identifying and protecting vulnerable people.

Pillar 5: Support Victims

- a) How the PCC is working with the Association of Police and Crime Commissioners (APCC) to influence national policy on supporting victims;
- b) How victims are supported and given a voice locally, and how their

feedback on services is taken into consideration;

- c) How the PCC is engaging with victims and witnesses of crime to ensure the Code of Practice for Victims is being met;
- d) The PCC's response to the recent Victims' Commissioner report [2023 Victim Survey](#), where key findings include low victim confidence and satisfaction with the criminal justice system;
- e) How the PCC is working with the Local Criminal Justice Board to increase the efficiency and credibility of the criminal justice system.

Pillar 6: Safer and Stronger Communities

- a) The PCC's contribution to improving road safety through partnership working;
- b) How the PCC is working with partners and communities to prevent crime and harm;
- c) The impact that commissioned services are having on community safety across the county and victims of crime;
- d) Implications arising from the early prison release scheme.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Office of the Police and Crime Commissioner
Police, Crime and Community Safety Plan 2022-2024
Performance Monitoring Report

Summary:

This report to the Police and Crime Panel sets out an overview of the progress being made against delivering on the objectives set out within the six pillars of the Police, Crime and Community Safety Plan 2022-2024.

1. Background

- 1.1 The Police, Crime and Community Safety Plan sets out the strategic priorities for policing and how, in the current financial climate, local resources will be managed to deliver the best possible policing service to our communities in Norfolk.
- 1.2 The Police and Crime Commissioner (PCC) is required to issue a new plan on or before 31 March 2025. The current Plan will remain in place whilst the PCC undertakes a period of public consultation and develops a new Plan in consultation with the Chief Constable. The new draft Plan will be presented to a future Police and Crime Panel in line with legislative requirements.

2. Monitoring progress against plan priorities

- 2.1 Following the publication of the current Police, Crime and Community Safety 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 Reports will be provided on all six pillars at each performance and scrutiny meeting throughout the year and 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 be strategic in style and 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. Pillar 1 – Strategic priority of ‘Sustain Norfolk Constabulary’.

3.1 Under Pillar 1 there are seven objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

Objective 1: Maintaining an effective and efficient policing service.

3.2 This part of the performance paper provides an update on the current position of the total Group Revenue Budget as at 30 June 2024. There is an overspend of £0.405m (0.19% of net revenue budget). The high-level summary is as follows:

	Budget 2024/25 £000	Forecast £000	Over(-)/Under spend	
			£000	%
Officer of the Police and Crime Commissioner	1,517	1,423	93	6.14%
PCC Commissioning (net)	1,357	1,357	(0)	(0.00%)
Chief Constable Operational Spending inc. Capital Financing	233,434	233,932	(498)	(0.21%)
Transfer from Reserves	(1,496)	(1,496)	(0)	0.00%
Chief Constable Operational Spending (net)	231,938	232,436	(498)	(0.21%)
Contribution to Reserves	(394)	(394)	0	0.00%
Specific Home Office Grants	(23,022)	(23,022)	0	0.00%
Total	211,396	211,801	(405)	(0.19%)

Table 1: High-level summary of the Group Revenue Budget as at 30th June 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

3.3 The Constabulary Revenue Budget forecast outturn is an overspend of £0.498m (0.21% of budget) at the year-end. The main variances are provided in Table 2:

	Budget 2024/25 £000	Forecast Outturn £000	Over (-) / Under Spend £000
Pay Related Costs	183,143	184,391	(1,248)
Other Employee Costs	2,126	2,308	(182)
Property Related Costs	19,950	19,972	(23)
Transport	3,613	3,695	(82)
Supplies and Services	17,505	17,213	292
Third party payments	3,495	3,499	(3)
Capital Financing	7,816	7,815	0
Corporate	3,591	3,591	(0)
Income	(7,805)	(8,553)	748
Total	233,434	233,932	(498)

Table 2: The Constabulary's revenue budget as at 30th June 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

3.4 The Capital Budget and forecast expenditure is as follows:

	Budget 2024/25 £m	Forecast 2024/25 £m	Variance £m
Slippage from 2023/24	3.492		
Table A – schemes approved for immediate start 1 April 2024	7.913		
Total Capital Programme	11.405	11.405	-
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.005		
Total	14.412		

Table 3: Capital Budget and forecast expenditure.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

Objective 2: Continue to invest in and support officer and all police staff's health and wellbeing.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment for Police Officers	1,812.2	1,812.4	1,712.7	0.0%	5.8%
Police Officer Strength	1,828.4	1,821.8	1,750.1	0.4%	4.5%
Establishment for Staff	1,364.2	1,372.7	1,317	-0.6%	3.6%
Staff Strength	1,315.9	1,298.5	1,263	1.3%	4.2%
% hours lost to sickness for Police Officers	4.4%	4.1%	4.7%	0.3pp	-0.3pp
% hours lost to sickness for Staff	4.0%	4.4%	4.9%	-0.4pp	-0.9pp

Table 4: Establishment, strength and sickness of Police Officers and Staff.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- 3.5 Police Officer strength at the end of June 2024 was 1,823.7 (not including regional and external secondments).
- 3.6 The Constabulary recruited 104 new Police Officers in the 2023/24 financial year, 41 on the Degree Holder Entry Programme (DHEP) and 63 on the Police Constable Degree Apprenticeship (PCDA). For 2024/25, 33 DHEP and 85 PCDA joiners are planned.
- 3.7 There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- 3.8 The Constabulary is actively recruiting a new Wellbeing Coordinator and is also recruiting to a new Wellbeing Advisor post which will strengthen core Wellbeing Service delivery. These posts should be in place within the next 6 months.
- 3.9 The recruitment of an in-force Psychotherapist is also being progressed to better support the mental health and wellbeing of officers and staff. Their role will be to:
 - Provide therapy for officers and staff using a wide range of methods and models.

- Provide short notice support (debriefing) following highly challenging and/or traumatic incidents.
 - Lead and support psychological screening and structured interviews for high-risk roles. This will enable the Constabulary to expand the provision of support beyond those who are only eligible under the national provision.
- 3.10 An initial Demobilising and Diffusion train-the-trainer course was completed in May 2024 by ten officers and staff who work in high-risk areas.
- 3.11 Material is being developed to promote the benefits of Trauma Risk Management (TRiM), and fifteen additional TRiM Practitioners are being trained.
- 3.12 The Constabulary is seeking opportunities to engage with national and local charities to widen the availability of health and wellbeing provision, from training to physical activities to aid recovery.
- 3.13 Specific risk assessments are also conducted for individuals in high-vulnerability roles. Interventions are undertaken where organisational monitoring indicates patterns or trends of absence.
- 3.14 A full review of the Blue Light Wellbeing Framework self-assessment is being undertaken.

Objective 3: Equipping all the workforce with modern and innovative tools and technology.

ICT/Digital Update

- 3.15 The ICT department is moving to a new Target Operating Model which will provide a better service to the Constabulary. This was announced to ICT staff in April, and the consultation period concluded at the end of May. Recruitment to vacancies and new posts has now commenced and will continue into September 2024.
- 3.16 Work on a number of ICT refresh programmes continues, including Internet firewalls which provide security from intrusion from the external World Wide Web, MITEL back-office servers which provide telephony in the Contact and Control Room, and Live-Links, which allow officers to give court evidence remotely.
- 3.17 The new version of Athena (the 9-force Crime, Custody, and Intelligence Management system) Digital Case File will go-live in July 2024.
- 3.18 User Acceptance Testing (UAT) continues for the 7-Force Wet Digital Case Management solution (Nimbus). The Eastern Region Programme team are planning to deliver a solution by the end of the 2024/25 financial year.

Fleet Update

- 3.19 The introduction of mobile tablets to vehicle fleet workshops is scheduled to be phased in from September 2024. This will improve workshop efficiency, reduce vehicle downtime, and increase vehicle availability.
- 3.20 Electrification of the vehicle fleet continues to be high on the Constabulary agenda. A recent Blue Light Commercial Decarbonisation Strategy, and the National Police Chiefs Council (NPCC) Transport and Charging Infrastructure document are being considered, in conjunction with the Constabulary's Electric Vehicle and Charging Infrastructure consultancy report.
- 3.21 The availability of vehicles and components has continued to improve in this reporting period. Some manufacturers are still experiencing semi-conductor shortages which is delaying new vehicle builds, but this is now in the minority.

- 3.22 New Blue Light Commercial vehicle contracts for the supply of low and intermediate performance vehicle categories are expected imminently. Blue Light Commercial have advised they will soon be tendering for the high-performance vehicle category.
- 3.23 The roll-out of new Peugeot 308 SW cars to the Response vehicle fleet is now nearing completion, with the next batch of vehicles due for delivery later this year.

Objective 4: Achieving Best Value from Police and OPCC funding.

- 3.24 His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous assessment has been adopted to achieve a broader and more comprehensive understanding of force performance.
- 3.25 HMICFRS last published a PEEL inspection report of Norfolk constabulary in October 2022. A copy of the inspection report can be found on the Office of the Police & Crime Commissioner for Norfolk’s (OPCCN) website: [Inspections | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://inspections.norfolk-pcc.gov.uk)
- 3.26 The Constabulary received the following graded judgements:

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

- 3.27 HMICFRS also set the Constabulary eleven Areas for Improvement (AFIs) which are being reinspected under the ongoing 2023 – 2025 PEEL assessment process. The framework for this inspection programme can be viewed [here](#).
- 3.28 The Constabulary’s 2023 - 2025 PEEL findings report will be published on 24th September 2024 and can be viewed here [\[Sharon to add link once published\]](#). The Constabulary continues to progress AFIs and Recommendations that have resulted from HMICFRS national thematic inspections.
- 3.29 In January 2024 the Police and Crime Commissioner requested HMICFRS to carry out an inspection of the Constabulary’s handling of 999 calls for certain incident types involving vulnerable people. HMICFRS published their [findings](#) in May 2024.

Objective 5: Delivering an Effective Estate Management Strategy.

Key Estates Projects

- 3.30 Norwich City Police Station refurbishment – Site works are continuing with MJS Projects (March) Ltd. Works and operational fit out are scheduled to complete in Autumn 2024, with departments due to move back into the site between October 2024 and April 2025.
- 3.31 Hunstanton Police Station – Planned maintenance works to internally refurbish the building have commenced on site, with RG Carter (Cambridge) Ltd. Works are due to complete by end of October 2024.

Emergency Services Collaboration on Estates

- 3.32 Further emergency services collaboration is being progressed with plans advancing for future site sharing at Acle, Loddon, and Sprowston Fire Stations which will enable Beat Managers to have desk space within a secure environment on the area they police. Agreements are being finalised with Norfolk County Council for these proposed shared sites.

Property Disposal

- 3.33 The former Acle Police Station has been granted outline planning permission for residential use and development. The site will now be advertised for sale on the open market.
- 3.34 Outline planning permission for residential use is being sought for the Sprowston Police Station site.
- 3.35 The Police and Crime Commissioner has accepted an offer (subject to contract) for the former Holt Police Station site and the former Swaffham Police Station site. Each proposed sale is now in the hands of respective solicitors.

Carbon Reduction

- 3.36 Broadland Police Station – additional photovoltaic panels have been provided on the site to generate electricity.
- 3.37 The Carbon Reduction & Environmental Action Plan 2023-2030 has been published on the OPCCN website and will be updated via a new annual performance report on the Constabulary's carbon reduction progress.
- 3.38 The Biodiversity Action Plan 2023-2030 has been published on the OPCCN website.

Objective 6: Designing Policing Services to 2030 and beyond.

- 3.39 During this reporting period the Horizons (Change and Improvement) Team have progressed work around several innovation projects, including:
- 3.40 **'Operation Discovery'** - looks at improving the timeliness and quality of crime investigations. Following the business case being approved in April 2023 to deliver District Crime Units across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables, with a dedicated Inspector for each. Alongside this restructure, an innovative Management Information product called 'My Team', which draws from the Athena Crime system, has been developed by Horizons.
- 3.41 The Constabulary is now one of the best performing police forces in the country for solving crime (positive outcome rate). At the end of June 2024 the positive outcome rate for 'all crime' was 20.1%. This has increased from 17.04% at the end of June 2023. When the Operation Discovery pilot work commenced in June 2022 the positive outcome rate was 14.06%.
- 3.42 **'Rapid Video Response' (RVR)** - RVR is now fully adopted into the Contact and Control Room model alongside Operation Solve, with the Horizons Team continuing to track performance.
- 3.43 RVR deals with B2 domestic abuse reports when virtual attendance is deemed suitable, with callers offered the opportunity to talk to a police officer by video appointment at a time that is most suitable to them.
- 3.44 The pilot was launched in October 2022 and since its inception over 2800 appointments have been completed. Public satisfaction with the service continues to be high, with users of RVR consistently scoring it 4.8 out of 5, and 83% of people indicating that they would use the service again if they had to report a similar matter.

In this reporting period (1st April 2024 – 30th June 2024) over 400 consultations were held, which equates to 8.0% of overall domestic abuse demand received by the Constabulary, and 21% of Grade B2 domestic demand.

- 3.45 **Right Care Right Person' (RCRP)** - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents.
- 3.46 The Constabulary went live with RCRP on 29th May 2024. Daily partnership meetings were provided for the first two weeks and a data pack showing police demand and signposting was presented. These meetings are now conducted on a weekly basis and provide an opportunity to discuss issues and identify good work that is taking place within the system.
- 3.47 Escalation pathways were set up for partner agencies to be able to raise issues with the Constabulary. The need for these pathways has been limited, with only a small number of issues raised for review.
- 3.48 An auditing process was set up at go-live to dip sample RCRP related calls to ensure the correct decisions around police deployments were being made. Over a thousand RCRP calls were reviewed in the first month of going live, with 96% of calls assessed as being the right decision (either police should have attended and did, or the incident did not require police attendance).
- 3.49 A feedback loop has been set up to provide Call Takers with constructive feedback and to identify any particularly good practice or learning points.
- 3.50 The Constabulary continues to liaise with the RCRP National Tactical Boards coordinated by the National Police Chief's Council (NPCC) and College of Policing to ensure that best practice identified in other areas of the country is being considered locally.
- 3.51 **The Drone Development Project** is leading the delivery of two workstreams regarding the use of drones in policing:
- 3.52 The Beyond Visual Line of Sight (BVLOS) project is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. If successful, the introduction of DFR using BVLOS piloting will enable the force to deploy a drone quickly from a strategic location to provide early information, and where necessary capture of video evidence to assist with operational requirements.
- 3.53 Funding for financial year 2024/25 has been confirmed by the NPCC Drones Programme for three Full Time Equivalent (FTE) staff/officer posts. In this period the project has focused on the finalisation of the testing plan, procurement of equipment, and the general readiness for Phase 1 of testing. Locally, a business case to make the temporary changes required to formally put the project structures in place has been signed off and staffing has been in place since early June. Testing is due to begin in July at Hethersett Old Hall Professional Development Centre and potentially the UEA. The NPCC team are scoping the opportunity to showcase the Norfolk DFR progress to the Home Office and national press in mid-summer.
- 3.54 Norfolk Drone Training Academy (NDTA) - based at Hethersett Old Hall Professional Development Centre, the NDTA launched in 2022 to provide a police-led drone training service for all police forces, public bodies, and government agencies. Four training courses have been run in this reporting period.
- 3.55 As part of the staffing changes to support the DFR trial, the NDTA has put in place a new temporary staffing structure from June, with three dedicated training roles. The NDTA moved into a newly renovated location at Hethersett Old Hall in early April with a bespoke workshop/classroom to deliver drone training.

- 3.56 Work has started in this period to update the NDTA promotional material (brochure, video, and webpage) to reflect the progress since launch, and the move to the new location. The team has secured a stand at the Emergency Services Show which will be taking place in Birmingham on the 18th and 19th of September 2024 to showcase the academy using this newly updated material.
- 3.57 The 2024/25 year to date income generation figure for the NDTA is approximately £20k.

Objective 7: Continued collaboration with other blue light services

- 3.58 Following a business case by the Office of the Police and Crime Commissioner, both Police and Fire in the county have agreed a strategic position that they will voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.
- 3.59 The Constabulary and Norfolk Fire and Rescue service now share a headquarters premises at Wymondham with the Fire Service stations around the county offering a number of opportunities to co-locate front line or neighbourhood resources.
- 3.60 A shared control room enables both emergency services to work closer together and discuss and coordinate deployments when both services are dispatched to an incident.
- 3.61 Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer. The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.
- 3.62 The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

4. Pillar 2 – Strategic priority of ‘Visible and Trusted Policing’

4.1 Under Pillar 2 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Improving public trust and confidence in policing.

4.2 Owing to financial pressures a quarterly telephone-based local public perceptions survey is no longer commissioned.

4.3 The Office for National Statistics (ONS) conducts a quarterly Public Perceptions survey, which forms part of the Crime Survey for England and Wales (CSEW). At a local level, the survey volumes are small, with fewer than 500 Norfolk residents surveyed each period. Whilst the numbers surveyed at a national level are sufficient to give a 95% certainty that the results are within 1 percentage point either way of those quoted, the data becomes less reliable when the national level data is broken down by force.

4.4 Given these validity concerns the Constabulary is exploring other ways of gathering public feedback.

4.5 The ONS published the CSEW Public Perceptions Survey results for the twelve-month period ending December 2023 on 25th April 2024. The survey found the following:

- Norfolk Constabulary was ranked 16th of 42 forces in the country for the percentage of the public (51.8%) agreeing that the local police can be relied on to be there when you need them.
- Norfolk Constabulary was ranked 22nd of 42 forces in the country for the percentage of the public (81.1%) agreeing that the local police would treat them with respect if they came into contact with them for any reason.
- Norfolk Constabulary was ranked 5th of 42 forces in the country for the percentage of the public agreeing (56.7%) that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most.
- Norfolk Constabulary was ranked 7th of 42 forces in the country for the percentage of the public who agree (62.2%) that the local police treat everyone fairly, regardless of who they are.
- Norfolk Constabulary was ranked 11th of 42 forces in the country for the percentage of the public (61.1%) who agree that their local police understand the issues that affect their communities, and 13th in the country for the percentage of the public who agree (48.4%) that the local police are dealing with the things that matter to people in their communities.
- Norfolk Constabulary was ranked 9th of 42 forces in the country for the percentage of the public (72.1%) who, when taking everything into account, have confidence in the police in their area.
- Norfolk Constabulary was ranked 12th of 42 forces in the country for the percentage of the public (53.7%) who rated their police force as ‘good or excellent’ when asked how well the police are doing in their area.

4.6 *Complaints and Conduct Update*

Indicator	Last 12 months	Previous 12 months	Difference
PSD data complaints	327	418	- 91
PSD data complaints - documented within 2 working days	86.2%	72.7%	13.5%
PSD data complaints - complainant contacted within 10 working days	81.6%	81.8%	- 0.2%
PSD data complaints time to resolve - Schedule 3 only (average in working days)	107	86	21
PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	42	41	1
PSD complaints finalised where service provided not acceptable	84	100	- 16
Reviews upheld	18	17	1
Chapter 13 letters	28	17	11
PSD conduct cases	91	73	18
Misconduct hearings	22	6	16
Misconduct meetings	10	12	- 2
Police Appeals Tribunal	0	1	- 1

Table 5: Professional Standards Department data. The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023.

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

Complaint: - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

Schedule 3: - The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be, or if it meets certain criteria as defined within the guidance.

Outside of Schedule 3: - The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

Complaints

- 4.7 In the last 12-month reporting period 327 public complaints were received. This is a 21.8% reduction in complaints compared to the previous 12-month period.
- 4.8 86.2% of all complaints were logged within two working days. This is an increase of 13.5% compared to the previous 12-month period.
- 4.9 81.6% of complainants were contacted within ten working days, which is consistent with the previous 12-month period.
- 4.10 There has been an increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 86 days in the previous 12-month period to 107 days in the last 12-month period. This is attributed to the higher workloads of Professional Standards Department (PSD) staff, and the increased complexity of some of the cases which are being managed by the department.
- 4.11 In 84 of the 377 complaint cases (22.3%) that were finalised in the last 12-months, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver future reductions in similar cases. Identified learning is reviewed monthly by PSD to identify trends and seek solutions. PSD processes have recently been amended to capture learning from low level dissatisfaction cases.
- 4.12 Where a local investigation has not been completed within 12-months the appropriate authority must provide the Local Policing Body (OPCC) and the Independent Office of Police Conduct (IOPC) with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response. After the initial 12 months, a Chapter 13 Response is required at 6 monthly intervals thereafter. The Chapter 13 responses include conduct and complaint cases.

- 4.13 Within the last 12 months PSD oversaw the production of 28 Chapter 13 reports. This is an increase from 17 in the previous reporting period.
- 4.14 Six complaint cases have been subject of two Chapter 13 responses within the reporting period and of those, two cases are now finalised.
- 4.15 Investigation timeliness can be impacted by criminal proceedings. If proceeding with a complaint or conduct investigation would be prejudicial to the criminal proceedings, the case must be held Sub-Judice, meaning that it is effectively put 'on-hold' until the criminal proceedings have concluded.
- 4.16 Lengthy investigations and the time taken by the IOPC to complete reviews also impact the timeliness of investigations.

Conduct

- 4.17 In the last 12-month period, 91 conduct cases were recorded. This is a 25% increase from the previous 12-month period. This increase in conduct cases is attributed in part to a higher level in confidence in reporting conduct matters to PSD.
- 4.18 There were 22 misconduct hearings held for officers and staff in the last 12 months, compared to 6 in the previous reporting period. The hearings resulted in eleven dismissals and a further six individuals would have been dismissed had they not resigned. One individual received a Final Written Warning and two individuals received Written Warnings. In two cases the hearings determined that the misconduct was not proven and resulted in no further action.
- 4.19 Misconduct cases are reviewed to ascertain any learning, the results of some hearings and meetings are published internally to highlight the behaviour of others and the consequences of such behaviour and to provide officers and staff with an opportunity to learn from the mistakes of their colleagues.

Prevention and Analytical Project Update

- 4.20 The Professional Standards Department, in conjunction with the People Directorate and Strategic Business and Operational Services Team, are in the testing stage of developing a series of Power-BI analytical dashboards. Once fully tested and implemented the dashboards will allow PSD to cross reference Human Resources and PSD data to more accurately identify trends and themes across the organisation. The product will encompass both complaint and conduct data, highlighting 'hotspots' for intervention or prevention work.
- 4.21 This work will feed into the new PSD 'Prevent' approach. The Prevent Officer will be tasked with problem solving the 'hotspots' identified through the data correlation work. The Prevent Officer will also deliver bespoke training to teams or departments with the aim of preventing complaints and conduct matters from arising.

Objective 2: Delivering effective neighbourhood policing.

Indicator	Detail	Last 12 months	Previous 12 months	% difference to previous 12 months
Beat managers	Establishment	92.0	98.0	-6.1%
	Effective strength	85.6	87.0	-1.6%
	Effective strength as a percentage of establishment	93.0%	88.8%	4.2pp
Sergeants	Establishment	148.0	148.0	0.0%
	Effective strength	139.6	148.1	-5.7%
	Effective strength as a percentage of establishment	94.3%	100.1%	-5.8pp
Local Policing Neighbourhood Sergeants	Establishment	13.0	13.0	0.0%
	Effective strength	12.0	15.5	-22.6%
	Effective strength as a percentage of establishment	92.3%	119.2%	-26.9pp

Table 6: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts). The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. With changes to the establishment over time affecting the data, long-term average figures have been removed from the table.

- 4.22 The establishment for Beat Managers has reduced from 98 to 92 when comparing the last 12-month period with the previous 12-months. In real terms, the reduction in posts relates to some re-alignment of Beat Manager Investigators to the new District Crime Units which support the delivery of effective neighbourhood crime investigation.
- 4.23 The establishment for all Sergeants has remained static at 148 when comparing the last 12-month period with the previous 12-month period. This figure includes both SNT-Response Sergeants and Local Policing Neighbourhood Sergeants who provide supervision to Beat Managers. In the last 12-months the Local Policing Neighbourhood Sergeant establishment has also remained static at 13.
- 4.24 The Community Safety Problem Solving Team continues to work alongside local Neighbourhood Policing teams to develop and deliver problem solving approaches to crime and antisocial behaviour issues, with a focus on addressing longer-term issues and developing solutions to tackle embedded and entrenched problems.
- 4.25 Throughout the summer of 2024 the Community Policing Team supported local policing teams' activity at community events across the county including Norwich Pride, Cromer, Sheringham, and Wells Carnivals, and various county shows and music concerts.
- 4.26 The Home Office funding that has been obtained to address anti-social behaviour hotspots (Operation Focus) has allowed for additional patrols by uniformed officers at peak times in identified locations.
- 4.27 The Neighbourhood Policing Improvement Board, led by the Community Safety Superintendent, ensures that the key pillars of Neighbourhood Policing which have been defined by the College of Policing are being addressed, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting.
- 4.28 New metrics are being added each month to the Neighbourhood Policing Performance Framework which is based on a set of measures that have been introduced by the National Police Chief's Council.
- 4.29 The Norfolk Neighbourhood Watch network continues to grow. There are now 165 schemes in place across the county and the number is increasing each month as new schemes sign-up.

Objective 3: Delivering accessibility through active and focused engagement in our communities.

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park Walk Talk Engagements	9,079	8,205	10.7%
Targeted Activity Engagements	6,359	3,908	62.7%
Community Meeting Engagements	789	976	-19.2%
Neighbourhood Engagements	2,342	1,696	38.1%
Public Event Engagements	1,018	661	54.0%
Vulnerable or Diverse Communities	904	655	38.0%
Children and Young People Engagements	1,407	877	60.4%
Engagement Surgery	638	414	54.1%
Recruitment Event Engagements	30	30	0.0%
Independent Advisory Group Engagements	54	44	22.7%
Crime Prevention	2,524	N/A	N/A

Table 7: Engagement totals and by category, from Engagement Application. The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. Note: The Crime Prevention category was added as a new category on the app in August 2023.

- 4.30 The engagement that Neighbourhood Policing Teams are continually undertaking with their local communities helps the Constabulary to develop understanding of different communities' needs, to identify local policing priorities, and develops organisational understanding of community tensions.
- 4.31 Officers record their engagement activity on the Engagement Application. Data from the application is reviewed each month at a district level to identify trends or gaps in community engagement. The data is also monitored at the Force-level Performance meeting.
- 4.32 Except for Community Meetings, the Engagement Application data presented in Table 7 shows increases in all forms of engagement when the last 12-month period is compared with the previous 12-month period.
- 4.33 The decline in the number of recorded Community Meeting engagements has been discussed by the Neighbourhood Policing Improvement Board. It is felt that rather than being a true reduction, this is likely to be a consequence of officers choosing alternative categories on the app to record their attendance at meetings, including Engagement Surgery, Neighbourhood Engagement, and Public Event Engagement, all of which have seen significant increases. To address this, work is ongoing to reduce the number of categories that are available on the app to simplify recording, and the Engagement Application guidance document is being updated so that the categories that officers should be selecting are more clearly defined.
- 4.34 The activity that is ongoing to ensure that the Engagement Application is being used effectively is being supported by the development of a Power-BI report which will provide supervisors with an improved overview of their teams' engagement activity.
- 4.35 Engagement plans are produced by each policing district on a quarterly basis. These are monitored through the Neighbourhood Policing Improvement Board.
- 4.36 Engagement with diverse communities is coordinated through the Equality, Diversity, and Inclusion team. The team is now represented at the Neighbourhood Policing Improvement Board which is helping to identify and address gaps.

Local Communities Officer update

- 4.37 Effective engagement and communication with communities is key to delivering exceptional policing while also building and maintaining trust and confidence. The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through the work of the Corporate Communications Team.
- 4.38 Local Communication Officers (LCOs) are part of this team, based in the four policing commands, working closely with officers to share information about the Constabulary's work.
- 4.39 Content covers a range of activity including crime appeals, outcomes such as arrests and charges, policing priorities, awareness campaigns, and engagement.
- 4.40 Activity is targeted to be as local as possible with the aim of increasing the public's understanding of the Constabulary's demand, and the activity that takes place to keep

the public safe. For example, where the Constabulary has access to local Facebook groups, messages will be shared on these pages.

- 4.41 LCOs moderate social media, responding to comments, signposting to other agencies if needed, and providing further clarify if content has been misinterpreted.
- 4.42 These channels are also an effective operational tool in gaining information from communities about crime or anti-social behaviour and LCOs will screenshot information and share with the relevant policing teams. This can often result in swift action being taken to address public concerns. For example, in April 2024 a local resident posted on the Great Yarmouth Facebook account asking if it would be possible to have an officer visit Main Cross Road for speed checks mid-morning, with speeding becoming an increasing problem in this area. This information was passed to the local team resulting in two officers attending the area the following day to carry out speed checks. The LCO responded, sharing the results, and confirmed officers would regularly patrol the area in the course of their duties.
- 4.43 LCOs judge where best to publicise police activity to make sure that it is promoted in the right place to reach the most appropriate audience. This includes using the Constabulary’s digital platforms (X – formerly Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters, and community radio.
- 4.44 Table 8 shows the data for the Constabulary’s Facebook accounts for the period 1st April 2024 to 30th June 2024, highlighting the number followers, account growth since the last reporting period, and post reach for each account.

Facebook account	Total followers	Growth	Post reach (total times content seen by different people)
Norfolk Constabulary	83,200	+379	6.5m
Breckland	8,200	+49	373,900
Broadland	6,800	+61	254,500
Great Yarmouth	8,600	+43	549,300
King’s Lynn	10,800	+93	274,000
North Norfolk	8,400	+41	242,000
Norwich	7,300	+155	620,100
South Norfolk	6,000	+43	234,300

Table 8: Facebook account performance for the period 01/04/2024 to 30/06/2024.

- 4.45 Table 9 shows the number of followers and account growth since the last reporting period for each of the Constabulary’s ‘X’ accounts, for the period 1st April 2024 to 30th June 2024.

X account	Total followers	Growth
Norfolk Constabulary	121,800	+314
Breckland	6,000	+2
Broadland	4,800	+11
Great Yarmouth	6,400	+6
King’s Lynn	12,700	+18
North Norfolk	6,300	+14
Norwich	21,100	+49
South Norfolk	6,200	+1

Table 9: ‘X’ account performance by policing district for the period 01/04/2024 to 30/06/2024.

4.46 The Constabulary recognises that not all communities will be reached via digital channels, and LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in our more rural areas. A Communications Toolkit allows LCOs and Beat Managers to easily produce material and ensures that we have a consistent approach for the design of our communications.

Objective 4: Delivery of a responsive and modern first contact to calls for service.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Total calls for service	410,127	431,938	430,110	-5.0%	-4.6%
999 calls	130,690	133,952	119,384	-2.4%	9.5%
% 999 calls answered within 10 seconds	92.3%	86.0%	88.1%	6.3p.p	4.2p.p
101 calls	279,437	297,986	310,726	-6.2%	-10.1%
Average time to answer 999 (in seconds)	4	6	6	2 seconds	2 seconds
% Emergencies in Target - County	82.6%	85.6%	88.0%	-3.0p.p	-5.4p.p
% Emergencies in target - Urban	84.9%	87.5%	89.9%	-2.6p.p	-5.0p.p
% Emergencies in target - Rural	80.3%	83.4%	86.0%	-3.1p.p	-5.7p.p
Median time to attendance for B1 (HH:MM:SS)	00:41:51	00:39:01	Data not available	7.3%	Not applicable
Median time to attendance for B2 (HH:MM:SS)	21:58:22	16:49:49	Data not available	30.6%	Not applicable
Median time to attendance for C (HH:MM:SS)	24:31:54	18:51:44	8:56:46	30.1%	174.2%
Median time to attendance for Diary apps (HH:MM:SS)	118:49:40	92:19:47	56:31:45	28.7%	110.2%
% calls addressed through phone resolution	36.6%	34.3%	31.9%	2.3p.p	4.7p.p
Online contacts (emails, LiveChat and Single Online Home)	65,019	Data not available	Data not available	Not applicable	Not applicable

Table 10: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- 4.47 999 call demand has reduced by 2.4% against the previous 12-months but is 9.5% higher than the long-term average. This is a trend that has been seen over the last five years.
- 4.48 Over the last 12-months the Contact and Control Room (CCR) has answered 92.3% of 999 calls within 10 seconds, against a national Service Level Agreement of 90%. This is an improvement of 6.3% compared to the previous 12-months, and 4.2% against the long-term average for this measure.
- 4.49 The average time to answer a 999 call in the last 12-month period was four seconds, which is a reduction of two seconds when comparing data for the previous 12-months and the long-term average.
- 4.50 Demand analysis has provided an insight to the call categories which have seen the largest increases in volume. These include calls relating to Concern for Safety, Domestic Abuse incidents, Collapse/Illness/Injury, and Missing People. These call types can often relate to high-risk incidents. Consequently, call times tend to be longer, multiple police units will often need to be deployed, and the time taken to finalise incidents can often be lengthy.
- 4.51 Call Handlers manage all the different contact channels within the CCR, i.e. 999 calls, 101 calls, and online demand. The long-term trend of increasing 999 demand requires additional Call Handlers to be assigned to the 999 functions, which impacts on the Constabulary’s capacity to answer 101 calls.

- 4.52 101 call demand has shown a decrease of 6.2% over the last 12 months, and 10.1% compared to the long-term average; however, there continues to be growth in online reporting. For the 12-month period ending 30th June 2024, the CCR received more than 65,000 online contacts (emails, Live Chat, and Single Online Home).
- 4.53 With demand increasing on some channels and reducing on others, context and insight can be gained by looking at overall contact. In the last 12 months, the CCR received 410,127 'calls for service' (999 and 101 calls combined), which is a 5% decrease compared with the previous 12-months, and a 4.6% decrease compared to the long-term average. However, over the same period the CCR received 65,019 'online' contacts. Added together, this totals 475,146 'contacts' for service. The long-term average for 'calls for service' is 430,110 and whilst there would have been some online demand during this date range, the volume would have been significantly less than for the last 12-months. In the absence of long-term data for online contacts, professional judgment is that total demand for service across all channels is comparable/slightly up on the long-term average.
- 4.54 Appropriate resolution of calls by the CCR ensures good victim service and negates the need for the deployment of finite operational resources. In the last 12 months the CCR resolved 36.6% of the contact that was received by phone without needing to deploy a resource, which is a 2.3% improvement on the previous 12-months, and a 4.7% improvement on the long-term average.
- 4.55 The Constabulary monitors attendance times very closely, at both the monthly County Policing Command Quality and Standards meeting and the Force Performance meeting. The key message in terms of public safety is that when attendance time targets are not met, it is often only by a matter of minutes for urgent and priority calls. This is tracked closely via spectrum graphs at the Quality and Standards meeting.
- 4.56 A minor restructure of SNT-Patrol (Response) resources is occurring in the Norwich District with the intention of improving local response times.
- 4.57 Over the last two years, the SNT-Patrol establishment has been reduced slightly to achieve enhancements in the investigation of volume crime through the creation of District Crime Units. This has seen the Constabulary become one of the best police forces in the country at solving crime, with 1 in 5 crimes now being solved, an increase from 1 in 7 prior to this realignment of resources.
- 4.58 Year-on-year increases in demand are predicted to continue which will place downward pressure on all performance metrics.

Objective 5: Raise the profile and public awareness of the role of the PCC/OPCCN

- 4.59 At the start of September the PCC has been conducting her Police and Crime Plan consultation, comprising media interviews, news announcements and carrying out engagements in supermarkets and libraries across the county and meeting community groups.

Objective 6: Active promotion of national and local campaigns across the county

- 4.60 The key campaigns supported across the Constabulary social media platforms, website, and via media releases in this reporting period include:

April 2024

- NPCC Fatal Four operation – a month long operation raising awareness of the Fatal Four driving offences (speeding, using a mobile phone, not wearing a seatbelt, drink, and drug driving).
- Project Servator – launched at Norwich Airport.
- Action Fraud ticket fraud campaign – In 2023, 68 people in Norfolk reported they had been a victim ticket fraud, with a total of £15,466 lost.
- Roads Policing Action Day (4th April) in Great Yarmouth – eight drivers arrested.
- Operation Tramline – 180 vehicles stopped by officers using an HGV to identify drivers committing offences.

- National Stalking Awareness Week – supported on internal and social media channels.

May 2024

- Op Sceptre week of action (13th – 19th May) targeting knife crime.
- Sandi the Starfish child tagging campaign returns to Hunstanton and Heacham – launched in conjunction with partners including RNLI and local council.
- Road Safety Action Day (16th May) - working with partners including the DVLA and DVSA to reduce road casualties and disrupt criminality on Norfolk's roads.
- Operation Chemical – regional road safety campaign aimed at commercial good vehicles.
- Mental Health Awareness Week – supported on internal channels.

June 2024

- Pride Month.
- Volunteers Week – supported on social media channels featuring the work of the Special Constabulary.
- NPCC Child Safety Week (3rd to 9th June) – campaign aimed at drivers making sure children are secure in car seats and wearing seatbelts.
- NPCC 2Wheel Operation (3rd to 16th June) – road safety campaign aimed at motorcyclists and cyclists who are one of the most vulnerable road user groups.
- Op Flagship – UEFA European Football Championship 2024 – public safety messages published throughout the tournament.
- Operation Foxtail – targeting drivers using counterfeit documents.
- #YouAreNotAlone campaign – supported on social media raising awareness of Norfolk Integrated Domestic Abuse Service (NIDAS).
- NPCC Response Policing Week – work of Response Officers highlighted on local social media channels as part of national week of action.

5. Pillar 3 – Strategic Priority of ‘Tackling Crime’

5.1 Under Pillar 3 there are four objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Promote a co-ordinated county wide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape, and serious sexual offences.

Area	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	10,659	12,293	12,821	-13.3%	-16.9%
	Solved	1,274	1,414	1,338	-9.9%	-4.8%
	% Solved	12.0%	11.5%	10.4%	0.5pp	1.6pp
	Charged	991	1,144	1,097	-13.4%	-9.7%
	% Charged	9.3%	9.3%	8.6%	No change	0.7pp
	% Where victim not ready to engage	65.0%	62.9%	61.0%	2.1pp	4.0pp
	% Where investigation not possible	0.72%	0.84%	0.76%	-0.12pp	-0.04pp
	% of all crime	18.06%	18.89%	19.54%	-0.83pp	-1.48pp
	Arrest rate	36.2%	31.9%	29.8%	4.3pp	6.4pp
Rape and Serious Sexual offences	Number of crimes	2,423	2,591	2,532	-6.5%	-4.3%
	Solved	186	235	187	-20.9%	-0.5%
	% Solved	7.68%	9.07%	7.39%	-1.39pp	0.29pp
	Charged	167	197	162	-15.2%	3.1%
	% Charged	6.89%	7.60%	6.40%	-0.71pp	0.49pp

Table 11: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

5.2 Volumes of domestic abuse crimes have decreased in the last 12-months compared to the previous 12-month period (-13.3%) and the long-term average (-16.9%).

5.3 Changes in Home Office counting rules which became effective in May 2023 now see police forces being required to record fewer crimes. Under the old crime recording standards one incident could result in a number of different offences being recorded, for example Stalking, Coercive & Controlling Behaviour, Harassment and Assault. Under the new approach only one crime may need to be recorded which has affected both domestic abuse and Rape and Serious Sexual Offence crime volumes, therefore figures are not wholly comparable.

5.4 The solved rate for domestic abuse crimes has increased when compared to the previous 12-month period and long-term average and is at 12% for this reporting period. This is the same solved rate as was seen when the Constabulary reported to the July PCC’s Accountability Meeting.

5.5 Volumes of Rape and Serious Sexual offences have reduced by 6.5% (a decrease of 168 crimes) compared to the previous 12-months and by 4.3% (a decrease of 109 crimes) against the long-term average.

5.6 The Solved rate for Rape and Serious Sexual offences has decreased by 1.39 percentage points when compared with the previous 12-months but has increased slightly (by 0.29 percentage points) against the long-term average.

5.7 The charge rate of Rape and Serious Sexual offences has also decreased against the previous 12-months (by 0.71 percentage points) but has increased against the long-term average (by 0.49 percentage points).

Ongoing workstreams linked to VAWG Strategy

5.8 The Constabulary continues to embed the Operation Soteria National Operating Model as part of the response to Rape and Serious Sexual Offence investigations. This has included delivering the new College of Policing Rape Investigation Skills Development Programme (RISDP) to all relevant staff.

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

5.10 In addition to delivering RISDP training to relevant staff, frontline officers will receive the College of Policing ‘RaSSO for First Responders’ training input as part of the next cycle of County Policing Command Development Days.

5.11 The Operation Engage team is now permanently funded. The team focuses on providing exceptional service to Rape and Serious Sexual Offence victims, supporting bringing offenders to justice, and prevention. The Constabulary is working with the Ministry of Justice by sharing examples of good work by the team with a view to this informing national practice and policy.

5.12 Following an efficiency and effectiveness review, Norfolk and Suffolk Constabularies have moved away from having a joint Integrated Offender Management (IOM) team. For Norfolk, IOM has moved into the Safeguarding and Investigations Command. This strategic alignment offers improved flexibility and resilience, with other teams that manage offenders sitting under the same management structure.

Objective 2: Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk).

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	271	207	148	30.9%	83.1%
Serious & organised crime disruptions (Disruptions against OCGs only)	74	90	87	-17.8%	-14.9%

Table 12: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs). The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

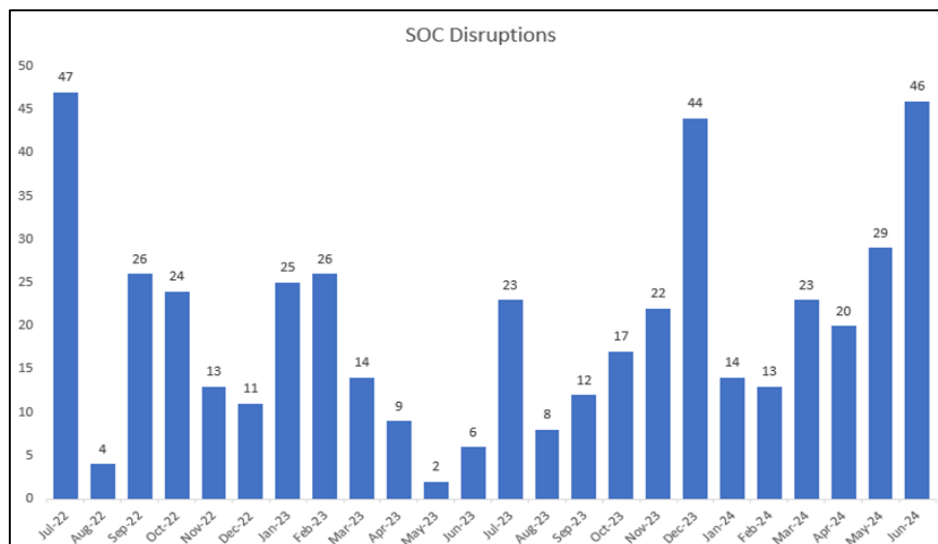


Figure 1: Norfolk Serious and Organised Crime (SOC) disruptions for the period 01/07/2022 – 30/06/2024

Indicator	June 2024 only	Last 12 months
Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last 12 months
DRUGS	12	6
MODERN SLAVERY AND HUMAN TRAFFICKING	3	2
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	3	0
OTHER	0	2
Live Serious and organised crime threats by Crime Type	Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last 12 months
DRUGS	9	4
MODERN SLAVERY AND HUMAN TRAFFICKING	3	2
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	0	0
OTHER	0	0

Table 13: Live Serious and Organised crime threats (Tactical vulnerabilities / Priority individuals and scored Organised Crime Groups). The date range for the Last 12 months was 01/07/2023 – 30/06/2024.

Serious & Organised Crime (SOC) update

- 5.13 Organised Crime Groups (OCGs) are disrupted and dismantled using the ‘4P’ approach – Prepare, Prevent, Protect, and Pursue.
- 5.14 The Constabulary is undertaking a programme of work to improve how Serious and Organised Crime (SOC) disruptions are recorded in line with the Area for Improvement identified by His Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) when they undertook an inspection of our response to Serious and Organised crime in 2022.
- 5.15 Whilst the number of SOC disruptions fluctuates each month, Figure 1 shows an upward trajectory in recorded SOC disruptions because of the improved processes that are being implemented.
- 5.16 June 2024 saw the second highest number of monthly disruptions recorded in a 24-month period.
- 5.17 Table 12 shows an overall increase in SOC disruptions over the last 12-months compared to the previous 12-month period (by 30.9%). In the same period there has been 17.8% reduction in disruptions recorded against Organised Crime Group (OCGs). This is attributed to the way SOC threats are now recorded and is reassuringly off set by the overall increase in recorded SOC disruptions.
- 5.18 Drug offences continue to be the predominant primary crime-type for OCG related investigations; however, poly-criminality is identified in most investigations.
- 5.19 A Lead Responsible Officer (LRO) is responsible and accountable for the ‘4P’ approach to disrupting and dismantling an organised crime group. All LROs are receiving a training update led by the Home Office, and additional training is being scheduled for later in 2024 through the delivery of a ‘Clear, Hold, Build’ package.
- 5.20 An improvement in how ‘4P’ plans are being managed is apparent, with clear governance ensuring that there is consistency across all SOC threats.
- 5.21 Operation Orbit is a thematic operation that was commissioned in February 2024 to address the threat of Western Balkan criminality across Norfolk. Early results have been positive with some large cannabis seizures. Operation Orbit activity is attributing to some of the rise in recorded disruptions that has been seen.
- 5.22 During this reporting period key SOC disruptions have included:
 - The main subject of Operation Content was found guilty of all six counts of drug supply following Crown Court trial. Sentencing will take place in September

2024 and the trial Judge has indicated that sentencing will have a starting point from 8 ½ years in custody.

- In May 2024, His Honour Judge Bate issued a Proceeds of Crime Act Order against the principal subject of Operation Monday. A benefit figure of £722,547.27 was agreed, with a Confiscation Order made for £22,293.99.
- The principal subject of Operation Venturi was sentenced to 16 years imprisonment at Norwich Crown Court in May 2024. This is a significant prison sentence which reflects the severity of the offending in question.
- The principal of Operation Forte was sentenced to 8 ½ years’ imprisonment for two counts of being concerned in the supply of Class A drugs, to be served concurrently. He was also sentenced to 3 years for money laundering, and three months for fraud, with sentences also to be served concurrently.
- An update on some of the activity that the Roads and Armed Policing Team (RAPT) have undertaken in this reporting period to tackle organised criminality on Norfolk roads is included within the Pillar 6 (Safer and Stronger Communities) paper under the ‘Supporting Road Users to be Safer on our Roads’ section of the report.

Fraud Investigation update

- 5.23 The Constabulary’s performance for fraud related ‘calls for service’ is good and includes high harm offences which result in an enhanced police response, specifically ‘Courier Fraud’, which benefits from a bespoke operational plan under Operation Radium. Reports are treated as a priority with analytical support, a co-ordinated media strategy, an agreed banking protocol, and regional working to identify and enforce against offenders.
- 5.24 The Constabulary has a dedicated Detective Sergeant who reviews all fraud reports to ensure that investigations are appropriately allocated. Investigative support is provided to a wide range of teams as well as data and performance reviews.
- 5.25 Pro-active monitoring of Suspicious Activity Reports (SARS) is completed by Regional and Joint Intelligence teams to inform safeguarding and enforcement action.
- 5.26 The Constabulary has access to the Regional Organised Crime Unit (ROCU) for support and is well embedded in regional tactical and strategic groups for both fraud and cyber-crime.
- 5.27 Enhanced support is available to all fraud victims through the National Economic Crime Victim Contact Unit (NECVCU) Level 2 provision. This ensures that all victims are contacted and supported by an expert team who can respond to national trends in fraud methodology.
- 5.28 Fraud performance is monitored utilising analytical support to highlight ‘high harm’ and repeat victims for problem solving activity, which is led by the Community Safety Department, and for safeguarding support.

Objective 3: Delivering an effective response to the county lines threat affecting Norfolk’s communities and the vulnerable

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	28	38	Data not available	-26.3%	Not applicable
Possession with intent to supply - arrests	397	439	445	-9.6%	-10.8%
Concerned in supply of controlled drugs - arrests	421	405	447	4.0%	-5.8%

Table 14: Closed County lines and Possession drug supply arrests.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: The Business Rule for providing arrest figures has changed (relevant to above table). In previous PAM submissions arrests were calculated based on the arrest being the main arrest. The rule now is to count all arrests (main arrest and secondary arrests), therefore arrest values are higher than has been provided previously.

- 5.29 At the end of June 2024 there were 29 County Lines known to be supplying drugs in Norfolk. This is an increase of 11 compared to the previous reporting quarter, however the number of active lines constantly fluctuates. The 18-month average is 25 scored County Lines. For additional context, when the dedicated County Lines Team was formed in 2020, around 70 County Lines were identified as being active in Norfolk at that time.
- 5.30 A variety of approaches are used to proactively identify County Lines. This identification work reveals threats and opportunities to disrupt the supply of Class A drugs, therefore a rise in the total number of identified County Lines is not necessarily a negative indicator.
- 5.31 Each County Line is assessed using a matrix which attributes a score based on the threat associated with that County Line. Use of violence, threatened violence, and intelligence relating to children being part of a County Line's operation are examples of high-risk factors that will impact on a line's threat score. Higher risk lines are graded as Tier 1, which take precedence for investigation and enforcement ahead of Tier 2 lines. Risks are regularly reviewed as the investigation progresses and the intelligence picture builds.
- 5.32 Table 14 shows that the volume of County Lines which have been closed following targeted investigation and enforcement has been lower in the last 12-month period (28) than the previous 12-month period (38). County Line operators modify their approach in response to police tactics and become more disciplined to seek to avoid detection. This leads to the need for more protracted and complex investigations to evidence a drug line and then to attribute it to a line holder(s). Some lines can be attributed and enforced on very quickly, others require a sustained period of evidence gathering before charges can be brought.
- 5.33 By the end of June 2024, more than 100 County Lines had been closed and nearly 200 people had been charged in connection with running drugs supply lines in Norfolk since the inception of the County Lines team in 2020. Drugs, cash, and weapons are regularly recovered, cash seizures of almost £190,000 have been made, and over 520 years of prison sentences handed out by court Judges.
- 5.34 Enforcement continues in partnership with other law enforcement agencies, most notably with the Metropolitan Police under Operation Orochi for London-based drug networks. Lines originating from Birmingham and Merseyside are also often detected, and similar work to the Operation Orochi model takes place with those police forces.
- 5.35 The Constabulary operates a targeted investigation model in line with the Operation Orochi principles, to identify and pursue those in control of drug supply networks. This activity is supported by extensive communications data acquisition and analysis, with data used to guide the operational deployment of resources and to develop wider understanding of the Crack Cocaine and Heroin markets in Norfolk.
- 5.36 The Operation Orochi model is focussed on building 'Concerned in the supply of drugs' offences, which is reflected in the data in Table 14, set against a reduction in the number of 'Possession with Intent to Supply' arrests.
- 5.37 The adulteration of drugs with powerful synthetic opioids, often a type called Nitazenes, is rising nationally and presents a significant emerging threat to public health. The Constabulary continues to be an active member of the Norfolk Drug and Alcohol Partnership (NDAP) and is working closely with Public Health and intervention specialists Change, Grow, Live, to share information quickly about drugs overdoses and deliver a joined-up response to mitigate this risk.
- 5.38 Nitazenes were recently detected in Norfolk and linked to the suspected drugs related death of an adult male. A Rapid Response was put in place between the NDAP

agencies, and information was swiftly shared with the community, which was particularly targeted at known users of Class A drugs and the professionals working with them to mitigate the threat. Using a range of tactics, the Constabulary County Lines Team identified, charged, and remanded to court the supplier of the batch of drugs within 48 hours.

- 5.39 A whole system Norfolk partnership approach under the Home Office Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) banner continues to evolve and progress. This work is vital alongside enforcement to address drug-related demand and support vulnerable people in the county. The Constabulary is committed to working closely with partner agencies to support the rehabilitation of drug users and divert them to treatment providers.
- 5.40 Work to prevent the drug-related exploitation of children and vulnerable adults is pivotal. When children are identified as being involved within a County Lines investigation a collaborative approach is taken between the Constabulary’s County Lines Team and the Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies, including Children’s Services and Education, to deliver interventions that support the ongoing safeguarding of those young people.

Objective 4: Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Hare coursing incidents	125	137	182	-8.8%	-31.3%
Farm machinery thefts	30	22	26	36.4%	15.4%
Livestock worrying incidents	9	9	10	No change	-10.0%

Table 15: Hare coursing, Livestock worrying incidents and Farm machinery thefts.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 5.41 The Operation Randall rural crime team have undertaken several key engagement events during this reporting period.
- 5.42 Partnership working with the Community Rural Advisory Group (CRAG) remains a key to the success of the team. The CRAG meeting, newsletter, and social media accounts provide effective platforms for information sharing with the rural community and partners across the county.
- 5.43 The reduction in reports of Hare Coursing incidents seen in Table 15 are attributed to the long-term approach that has been undertaken locally, regionally, and nationally to tackle this issue. Working under the banner of Operation Galileo, Norfolk has a clear positive action policy for dealing with Coursing reports, which continues to make the county an unattractive venue for those involved in this type of criminality.
- 5.44 A slight increase in farm machinery thefts has been seen in this period. The Operation Randall team reviews all such theft reports and no linked trends have been identified. The team has continued to engage with partners to identify and implement prevention and enforcement opportunities. The use of technology, for example, drones and ANPR, offer cutting edge policing methods which heighten the Constabulary’s response to these reports.
- 5.45 Livestock worrying figures are still low. Support, education, and prevention are the approaches taken by the Operation Randall team to help to ensure that incidents remain low. The Constabulary fully supports the Operation Recall national response for tackling livestock worrying.

6. Pillar 4 – Strategic Priority of ‘Prevent Offending’

6.1 Under Pillar 4 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Develop and deliver effective diversionary schemes for offenders (high harm and volume crime).

Norfolk Integrated Offender Management (IOM) Scheme update

6.2 From July 2024 the Integrated Offender Management (IOM) scheme will become a single-force approach, with separate teams operating in Norfolk and Suffolk rather than the forces having a joint IOM unit. This change will see the Norfolk IOM team move from the governance of the Community Safety Department over to the Safeguarding and Investigations Command. A comprehensive handover has taken place.

6.3 This realignment will mean that IOM will fall under the same leadership structure as other teams that have responsibility for offender management in Norfolk, providing improved flexibility and resilience of resources.

6.4 The restructure has presented the opportunity to review the skill sets of staff, the responsibilities that they have, and offender cohorts. Performance monitoring and reporting processes are also under review.

6.5 Between the beginning of April 2024 and the end of July 2024 there were an average of 129 offenders being managed by the Norfolk IOM scheme. This is a slight increase from the previous reporting period when an average of 123 offenders were being managed by the scheme, however, there has been a recent cohort reduction due to the National Probation reset. 94% of these offenders were male, with the greatest number of them being in the 25-49 age bracket (63%). 43% of the cohort were in custody, with the other 57% being managed in the community.

6.6 During this reporting period 46 people were de-registered from the scheme. 13 of these had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. 29 had reached the end of their statutory period under Probation supervision, 16 with no immediate concerns of continuing criminality. No offenders were transferred to a different force/probation area, and 4 received a significant custodial sentence following further offending.

6.7 During the same period, 39% of the individuals managed on the Norfolk IOM scheme within the main cohorts were charged with further offences (Note: these offences may not have been committed during the reporting period).

6.8 IOM partners are assessing the impact of several early release schemes including Operation Drakeful which is a national programme of early releases from prison. So far, this has had a low impact on Norfolk IOM.

Objective 2: Work in partnership to safeguard vulnerable adults and children.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,370	1,394	Data not available	-1.7%	Not applicable
Section 42 Planning discussions (Adult protection)	1,621	2,433	Data not available	-33.4%	Not applicable
Open Child exploitation cases - High Risk	39	50	65	-22.0%	-40.0%
Open Child exploitation cases - Medium Risk	273	297	320	-8.1%	-14.7%
Child Exploitation screenings	578	660	761	-12.4%	-24.0%

Table 16: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 6.9 The number of Section 47 Child Protection Strategy discussions has decreased slightly relative to the previous 12-months and appears to be stabilising at the current level. The increases seen previously are likely to reflect the greater access that agencies had to children after the Covid-19 pandemic.
- 6.10 Cases are tracked at multi-agency meetings with senior leads from Children's Services to consider case volume and quality issues. There are no current notable systemic issues of concern, and there is nothing to suggest overuse of strategy discussions in Norfolk.
- 6.11 Section 42 Adult Protection planning discussions have decreased in comparison to the previous twelve months. This is a sustained decrease and is likely to be the consequence of improved partnership understanding of capability and remit between Police and Adult Social Care. Quality assurance work within the Multi Agency Safeguarding Hub (MASH) remains ongoing to ensure that opportunities to safeguard are not being missed.
- 6.12 Multi-agency Child Exploitation screening is now embedded in Norfolk and the past year has seen a continued but slowing reduction in the total number of children screened.
- 6.13 The number of both high and medium risk open child exploitation cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having a positive impact in reducing risk. Open cases are regularly reviewed, and escalation takes place when required.

Countywide Community Safety Partnership (CCSP)

- 6.14 In the last three months Norfolk Constabulary has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:
- Address and co-ordinate Domestic Homicide Review (DHR) recommendations through the different DASVG agencies. A sub-group will be established to monitor and support agencies to embed and monitor their recommendations responses. DHR webinars will be set up to share learning from reviews and will be accessible across the partnership.
 - White Ribbon Accreditation has become a standing item on the DASVG agenda which ensures that agencies seeking accreditation are supported and that updates can be readily provided to other agencies.

Norfolk Safeguarding Children Partnership (NSCP)

- 6.15 In the last three months Norfolk Constabulary worked with NSCP partners to:
- Plan future partnership learning events, building on the success of the events held in the previous quarter with a view to increasing senior engagement at future events. Planned events include working with Norfolk Safeguarding Adults Board (NSAB) to increase knowledge of, and to plan a process for transitional safeguarding. Dates have now been set for these meetings.
 - Select priorities for partnership work for 2024/2025. Existing priorities of Neglect and Vulnerable Adolescents will continue, and a new priority to address the safeguarding risk to children who are missing from education has been adopted.
 - Publish the results of a self-initiated thematic learning review following the case of a murdered young person who was involved in serious youth violence in Norwich. The process included all safeguarding partners and the young person's family, drawing on all involved to highlight areas for improvement and areas of good practice. The report was widely publicised and work to take forward recommended actions will be delivered by the Vulnerable Adolescents Group (VAG).

Norfolk Safeguarding Adults Board (NSAB)

6.16 In the last three months Norfolk Constabulary has worked with its NSAB partners to:

- Support the completion of a joint piece of independent scrutiny work between NSCP and NSAB. This focussed on the experience of young people moving from the support of children’s Services to Adult Services upon reaching their 18th birthday. Work to deliver the recommendations will be jointly agreed between the two Boards.
- Jointly scrutinise and support ongoing efforts by the Norfolk and Suffolk NHS Foundation Trust (local Mental Health Trust) to improve services for vulnerable Service Users.
- Engage in productive discussions on how the delivery of the ‘Right Care Right Person’ approach can best supports the needs of vulnerable adults.
- Consider an increasing number of Safeguarding Adult Review (SAR) referrals from all agencies, resulting in the commission of two SARs (SAR-Y and SAR-Z) and suggesting a discretionary thematic review into the effect of mental health bed availability on vulnerable adults.

Objective 3: Work in partnership to ensure offenders are managed effectively in the community.

Indicator	Since inception (Sept 21)
Perpetrators on DAPPA	128
Perpetrators referred to Change via DAPPA	56
Perpetrators referred to Change via DAST	538
Referrals made into DAPPA	18
Meetings held	370
Domestic Violence Disclosures (Clare’s Law), prompted by DAPPA	45

Table 17: Perpetrators on the Domestic Abuse Perpetrator Partnership Approach (DAPPA) scheme, numbers referred to Change, referrals into DAPPA, meetings held, and DVDs prompted by DAPPA.

The date range is September 2021 (DAPPA scheme inception) up to and including 30/06/2024.

Perpetrators on DAPPA – This includes live DAPPA nominals, nominals now closed to DAPPA and those placed onto monitoring.

Perpetrators referred to Change – This includes those referred through DAPPA and DAST (Domestic Abuse Safeguarding Team). Note: the total may include duplicates if the same perpetrator has been referred through both channels.

- 6.17 The number of new referrals managed by the Domestic Abuse Perpetrator Partnership Approach (DAPPA) decreased in this period due to reduced staffing levels in the DAPPA team.
- 6.18 The number of open cases and multi-agency meetings also reduced in line with the smaller cohort of offenders who were being managed.
- 6.19 Additional staff have now been moved into DAPPA as part of the Offender Management restructure within the Safeguarding and Investigations Command.
- 6.20 Perpetrator referrals to ‘Change’ remain consistent as all high-risk cases reported to the police are now automatically referred to ‘Change’ for further triage around suitability. Any reduction in DAPPA referrals will have minimal impact on ‘Change’ as many referrals come from the Domestic Abuse Safeguarding Team (DAST).
- 6.21 The DAPPA team continues to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered.

PPU update

- 6.22 The Constabulary Public Protection Unit (PPU) continues to manage Registered Sex Offenders (RSOs) in the community in line with national guidelines. At the end of 2024 June there were 1244 such offenders at liberty in Norfolk.
- 6.23 There is a continual upward trend in the number of RSOs living within the community, with a 3% increase in the number of RSOs who were being managed by the Public Protection Unit at the end of June 2024 compared with the end of June 2023.
- 6.24 Officers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans.
- 6.25 The Constabulary has recently invested additional resources into the PPU to ensure that there are sufficient officers to carry out these visits with suitable frequency. Following this uplift in staffing, geographical areas of responsibility and Offender Manager pairings have been adjusted to distribute experience and provide greater efficiency in operational activity.
- 6.26 All PPU Offender Managers have now received the appropriate national MOSOVO (Management of Sexual or Violent Offenders) training to equip them with the skills they require to complete their role effectively.

Objective 4: Reduce the revolving door of crime by putting in place the support needed to reduce re-offending.

Indicator	Last 12 months	Previous 12 months	Long-term average
All Crime – Number of incidents	45,977	49,640	49,539
Out of Court Disposals (OOCs) - Total	2,071	2,192	2,252
Referrals to Diversion Schemes - Total	321	414	342
Out of Court Disposals (OOCs) - %	4.5%	4.4%	4.5%
Referrals to Diversion Schemes - %	0.7%	0.8%	0.7%

Table 18: Out of Court Disposals (Outcomes 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion scheme.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Out of Court Disposal Type	Apr 24	May 24	June 24
Conditional Cautions issued	173	133	128
CARA/Red Snapper	12	12	13
ADDER	12	2	4
Red Snapper Referrals Premium Hub	79	62	77
Red Snapper Referrals Standard Hub	58	58	13
Breaches	10	9	4

Table 19: Out of Court Disposals by type (April, May, and June 2024).

- 6.27 When enacted, the Police, Crime, Sentencing and Courts Act 2022 will make further statutory changes to Out of Court Disposals (OOCs) with the introduction of a new Diversionary Caution which will replace the current Conditional Caution, and a new Community Caution. The option to issue Community Resolutions will be retained, thereby creating a 2 Tier+ OOC system.
- 6.28 The relevant sections of the Act are anticipated to come into force in mid-2025. Preparatory work is well-underway.
- 6.29 The Offender Diversion Team (ODT) has now become a business-as-usual model following a successful pilot and continues to improve the consistency of the conditions that are being applied to Conditional Cautions and ensure that a proportionate approach is being taken for the use of Out of Court Resolutions.

- 6.30 Efficiency of the ODT has been under continual evaluation for the past 18-months by the Strategic Business and Operational Service (SBOS) department who have tracked the progress of the first cohort of offenders to measure the impact of Conditional Cautions for reducing re-offending. Current data indicates that 84% of those issued with a Conditional Caution from the first cohort did not reoffend in the 18-month period that followed. The 24-month end point for the evaluation is due mid-August.
- 6.31 Throughput for the ODT has remained consistent since inception. Monthly average number of referrals for Conditional Cautions and Community Resolutions over the past 12 months (1st July 2023 to 30th June 2024) have been 105 and 175 respectively.
- 6.32 Out of Court Resolutions now account for (on average) 30% of all positive outcome in Norfolk. This figure combines Adult Cautions (Outcomes 3), Adult Cautions for alternative offence (Outcome 3A), Conditional Cautions, and Community Resolutions.
- 6.33 Community Resolutions are triaged by the ODT with consideration of a referral to third party providers for diversionary or reparative intervention as part of a non-enforceable problem-solving approach to reduce reoffending. Data for the last 12-month period indicates an average of 30% of the Community Resolutions that are triaged will include a referral for a diversionary measure.
- 6.34 The current third-party provider for diversionary interventions for Conditional Cautions is Red Snapper Group (RSG) who have been in a three-force contract with Norfolk, Suffolk, and Cambridgeshire Constabularies for the past two years. Data from RSG indicates a 55% completion rate for the referrals sent through by Norfolk.
- 6.35 Investment has enabled Norfolk and Suffolk to move to an 'Offender Paid' model for diversionary options for both Conditional Cautions and Community Resolutions. This will increase engagement in the courses provided and enable evaluation of the impact that the course content has on the participant in terms of recidivism. To this end, Norfolk and Suffolk have entered into a contract with RISE Mutual who will provide facilitated online courses for Conditional Cautions at cost to the participant. The current cost is £75 for group intervention and £110 for one-to-one delivery.
- 6.36 The Red Snapper Group contract has been extended until February 2025 to allow for any gaps in provision to be identified and for full evaluation terms for the new courses to be put in place. There is still an option to join 7-Force Procurement, alongside the other Eastern Region forces, should the Constabulary wish to extend provision with RSG beyond February 2025.
- 6.37 Recent Out of Court Resolution missed opportunities analysis has been presented to the Local Criminal Justice Board and to the Criminal Justice Efficiency Panel.
- 6.38 Work continues in partnership with the Crown Prosecution Service to extend the use of OOCR to night-time economy related offending to address some of the missed opportunities that were identified through the above analysis, including more minor non-penetrative sexual assaults and assaults without injury on emergency workers. This links into the Violence Against Women and Girls Safer Spaces workstream.
- 6.39 The Restorative Justice (RJ) Hub is embedded within the Offender Diversion Team and the number of Restorative Justice Champions has increased following the roll-out of training to Neighbourhood Policing Teams.
- 6.40 RJ training has been rolled out to specialist units and frontline officers, increasing the visibility of the Hub. The advisors have offered insight training to the OPCC and have attended public events to promote the benefits of RJ.
- 6.41 All parties listed within an investigation that is resulted through out of court resolution are offered restorative practice. The RJ hub has a 100% referral rate from all Conditional Cautions and Community Resolutions, with an approximate 4.8% take-up rate.
- 6.42 RJ referrals have continued to increase (from 26 in June 2023 to 66 in June 2024), with referrals coming into the hub from all areas of the Constabulary. Victim referrals

also continue to increase, with several self-referrals, with victim support agencies signposting victims to the service. The Constabulary is also working with HM Prisons Offender Management Units, enabling offenders to refer themselves to the RJ Hub.

Objective 5: Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice.

Indicator	Last 12 months
Juveniles referred to Out of court disposal panel	292
Panel Outcome	
Returned to Police	3
Children's services referral	13
Other services referral	3
Community Resolution	6
Challenge 4 Change	197
Youth Caution	7
Youth Conditional Caution	23
Other outcomes (including Deferred Prosecution)	40

Table 20: Juveniles referred to Out of court disposal panel and outcomes.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024.

- 6.43 When reviewing data supplied by the Norfolk Youth Justice Board the number of young people aged between 10 – 17 years entering the Criminal Justice System has increased slightly in the last three months.
- 6.44 The latest Norfolk figure of 165 per 100,000 is lower than the Eastern Region (170) but higher than the average for all England and Wales (161).
- 6.45 An established Out of Court Disposal Panel has been developed which has been a key factor in securing previous reduction in First Time Entrants (FTE) to the Criminal Justice System.
- 6.46 Between 1st July 2023 and 30th June 2024, 292 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged by the NYJS Outcome Panel.
- 6.47 Table 20 shows the disposal outcomes following triage by the Out of Court Disposal panel, which included 197 Challenge 4 Change (C4C) diversion outcomes, 6 Community Resolutions, and 13 referrals to Children’s Services.
- 6.48 The diversion programme consists of police-led triage and a multi-agency, joint decision-making panel (Police, YJS, Social Care, Restorative Justice, Community and Partnerships). The most appropriate agency will work with the child taking account of existing trusted professional relationships (Outcome 20). In February 2024 NYJS expanded their diversionary offer to include a Deferred Prosecution (Outcome 22).
- 6.49 The new Deferred Prosecution pathway is a NYJS-led intervention that can be offered when a child has admitted their involvement in an offence and also if a silent or ‘no comment’ interview is given, as long as the evidential threshold and public interest test are met. The child must be willing to engage with the Youth Justice Service and the offence(s) must be of a type that are suitable for out of court disposal. On average a deferred prosecution intervention last for three months.
- 6.50 The Deferred Prosecution intervention is aimed at supporting the child, creating change in their life, and avoiding them entering the criminal justice system. Failure to successfully complete the intervention will lead to consideration of an alternative

disposal such as a Youth Caution (in cases where the offence was admitted in the police interview) or a postal requisition to court.

- 6.51 Deferred Prosecutions started on 27th February 2024. By the end of June 2024, the pathway had been used for 27 young people, including six young people who had provided a silent or 'no comment' interview. Had the deferred prosecution pathway not been an option, the only alternative for these young people would have been for them to be charged to court.
- 6.52 NYJS and the Constabulary have created a leaflet and accompanying letter that explains all the available child outcomes which has been sent to all solicitor firms in Norfolk.

7. Pillar 5 – Strategic Priority of ‘Support Victims’

7.1 Under Pillar 5 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Improving the provision of entitlements set out in the Victim’s Code of Practice.

Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	71.1%	54.4%	16.7pp
Recording of Needs Assessment	87.1%	82.8%	4.3pp
Acceptance of a Referral to Victim Support Service	40.7%	46.7%	-6.0pp
Provision of information about the Investigation and Prosecution	84.2%	82.0%	2.2pp
Offer of a Victim Personal Statement	38.4%	22.0%	16.4pp
Making of a Victim Personal Statement	1.5%	1.3%	0.2pp
Provision of information about the Trial, Trial Process & your role as a Witness	73.7%	77.2%	-3.5pp
Provision of Information about the Outcome of the Case and any Appeals	82.9%	82.4%	0.5pp
Number of Complaints received that VCOP rights hadn’t been met	7	4	3

Table 21: Data from the Victims’ Code dashboard. The date range for the Last 12 months is 01/07/2023 – 30/06/2024. The date range for the Previous 12 months is 01/07/2022 – 30/06/2023.

- 7.2 The Victims and Prisoners Bill received Royal Assent in May 2024. An announcement about the date that the Bill will commence is awaited from the incoming new Government. The Bill will introduce the new Victims’ Code.
- 7.3 Tactical plans for the delivery of the new Victims’ Code have been completed by departments reporting into the Supporting Victims Subgroup.
- 7.4 A Communications Strategy has been prioritised to ensure victims are aware of the new Victims’ Code and their rights, and that officers and staff are aware of the Code, the importance of ensuring victims receive a good level of service throughout their Criminal Justice journey, and the associated compliance metrics.
- 7.5 Training guidelines for officers and staff have started to be produced. Training inputs will include guidance on the Victim’s journey, and Victims’ Code metrics. Face to face inputs will commence in 2025 for all officers and staff, including Student Officers, and will include an input from Victim’s Services
- 7.6 Victims’ Code compliance metrics reporting is being trialled by a number of police forces. The pilot finished at the end of June 2024 and an update is awaited from the Home Office on the confirmed reporting metrics. A working group will be convened once the metrics are known to ensure that the Constabulary will be able to report on them. All forces will be required to report on Victims’ Code compliance from April 2025.
- 7.7 Three priority areas for Victims’ Code compliance continue to be monitored through the Supporting Victims Subgroup. They are receipt of Victim Information Letter being sent when a crime has been reported (Right 3), Provision of Information about the Investigation and Prosecution (Right 6), and the Offer of a Victim Personal Statement (Right 7). Compliance percentages have increased in all three areas.

Objective 2: Deliver high quality investigations to support the right outcomes for victims.

7.8 The Constabulary continues to embed the Operation Soteria National Operating Model as part of the response to Rape and Serious Sexual Offence investigations. Transformational Change plans have been submitted to the national Operation Soteria team and a dedicated Project Manager has been appointed to support the delivery of these plans.

- 7.9 In this reporting period the Operation Investigate team have continued to support the County Policing Command (CPC) development training days for frontline officers with the objective of improving investigative standards, ensuring that investigations are victim focused and evidence-led, delivering more positive outcomes, and increasing victim satisfaction.
- 7.10 In this quarter the Operation Investigate team has also delivered training to first-line supervisors at Sergeant and Inspector rank. This training included golden hour principles for initial investigation, management of domestic investigations, and understanding of risk to children during missing episodes. The Operation Investigate team has also supported the professional development of other policing teams, with the overall objective of improving outcomes and victim satisfaction.
- 7.11 Supervisors who are new to managing crime investigations can access the Operation Investigate team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- 7.12 Bespoke training for officers has been developed to improve the investigation of domestic abuse offences, and to embed wider understanding of victim and offender behavioural responses to domestic abuse offences.
- 7.13 The Operation Investigate team continue to complete crime peer reviews and to undertake investigative audits to support continuous investigation improvement at a supervisory level. Online guidance has been updated and refreshed to respond to Home Office and College of Policing legislation and guidance changes.
- 7.14 The Operation Converter team are still performing strongly, building upon the 685 crimes which were taken into consideration by offenders at sentencing in 2023. The period 1st January 2024 to 30th June 2024 has been equally productive, with a further 443 positive outcomes secured for victims, increasing victim satisfaction. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison. The team's capacity will soon be increased by one officer as part of the Constabulary's plans to build on this success.

Objective 3: Work in partnership to commission effective services that support victims of high harm crime.

- 7.15 The OPCCN continues to work extensively with partners, including the PCC for Suffolk, Norfolk Constabulary, Norfolk County Council, Norwich City Council, South Norfolk District Council, Broadland District Council, to commission services for victims of crime, including:
- Norfolk and Suffolk Victim Care supporting victims of all crime types.
 - Norfolk Integrated Domestic Abuse Service (NIDAS)
 - Norfolk and Suffolk Restorative Justice Hub
 - Support for victims of serious road traffic accidents.
 - Support for victims of sexual violence.

Objective 4: Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims.

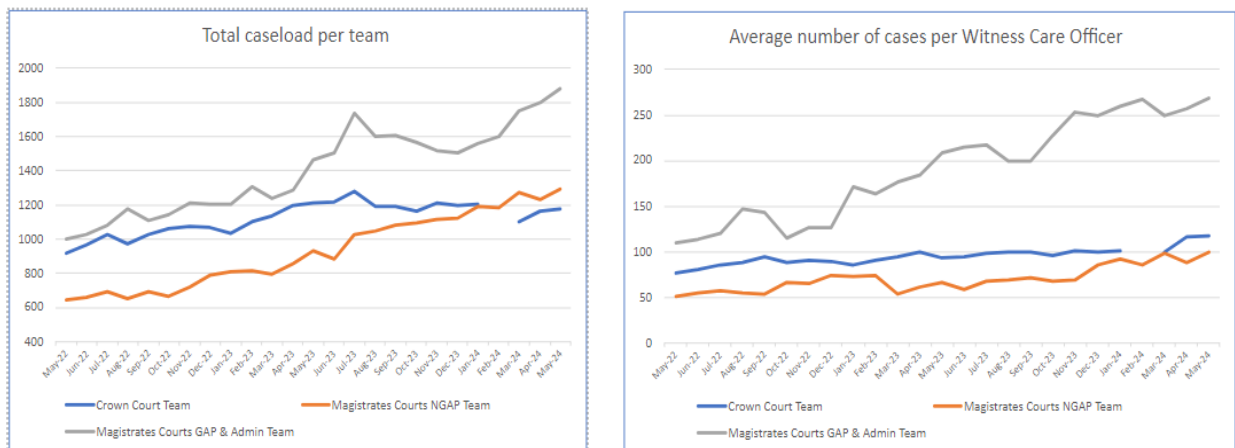
- 7.16 The service data for the first quarter of 2024/25, published in August and summarised below show:
- there were 1074 adult referrals.
 - 398 children and young people referrals: a slight increase on the previous quarter
 - the highest number of referrals continues to come from the Norwich area.
 - referrals from the police continue to remain the highest, followed by self-referrals which is positive and means that service users are becoming aware of NIDAS and feel confident in referring.

- there was an increase in referrals to Target Hardening in quarter 1, with 21 service users being referred to Safe Partnership for Target Hardening
- 3 blocks of the 2-day Domestic Abuse Champions training were completed in April, May, and June: targeted at the Health and Education sectors, and the training was well received by the participants that attended.
- 1 Domestic Abuse Champions Learning Event took place and the theme on this occasion was based on domestic abuse within the family courts.
- In Quarter 1 7 training sessions were provided to funding partners and NIDAS colleagues. The sessions were chosen by the funding partners, and the feedback was overwhelmingly positive.
- A meeting of the NIDAS Survivors Forum took place on 27/06/24.

Objective 5: Improving victim’s experience of the criminal justice system and raise confidence to report crimes.

7.17 The workload of the Victim and Witness Service (VAWS) Care Teams has continued to grow in the post Covid period, with His Majesty’s Courts and Tribunal Services (HMCTS) now again working at business-as-usual status. This is putting considerable strain on the VAWS Care Teams, with staff carrying between 100-200 cases each, with some cases having multiple victims and witnesses.

7.18 The charts below show how caseloads for the different VAWS teams have increased since May 2022:



7.19 Trials continue to be delayed or rescheduled at short notice in the Crown Court. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk, they are mirrored nationally.

7.20 Trials for Crown Court are being scheduled into 2026 which has a direct impact on victims and witnesses, and managing their expectations, and keeping them engaged.

7.21 The VAWS team are currently working with eleven additional temporary posts to ensure that the best service can be provided to victims and witnesses. Extensions are being put in place for the team to retain these posts until the end of March 2025, and an Outcome Based Budgeting exercise will consider how to pay for them in the medium-term beyond March 2025.

7.22 Norfolk’s Special Measures Advisor (SMA) continues to support vulnerable victims through their journey to court attendance. The post was initially funded by the Home Office, but this has now come to an end. Additional funding has been secured until the end of March 2025.

Objective 6: Safeguarding vulnerable victims of crime and ASB.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
High Risk Anti-Social Behaviour (County)	9	12	15	-25.0%	-40.0%
Domestic Abuse Crimes (Risk assessment – High)	211	205	266	2.9%	-20.7%
Domestic Abuse Crimes (Risk assessment – Medium)	6,026	6,474	6,421	-6.9%	-6.2%
Domestic Abuse Crimes (Risk assessment – Standard)	1,550	2,074	2,394	-25.3%	-35.3%
Domestic Abuse Incidents (Risk assessment – High)	53	51	65	3.9%	-18.5%
Domestic Abuse Incidents (Risk assessment – Medium)	2,375	2,185	2,139	8.7%	11.0%
Domestic Abuse Incidents (Risk assessment – Standard)	3,052	3,591	3,728	-15.0%	-18.1%
Number of Domestic Violence (Clare's Law) Disclosures	1,142	984	821	16.1%	39.1%
Number of Child Sex Offender Disclosures	147	Data not available	Data not available	Not applicable	Not applicable
Sexual Abuse Referral Centre – Number of ISVA supported clients	714	772	821	-7.5%	-13.0%
Number of MARAC referrals	747	Data not available	Data not available	Not applicable	Not applicable
Number of Adult (16+) referrals into NIDAS (High and Medium risk support) * Date range 01 April 2024 to 30 June 2024 *	1,074	Data not available	Data not available	Not applicable	Not applicable

Table 22: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs, SARC, ISVA supported clients, NIDAS referrals and MARAC referrals.

Table 22 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 7.23 There has been a reduction in the number of high-risk antisocial behaviour cases compared with both the previous 12-month period and the long-term average. There was an unusual peak in high-risk cases in early/mid-2022 which has affected the long-term average figure.
- 7.24 The introduction of Locality Neighbourhood Policing Inspectors in November 2023 has created a more joined up approach between Neighbourhood Policing Teams, Response teams, and Operational Partnership Teams (OPTs) for identifying and addressing antisocial behaviour related issues.
- 7.25 All anti-social behaviour calls are reviewed at a district level which helps with identifying trends at an early stage. Operational Partnership Teams hold regular meetings with council colleagues to share information and understand vulnerability for higher risk cases.
- 7.26 A working group has been created to review the process for grading and responding to anti-social behaviour related calls for service.
- 7.27 The Neighbourhood Policing Improvement Board is monitoring the quality and quantity of Community Behaviour Orders (CBOs) and Community Protection Notices (CPNs) to identify trends across the county.
- 7.28 The remodelling of the Antisocial Behaviour Case Review process is now complete and will be revisited annually by a working group of partners to understand how well the process is working and address any issues that are identified. The ASB Case Review process is overseen by the OPCCN.
- 7.29 Operation Focus is addressing antisocial behaviour 'hot spots'. The operation utilises a range of policing resources including the Special Constabulary, Beat Managers, and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour. These additional directed patrols are recorded via the Engagement Application to track activity and the impact it is having.

- 7.30 The volume of Domestic Violence Disclosures (DVDs) has increased, both compared to the previous 12-months and the long-term average. This trend is also seen in Child Sex Offender Disclosures (CSODs). This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of both schemes.
- 7.31 The number of high-risk domestic abuse crime and incidents has increased slightly against the previous 12-month period but has reduced against the long-term average.
- 7.32 The number of medium risk domestic abuse crimes has reduced both against the previous 12-months and the long-term average, but the number of medium risk incidents has increased. A grading system is used to prioritise safeguarding activity for medium risk domestic abuse cases.
- 7.33 Standard risk domestic abuse crimes and incidents have both reduced when compared with the previous 12-month period and the long-term average.
- 7.34 The period 1st April to 30th June 2024 has seen the number of external MARAC referrals return to expected levels, indicating that the domestic homicides that occurred in January 2024, and the heightened concern they caused, were likely to have been the reason for the sudden increase in referrals that was reported in the last quarter (January 2024 to March 2024).
- 7.35 The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was lower than both the previous twelve months and the long-term average. This position reflects a reduction in open cases as a consequence of workload reviews, and the fact that increases in rape and serious sexual offences being reported to the police have slowed somewhat. The service remains under pressure as continuing court delays mean some victims will require support over longer time periods than previously.
- 7.36 Referrals into the MASH Domestic Abuse Safeguarding Team (DAST) relating to Honour Based Abuse are showing a steady increase. These cases are increasingly complex, often involving very vulnerable victims who may not have recourse to public funds (benefits and housing assistance), which make safeguarding more challenging due to the availability of provision and support.

8. Pillar 6 – Strategic Priority of ‘Stronger and Safer Communities’

8.1 Under Pillar 6 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Supporting Road users to be safer on our roads.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	484	380	384	+27%	+26%
Killed & Serious Injury collisions - Fatal	35	35	31	0	+13%
Killed & Serious Injury collisions – Serious injury	449	345	353	+30%	+27%
Killed & Serious Injury collisions involving vulnerable road users (total) (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	286	203	200	+41%	+43%

Table 23: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 8.2 There has been an increase in Killed or Seriously Injured (KSI) collisions when comparing the last 12-month period to the previous 12-months (+27%) and the long-term average (+26%).
- 8.3 In the six-month period between 1st January 2024 and 30th June 2024 there were 18 fatal collisions across Norfolk, with 19 fatalities.
- 8.4 There has also been an increase in KSIs involving vulnerable road users (cyclists, motorcyclists, pedestrians, and horse riders) when comparing the last 12-month period, to the previous 12-months (+41%) and the long-term average (+43%).
- 8.5 121 KSI collisions involving motorcyclists were recorded for the rolling year 1st July 2023 to 30th June 2024, which was 25% of all KSI collisions recorded during that period and an increase of 52% in comparison to the previous two years.
- 8.6 Mapping has been undertaken to identify hotspots for collisions involving motorcyclists, overlaid with causation and temporal data, to inform problem-solving approaches by the Road Safety Partnership. This information is being used to guide the delivery of education, enforcement, and engagement opportunities with the aim of reducing harm to this vulnerable group of road users.
- 8.7 Road usage data* shows that there are more journeys being undertaken on the county’s roads, with average miles that people travelled annually increasing by 6% for drivers and 10% for passengers in 2023/24 compared to 2022/23, increasing the likelihood of collisions occurring. (*Department for Transport National Travel Survey - published April 2024).
- 8.8 Between 1st April 2024 and 30th June 2024, 88% of all KSI collisions occurred during daylight hours, with 7% in darkness, and 5% when streetlights were lit. 78% of all KSI collisions occurred when road conditions were dry, and 76% in fine weather conditions.
- 8.9 By comparison between 1st January 2024 and 31st March 2024, 60% of KSI collisions occurred daylight hours, 19% in darkness, 21% when streetlights were lit, 48% in dry road conditions, 48% in wet/damp conditions, 4% in frost/ice, and 76% in fine weather conditions.
- 8.10 As would be expected during the winter months, when the days are shorter and the weather conditions are less favourable, the percentage of collisions during hours of darkness and poorer travelling conditions increases.

- 8.11 In this reporting period, 28% of KSI collisions involved at least one young driver. The Young Driver Education Coordinator continues to assist Norfolk County Council with the delivery of Fatal Four education to young people aged 15-19 years. 61 sessions have been delivered to 1553 students in this reporting period. Additionally, twelve e-scooter presentations were delivered to a further 1396 students. There was a reduction in delivery in this reporting period due to students taking their GCSE and A-Levels exams.
- 8.12 The increasing KSI demand not only creates challenges in investigative capacity, but also for managing the wellbeing of the police officers who are frequently exposed to these highly traumatic incidents. The Constabulary is working to better track exposure and ensure there is effective and timely support.

Commercial Vehicle Unit (CVU)

- 8.13 The Commercial Vehicle Unit (CVU) continues to deliver a positive impact to the proactive police response to commercial vehicle use, tackling criminality on the road network and gathering intelligence. The CVU also provides an enhanced opportunity to disrupt Organised Criminal Groups and the serious offences that they commit. They have regular planned local, regional, and national days/weeks of action.
- 8.14 In this reporting period, vehicles stopped during planned CVU operations have included private vehicles, HGVS, PSVs, and agricultural vehicles, with offences identified including overweight vehicles, insecure loads, excessive window tints, and vehicles/trailers in a dangerous condition. During a day of action in June, only 25% of vehicles brought to the check site left clear of any offences.
- 8.15 Operation Foxtail is a Roads and Armed Policing Team (RAPT) led operation which focuses on the detection, removal, and source of fraudulent driving licences. This multiagency approach, delivered with Home Office Project Invigor funding, brings together resources from Immigration Services, Moonshot, Road Casualty Reduction Team (police motorcycles), CVU, and Community Support Units (Student Police Officers). The results so far evidence how impactful this type of deployment is, not only on road safety but also on wider criminality.
- 8.16 In this quarter (1st April 2024 to 30th June 2024), during Operation Foxtail deployments, 151 vehicles were stopped, 14 persons were arrested for various offences (including immigration, assault, and outstanding warrants), 87 intelligence reports were submitted, 26 vehicles were seized, and 82 Traffic Offence Reports (TORs) were issued.
- 8.17 The CVU has also deployed Operation Tramline in the reporting period, utilising the national Highways tractor cab, which saw multiple offences identified, including one HGV driver who was arrested for driving whilst under the influence of excess alcohol after he provided a positive sample which put him three times over the legal limit.
- 8.18 The CVU delivered Operation Crosswind in May 2024, working in partnership with First Bus. 43 vehicles were stopped and 17 drivers who were seen using their mobile phones whilst driving were issued with Traffic Offence Reports.
- 8.19 Table 24 shows CVU enforcement activity for April, May, and June 2024:

	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
April 2024	208	215	268	£33900	23
May 2024	98	112	135	£14500	15
June 2024	122	103	138	£19000	18

Table 24: Commercial Vehicle Unit (CVU) results for April, May, and June 2024.

Road Casualty Reduction Team

- 8.20 The Road Casualty Reduction Team (police motorcycles) have continued to contribute to Fatal Four enforcement, working in conjunction with CVU at planned days of action, and via daily deployments at collision hotspots.
- 8.21 The team have deployed alongside the CVU at multiple engagement events over the reporting period, including Royal Norfolk Show, the Wheels Festival in Great Yarmouth, and the East Anglian Game Fair. The team continues to support the Two Wheel Tuesday initiative (specific motorcycle engagement).
- 8.22 Table 25 shows the number of Traffic Offence Reports issued, fines issued, and prohibitions by the Road Casualty Reduction Team in this reporting period.
- 8.23 A reduced amount of enforcement activity was undertaken by the Road Casualty Reduction Team in June. This was in-part due to high levels of abstractions to support the movement of abnormal loads across the county.

	TOR's Issued	Total Fines Issued	Total Prohibitions
April 2024	196	£18,750	11
May 2024	191	£18,050	2
June 2024	83	£7,050	1

Table 25: Road casualty Reduction Team (RCRT) enforcement for April, May, and June 2024.

Update on Fatal Four enforcement

- 8.24 The 'Fatal Four' driving offences are defined as: not wearing a seatbelt, using a mobile phone, drink/drug driving, and speeding.
- 8.25 Table 26 sets out the number of Traffic Offence Reports (TORs) issued by officers in the last 12-months (1st July 2023 to 30th June 2024), which include the work of the Road Casualty Reduction Team (RCRT). Consistent levels of enforcement are seen against expected seasonal variations.

	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
July 23	68	67	253	3945	565
August 23	69	60	188	4899	529
September 23	72	50	158	4069	479
October 23	107	116	222	3648	615
November 23	82	80	167	3082	584
December 23	53	39	181	3154	562
January 24	37	34	248	3428	627
February 24	77	45	107	3386	535
March 24	124	80	127	4868	521
April 24	154	140	304	4785	646
May 24	162	86	448	5739	561
June 24	76	36	146	5366	236
Total	1081	833	2549	50369	6460

Table 26: Fatal Four Traffic Offence Reports (TORs) issued between 01/07/2023 and 30/06/2024.

Objective 2: Working with partners and communities to prevent crime and harm.

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Anti-Social Behaviour	Environmental	511	530	565	-3.6%	-9.6%
	Nuisance	6,995	7,681	7,480	-8.9%	-6.5%
	Personal	1,875	1,890	1,978	-0.8%	-5.2%
Burglary (Residential)	Number of Crimes	1,287	1,237	1,289	4.0%	-0.2%
	Solved	124	153	128	-19.0%	-3.1%
	% Solved	9.63%	12.37%	9.93%	-2.7pp	-0.3pp
Vehicle Crime	Number of Crimes	1,655	1,767	1,709	-6.3%	-3.2%
	Solved	245	159	172	54.1%	42.4%
	% Solved	14.8%	9.0%	10.1%	5.8pp	4.7pp
Theft of Vehicle Crime	Number of Crimes	621	587	593	5.8%	4.7%
	Solved	78	82	79	-4.9%	-1.3%
	% Solved	12.6%	14.0%	13.3%	-1.4pp	-0.7pp
Theft from Vehicle Crime	Number of Crimes	818	1,025	914	-20.2%	10.5%
	Solved	121	56	67	116.1%	80.6%
	% Solved	14.8%	5.5%	7.3%	9.3pp	7.5pp
Arson and Criminal Damage	Number of Crimes	6,534	7,025	7,016	-7.0%	-6.9%
	Solved	997	846	814	17.8%	22.5%
	% Solved	15.3%	12.0%	11.6%	3.3pp	3.7pp
Robbery	Number of Crimes	350	350	340	0.0%	2.9%
	Solved	53	62	53	-14.5%	0.0%
	% Solved	15.1%	17.7%	15.6%	-2.6pp	-0.5pp
Hate Crimes	Number of Crimes	939	1,210	1,260	-22.4%	-25.5%
	Solved	227	211	190	7.6%	19.5%
	% Solved	24.2%	17.4%	15.1%	6.8pp	9.1pp

Table 27: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime). The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 8.26 The number of anti-social behaviour CADs has decreased for all three sub-categories in the last 12 months compared to the previous 12 months and the long-term average. Combining all anti-social behaviour CADs, the overall level has reduced (by 195 CADs) when compared with the previous reporting period (12 months ending March 2024). This is from a reduction in anti-social behaviour Nuisance and anti-social behaviour Personal since the previous reporting period. Anti-social behaviour Environmental has increased by a small amount (11 CADs).
- 8.27 The volume of residential burglaries has increased in the last 12 months, being 4.0% higher than the previous 12 months. An increase is also apparent since the last reporting period (12 months to March 2024). The solved rate from the last 12 months has reduced by 2.7pp when compared against the previous 12 months and by 0.3pp when compared with the long-term average. The solved rate is also 2.1pp lower than that which was seen in the previous reporting period (12 months to March 2024).
- 8.28 New guidance is being given to officers to support our response to Burglary Dwelling. This work is coordinated by a Detective Chief Inspector and includes the cocooning principle of identifying further premises at risk, and pro-actively offering crime prevention advice to residents.
- 8.29 In the last 12 months vehicle crime is lower than in the previous 12 months (-6.3%) and is also below the long-term average (-3.2%).
- 8.30 Volumes of Arson and Criminal Damage were lower in the last 12 months compared to the previous 12 months (-7.0%), and lower than the long-term average (-6.9%).

There has also been an improvement in the solved rate, against both the previous 12 months (+3.3pp) and the long-term average (+3.7pp).

- 8.31 The same volume of robberies occurred in the last 12 months as in the previous 12 months but increased slightly (by ten offences = +2.9%) against the long-term average. The solved rate has reduced 2.6pp from the previous 12-months, and 0.5pp from the long-term average. Robbery is a crime group that reduced in volume during the pandemic and remains considerably lower than pre-pandemic levels.
- 8.32 Hate Crime has reduced in volume when compared with both the previous 12 months (-22.4%) and the long-term average (-25.5%). There has been an increase in solved rate, by 6.8pp against the previous 12 months and 9.1pp against the long-term average.
- 8.33 The Constabulary is continuing to collaborate closely with stakeholders and partnership groups to promote Stop Hate in Norfolk (SHIN) training. Uptake has been slow, but the Constabulary is working closely with the Norfolk Community Safety Partnership to better promote it.
- 8.34 The community tension briefing document which has been developed provides partners with weekly hate crime data. Hate crime is a standing agenda for the Community Relations and Prevent Strategic Group (CRPSG).
- 8.35 The Constabulary is working in collaboration with the OPCCN to deliver a Hate Crime Awareness event during Hate Crime Awareness Week in October 2024. The event will take place on 16th October. The afternoon will be filled with a range of speakers from a number of different organisations, educating on the impact of hate crime, and supporting victims. This event will also shine a spotlight on the importance of partners working together to support victims in reporting hate crime and the impact that hate crime has on the whole community.
- 8.36 Hate Crime data has now been added to the district Tasking & Coordination Group (TCG) documents. This is assisting District Leads to monitor hate crime cases, especially repeat victims, for their area of responsibility, helping to ensure investigations are progressed swiftly and support is being provided to victims.

Objective 3: Early identification and diversion to the appropriate agencies for those suffering with mental health issues.

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Mental Health Act Assessments conducted in custody	210	210	185	No change	13.5%
Athena investigations tagged for Mental Health team to review	10,139	10,909	Data not available	-7.1%	Not applicable
Number of Persons detained under Section 136	359	394	483	-8.9%	-25.7%
Section 135 warrants executed	64	56	68	14.3%	-5.9%

Table 28: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issued.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 8.37 The number of people being detained by Norfolk Police Officers under Section 136 of the Mental Health Act (MHA) has continued to decline, with an 8.9% reduction in the last 12-months compared to the previous 12-months. The number of detentions has consistently reduced over the past three years.
- 8.38 This has been achieved through improved training for officers, improved consultation rates with a medical professional when officers are considering using their powers, and the availability of alternatives provision for people in crisis, such as the Mental Health Joint Response Car and the STEAM and REST Wellbeing Hubs.

- 8.39 The number of Mental Health Act warrants executed under Section 135 of the Mental Health Act in the last 12-months has increased by 14.3% compared to the same period in 2022/23. Numbers remain low and are in line with the long-term average.
- 8.40 The same number of Mental Health Act assessments were completed in a police custody suite in the last 12-month reporting period as the previous 12-month period but has increased by 13.5% against the long-term average. Multi-agency activity to address this situation continues as the numbers are still too high and waiting times for assessments can be lengthy.
- 8.41 Delays continue to be experienced for finding a suitable hospital bed in a timely manner for individuals who are detained under the Mental Health Act whilst in custody. New wards are being built at Hellesdon Hospital and are due to open in October 2024 which will provide additional bed capacity.
- 8.42 The 'Right Care Right Person' approach has been launched, with all four phases of the programme going live on 29th May 2024. This is a national initiative already introduced across many parts of England and Wales with the support of the Home Office, NHS England, and the Department of Health and Social Care, via a national partnership agreement. It has been implemented following extensive consultation with partner agencies. Right Care Right Person is about ensuring a person in need of care has the most appropriate professional to provide it for them. While there will always be a role for police to support partners in dealing with relevant health, mental health, and social care incidents, there are situations where the police are not the best agency to attend.

Objective 4: Promote crime prevention initiatives.

- 8.43 Continued, new, or planned crime prevention initiatives supported by Norfolk Constabulary during this reporting period include:
- **Operation Octane** - Operation Octane continues to be developed to tackle anti-social behavior and unsafe driving associated with unauthorised car meets. In addition to the creation of a process map which assists officers and staff in a variety of departments to understand their role for each phase of a car meet, the county-wide escalation process has evolved, with amendments made to the two-stage warning letters issued to those causing issues repeatedly at meets, based on behavioural science principles. Anti-social behaviour legislation is being utilised, with the use of Community Protection Warnings, and Community Protection Notices to address on-going breaches. Evaluation of this process has been positive, and the approach has been commented on favourably by the County Operational Road Safety Group.
 - Partnership activity remains key, with five of the seven policing districts now having a Public Space Protection Order (PSPO) in place for vehicle anti-social behaviour, and a sixth PSPO in the consultation phase. In Great Yarmouth local officers worked with the Borough Council to successfully bid for Safer Streets 5 funding for an acoustic recognition camera which has been deployed on the sea front, a hot spot for car meets. There has been a number of successful prosecutions by both the police and Council using evidence captured by the camera. Longer-term problem-solving work continues in specific locations, for example encouraging businesses to target harden to prevent meets on their land, and working innovatively with partners, for example, requesting that Highways do not trim verges, making it more difficult for spectators to park-up to watch street racing.
 - **Embedding Problem Solving** - The Community Safety Problem-Solving team now play a greater role in the delivery of the Student Officers' Evidence Based Policing (EBP) training module. A new approach to the delivery of this important subject has been developed which guides the students through the problem-solving framework, namely SARA (Scanning, Analysis, Response, and Assessment), and introduce them to criminological and psychological theories

related to EBP. A set of bespoke case studies has been created, covering the topics of commercial burglaries, car cruises, e-scooters, anti-social behaviour, and outboard motor thefts, for the students to use in their assessment projects, providing them with comprehensive information and data to carry out their problem-solving. Three cycles of the module in this new format have been completed, with the content and delivery being refined each time based on feedback. The Student Officers have delivered some excellent assessments, demonstrating their understanding of EBP.

- **Shop Theft** - A draft version of the Norfolk Retail Crime Strategy has been developed and is being trialled at the Riverside Retail Park site in Norwich, as well as in Co-Op stores and by the Norwich BID. Feedback from these trials will inform the final strategy prior to publication.
- A shoplifting 'toolkit' is being designed to assist stores with evidence collection and handling when offences occur. This will contain documents and guidance for tackling shoplifting. The toolkit is nearing completion, with internal sign-off and user acceptance trails left to complete.
- In the absence of any credible data regarding the impact that shoplifting has on employees, a staff survey has been devised to assess this important yet seemingly overlooked aspect of retail crime. It is intended for this to go-live in participating stores at the Riverside Retail Park in the autumn. The Norwich Retail Beat Manager is developing and maintaining positive working relationships with all the stores at the Riverside Retail Park site.
- Planning is underway for Norfolk's SaBA (Safer Business Action) events for Safer Business Action Week which will be taking place in the week commencing 14th October 2024.

Objective 5: Increasing volunteering opportunities within the community to help policing.

Special Constabulary

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Special Constabulary	Establishments (monthly average)	143	164	174	-12.8%	-17.8%
	Hours	35,229	43,024	42,854	-18.1%	-17.8%
	Duties	5,355	6,447	6,141	-16.9%	-12.8%
	Events	143	553	447	-74.1%	-68.0%
Police Support Volunteers	Establishments (monthly average)	96.4	109.8	116.8	-12.2%	-17.5%
	Hours	12,752	10,590	9,397	20.4%	35.7%
	Duties	2,744	2,524	2,261	8.7%	21.4%
	Events*	Data not available	Data not available	Data not available	Not applicable	Not applicable

Table 29: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers. *Police support volunteer events are not recorded.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise noted. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- 8.44 Recruitment to the Special Constabulary has been paused following the College of Policing decision to withdraw the previously accepted induction training and endorse the Special Constable PEQF package, which will have a significant impact on the Constabulary's ability to deliver.
- 8.45 In this reporting period the establishment of the Special Constabulary has reduced, mainly due to the moratorium on accepting new applicants which was put in place in January 2024. At the end of June 2024 there were 128 attested Special Constables.

Since April, three of the leavers have joined the Regular Constabulary. A retired regular officer has recently rejoined the Constabulary as a Special Constable.

- 8.46 There are no intakes currently planned but there is a list of induction ready applicants for when recruitment recommences.
- 8.47 A review is currently ongoing which is looking at all aspects of the Special Constabulary, including training. A new training package will be developed in line with the College of Policing initial training curriculum.
- 8.48 The Special Constabulary is moving towards a more solid neighbourhood policing support model, including support for the Operation Focus anti-social behaviour high visibility hotspot patrols.
- 8.49 In this three-month reporting period members of the Special Constabulary have volunteered for and performed 1,277 duties, which equates to 8,186 hours. This includes general patrol, operations, training, travelling, and administrative process.
- 8.50 Events supported by the Special Constabulary during this reporting period include Op Clarion, the East Anglian Game and Country Fair, Op Focus, and policing football matches.
- 8.51 The Special Constabulary will support a number of public events this summer including the East Coast Truckers charity convoy and Cromer Carnival. Four members of the Special Constabulary will be carrying out a ten-day tour of duty in Paris for the Olympics alongside the cohort of UK Police Officers.

Police Support Volunteers (PSVs)

- 8.52 Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities which include fraud awareness talks to community groups, Wellbeing dogs, Community Speed Watch, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for our Force Heritage collection, key functions which support the work of our Broads Beat Team, role playing in Police Officer training exercises, driving related tasks, and supporting community events.
- 8.53 Additional volunteer CCTV operators for Gorleston are being recruited, which will allow cover to be extended into the evenings and at weekends.

Cadets

	Indicator	Last 12 Months
Cadets	Establishments (monthly average)	116
	Hours	1163
	Duties	229
	Events	174

Table 30: Establishments, hours, duties, and events for Cadets for the period 01/07/2023 – 30/06/2024.

- 8.54 The number of Cadet Leaders within the Cadet Programme has reduced. It has therefore been more difficult to replace the Cadets that have left due to the essential need to maintain appropriate ratios to meet the Safe to Operate Standards. Consequently, this has also meant that for some Units the number of duties has reduced as there hasn't been sufficient cover to run sessions. However, the number of events that the Cadets have supported has not declined, with the programme receiving an increasing number of invitations to attend events across the county. Accordingly, the number of hours that the Cadet Units have completed in this reporting period has remained steady.
- 8.55 An increasing number of Cadets are volunteering for internal events and events in the community. This is helping the Cadets to build their trust and confidence in policing, and to develop their self-confidence and interpersonal skills.

- 8.56 Relationships with other youth organisations continue to be strong. Cadets across Norfolk will be participating in summer holiday programmes organised by partners at the Norfolk Youth Advisory Boards. By creating these relationships, the Cadets have been able to access opportunities to improve their physical and emotional wellbeing. This is securing better outcomes for young people and for the services they access.
- 8.57 Norfolk Cadets are well-embedded into local policing across all districts, supporting a broad variety of initiatives. Cadets help with internal training and are an integral part of the policing of community engagement events. They have supported operations which address local crime and antisocial behaviour priorities.
- 8.58 The Kings Lynn Unit has worked with their local Neighbourhood Policing Team to tackle anti-social behaviour within an area in North Lynn. Their commitment and creative working with community partners has been hugely beneficial in tackling these issues.
- 8.59 Youth-led Social Action projects have begun across many districts. The Great Yarmouth Unit fundraised for the East Anglian Air Ambulance, working through different modules and projects to raise over £2,000.
- 8.60 All Units have attended tours of local police stations, the Professional Development Centre at Hethersett, the Contact and Control Room, Police Headquarters, and Police Investigation Centres. This has provided the Cadets with an enrichment of policing activity and ensures that Cadets are able to learn from each department and the departments can hear the views of young people.
- 8.61 In this reporting period the Youth Council represented themselves at the Cadet Governance Board meeting.

Community Speed Watch

Community Speed Watch	June 2024	June 2023	
Schemes (current Number)	103	99	
Members (current number)	899	860	
Indicator	Last 12 months	Previous 12 Months	% difference to previous 12 months
Community Speed Watch - Letters issued	16530	17206	-4%

Table 31: Community Speed watch: Schemes, members and letters issued for the period 01/07/2023 – 30/06/2024.

- 8.62 The number of Community Speed Watch (CSW) volunteers has increased slightly since the last reporting period, with 899 members registered at the end of June 2024, compared with 860 for the same period last year.
- 8.63 At the end of June 2024 there were 103 schemes across the county. In addition, a number of new schemes requests are being processed.
- 8.64 As a result of the work of the teams there have been 16,530 warning letters sent in the last 12 months. This is a 4% reduction when compared with the previous 12-month period when 17,206 warning letters were sent.
- 8.65 A new Community Speed Watch (CSW) scheme has been formed with Norwich City College. Students who are undertaking the Uniform Services course have participated in sessions which has been extremely successful. This will continue into the next academic year.
- 8.66 The work of the CSW schemes continues to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.

- 8.67 Using data collected by Community Speed Watch the top ten speeding locations around the county are identified each month. This data is shared with the Roads and Armed Policing Team (RAPT), who conduct targeted enforcement.
- 8.68 The Constabulary is working with the Universities of Greenwich and Staffordshire, who have been conducting an academic research project into the effectiveness of the warning letters that are sent out to drivers detected by Community Speed Watch. A new CSW letter has been developed based on behavioural science principles, and SafeCam will be working with the academic team to assist with an initial trial of the new letter in Norfolk and Suffolk. The trial will be evaluated by both academic institutions as part of the project, which is funded by the Road Safety Trust. Dependant on the results of the trial the new letter will be rolled out nationwide as best practice.
- 8.69 The annual Norfolk Community Speed Watch Coordinators engagement event was held on 17th June, hosted by the Community Safety Department and the Safety Camera Partnership, giving an opportunity for scheme Coordinators to provide feedback and share and discuss ideas for innovations and improved practice.

Police and Crime Commissioner for Norfolk's Draft Annual Report 2023-24

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to review the Police and Crime Commissioner (PCC) for Norfolk's draft Annual Report 2023-24 and agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Part 1, paragraph 12 of the Police Reform and Social Responsibility Act 2011 ("the Act") states that "each elected local policing body must produce a report (an "annual report") on (a) the exercise of the body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan."
- 1.2 Part 1, paragraph 28 also states that the relevant Police and Crime Panel "must review the annual report and make a report or recommendations on the annual report to the PCC".
- 1.3 Following the May 2024 elections, the exiting Police, Crime and Community Safety Plan ("the Plan") will remain in place until the new Police and Crime Plan is implemented in April 2025.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to review the PCC's draft Annual Report 2023-24 and agree what report or recommendations (if any) it wishes to make to the PCC.
- 2.2 While the draft Annual Report relates to the previous PCC's Police, Crime and Community Safety Plan, Panel Members have an opportunity to hold the current PCC to account for the progress made with delivering the objectives set out within it.

3. Suggested approach

- 3.1 The attached draft Annual Report (**Annex 1**) presents the progress which has been made during the last financial year in meeting the police and crime objectives in the Police and Crime Plan. The report provides performance metrics for each of the priorities and an overview of the main areas of activity.

- 3.2 The PCC will attend the meeting to 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 After the PCC has introduced the draft Annual Report, the Panel may wish to ask questions on the following areas:
- a) The extent to which the Plan's vision (for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation) has been achieved;
 - b) Where the PCC considers there are gaps and weaknesses in the current Plan that could be strengthened going forwards;
 - c) How the PCC will ensure that the existing priorities for Norfolk continue to be addressed, while she develops her own Police and Crime Plan.

4. Action

- 4.1 The Panel is recommended to review the Police and Crime Commissioner for Norfolk's draft Annual Report 2023-24 and agree what report or recommendations (if any) it wishes to make to the PCC.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



Norfolk Police and Crime Commissioner's Annual Report – 2023/24

1 April 2023 to 31 March 2024

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

Office of the Police and Crime Commissioner for Norfolk
www.norfolk-pcc.gov.uk

Contents

Foreword from the PCC	4
1. Police and Crime Plan Priorities	5
2. Executive Summary	6
3. Strategic Policing Requirement	14
4. Business Delivery Plan	15
5. Financial Governance	16
Budget 2023/24	17
Outturn 2023/24	17
The Medium-Term Financial Plan (MTFP)	18
6. Transparency	19
Specified Information Order	19
Achievements	19
7. Engagement and Accessibility	20
PCC District Visits and Events	20
Norfolk Association of Local Councils	21
Online 'Time to Talk' Sessions	21
Precept Consultation	21
Youth Engagement	22
8. Police and Crime Plan Priorities	24
8.1 Sustain Norfolk Constabulary	24
8.2 Visible and Trusted Policing	31
8.3 Tackling Crime	39
8.4 Prevent Offending	47
8.5 Support Victims	52
8.6 Safer and Stronger Communities	66
9. Police Complaint Reviews	77
10. Norfolk Community Safety Partnership	78
11. Get Involved	82
12. Appendices	84
Appendix A – Equality Update	84
Appendix B – Independent Advisory Group Update	87
Appendix C – Data Tables	89

Sustain Norfolk Constabulary	89
Visible and Trusted Policing.....	90
Tackling Crime.....	93
Prevent Offending	94
Support Victims	96
Safer and Stronger Communities	98
13. Keep In Touch	102
In An Emergency	102
Different Formats	102

Foreword from the PCC

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

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

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



Sarah Taylor

Police and Crime Commissioner for Norfolk



1. Police and Crime Plan Priorities

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

The 'Police, Crime and Community Safety Plan for Norfolk 2022-2024'¹ represents the PCCs commitment to Norfolk residents about how their policing service will be delivered and managed as well as the provision of support for victims, crime prevention work and extensive partnership working that brings together services and prioritises safety for every resident in the county. It sets out six priorities – which the PCC refers to as 'pillars' within the plan – which detail the key areas of focus during his term of office:

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

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

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

¹ [Police, Crime and Community Safety Plan for Norfolk \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk)

2. Executive Summary

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

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

The PCC has a legal requirement to produce and publish an annual report each year which informs the public, partners and key stakeholders in the criminal justice system about the achievements made during the previous financial year. In accordance with Section 12 of the 'Police Reform and Social Responsibility Act 2011'², each elected local policing body must produce a report on:

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

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

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

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

² [Police Reform and Social Responsibility Act 2011 \(legislation.gov.uk\)](https://legislation.gov.uk)

A summary of activities during the last year:

- Norfolk Constabulary continued to perform well despite the Constabulary funding falling behind in real terms. Since 2010/11 the force has had to absorb £257m of inflationary pressures. In recognition of funding challenges and increased demands on policing, the police funding settlement for 2023/24 came with the ability to request an increase in Council Tax. This increased by 5.19% in Norfolk for 2023/24, following extensive consultation with members of the public, ratepayers, local retailers and community representatives within Norfolk. A total of 676 responses were received during the precept consultation, with 55% agreeing to an increase in the policing precept.
- The total revenue budget for 2023/24 was £199.8m. This was funded by £105.9m government funding and £93.9m Council Tax, which equated to a split of 53% government funding and 47% Council Tax.
- For the twelve-month period ending March 2024, police recorded crime in Norfolk (excluding fraud) decreased by 11.6% year-on-year, from 67,240 crimes to 59,471. This equated to Norfolk recording the seventh lowest crime rate per thousand population. Nationally, the overall reduction in crime was 3.2% for England and Wales.
- The PCC monitored the ability of the Chief Constable to respond to the current national threats identified in the Strategic Policing Requirement. Through the PCC's governance and accountability framework, they maintained their assurance that Norfolk Constabulary had both the capacity and capability to respond to the seven national threats identified by the Home Secretary.
- PCC Accountability Meetings (PAMs) continued to take place where the PCC held the Chief Constable to account for the policing service delivered in the county. These quarterly meetings were held in a public setting which allowed for members of the public to attend and observe. PAMs were recorded and each meeting was uploaded to the PCC website along with agendas, reports and minutes to ensure greater transparency. The PCC continued to invite residents to submit questions to be put to the Chief Constable, and 16 submissions were received from members of the public covering a wide range of local issues and concerns.
- Employees within the OPCCN continued to develop and utilise all their technical skills and experience to support the PCC in their duties, whilst developing a network of support at a national, regional and local level. Officers maximised opportunities to gain from best practice and lessons learned to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with partner organisations in the public, private and voluntary sector at local, regional and national levels.
- The OPCCN ensured it operated in an open and transparent manner by creating an annual auditing process to assess compliance using the services of the Norfolk Independent Advisory Group (IAG). The IAG is a group of residents from different community backgrounds who share their views and advice with the aim of

improving the quality of policing services. They published their Specified Information Audit Report in March 2024, which found the OPCCN website is “well presented, easy to navigate and contains a large volume of useful information”.

- Visibility and accessibility remained a key priority for the PCC, who connected with members of the public across the county through various engagement sessions throughout the year, including town centre walkabouts, public meetings and drop-in sessions in public spaces. These sessions allowed residents to meet the PCC directly to discuss policing matters in their local area.
- The OPCCN, in partnership with Norfolk Black History Month, hosted an event in Norwich to mark the 30th anniversary of the death of Stephen Lawrence and to celebrate the legacy of the Stephen Lawrence foundation. The event was attended by over 250 people and received media coverage from BBC Radio Norfolk and BCC Look East news.
- The PCC attended the Royal Norfolk Show to provide residents from the rural community the opportunity to communicate directly about their concerns on rural crime, and the effects of this on the rural community and local businesses. The PCC spoke to members of the rural community and many other residents to highlight the numerous aspects of the role. The PCC also met with the Norfolk Chamber of Commerce and the Federation of Small Businesses to understand the impact of business crime in the rural community.
- The PCC worked with the Norfolk Association of Local Councils and held a ‘question and answer’ session virtually to ensure he was accessible to as many parishes as possible. The PCC also hosted five online ‘Time to Talk’ sessions which provided the public with direct one-to-one contact with the PCC. These sessions were attended by over 68 residents of Norfolk, who discussed various policing and crime issues directly with the PCC.
- The OPCCN continued to manage Police Complaint Reviews, and although the number of reviews received and valid reviews have decreased over the last two years, the complexity and volume of information reviewed increased which made the cases more time-consuming and complicated.
- The Norfolk Community Safety Partnership remains the only Community Safety Partnership in the country that is delivered through the OPCCN by fully integrated teams. Delivery of the ‘Safer Norfolk Plan 2021-24’ continued alongside the delivery of innovative activities that combined to make Norfolk safer and partners working together to improve community safety for local neighbourhoods.

Key highlights within the Police and Crime Plan priorities:

- Norfolk Constabulary continued to perform well against the six priorities outlined in the ‘Police, Crime and Community Safety Plan for Norfolk 2022-2024’. Officers and staff across the Constabulary and OPCCN worked together with a wide range of partners across several strategic boards and partnership groups to safeguard vulnerable adults and children, ensure offenders were managed effectively in the

community, and to reduce the revolving door of crime by putting in place the support needed to decrease re-offending, including developing and delivering effective diversionary schemes for offenders.

- £9.1m was invested through the capital programme with a significant element being invested into the Estates Plan. This will enable the rationalising of the estate, generating millions of pounds of savings in the medium to long term, creating capital receipts to reinvest, reduce backlog maintenance, and increase the overall asset value of the estate.
- Police officer and staff wellbeing remained a priority for the Constabulary as demand for wellbeing services continued. To support this, the force recruited a Wellbeing Coordinator, a joint post with Suffolk Constabulary. The number of Workplace Health referrals stayed consistent year-on-year, but demand for trauma focussed services increased. 500 counselling appointments and 1,076 log-ins to the Employee Assistance Programme app were recorded. The percentage of hours lost to sickness for Police Officers and Staff continued to reduce when compared to both the previous year and long-term average (previous three years).
- Monthly 'new starter inductions' commenced to raise awareness of workplace health, health and safety, wellbeing provisions and the support available from HR Delivery. The number of fully qualified nurses within the Occupational Health department increased, which reduced appointment waiting times to less than two weeks on average.
- Significant progress was made on several key ICT refresh programmes, and the Constabulary's public website became part of the national Single Online Home environment, providing consistency for the public when accessing different police force's websites and enabling services such as online reporting of crimes.
- New vehicles were introduced to the Response Policing and Dog Section fleets, together with the latest diagnostic equipment and tools.
- Where required, under Section 55 of the Police Act (1996), the Chief Constable provided the PCC with a response for each recommendation and area for improvement made within inspection reports by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The PCC provided his response too and these were published on the OPCCCN website, sent to the inspectorate and shared with the Police and Crime Panel within the statutory deadlines.
- Estate works were completed to provide Crime Training, Information and Communications Technology and Drones training accommodation at Hethersett Professional Development Centre. The works included the refurbishment of existing former school buildings to provide classrooms and an immersive crime training environment. Carbon emissions reduction works were completed at both Broadland Police Station and Hoveton Police Station, with additional solar PV panels installed.
- The Emergency Services Estates Collaboration Programme continued to progress, with plans advancing for future site sharing at Acle, Loddon and Sprowston Fire Stations.

- The Constabulary continued to enjoy significant improvements in the positive outcomes (crimes that were solved) and timeliness of its volume crime service following the roll-out of District Crime Units across the county which ensured better quality crime investigations. The overall positive outcome rate for the Constabulary increased from 15.98% in March 2023 to 19.69% in March 2024. The Constabulary is now consistently in the top four forces in the country regarding its rate of solving crime.
- Further enhancements were made to the initial contact service and the Contact and Control Room (CCR). The Constabulary enhanced its 'live chat' provision, adopted the national Single Online Home website, and continued to focus on improving its call handling with the introduction of call scripting. The Constabulary has one of the fastest 999 call handling services in the country and has improved its service for non-emergency 101 calls. The average time for a 999 call to be answered was 5 seconds compared to 7 seconds in the previous year, and the median wait time for a 101 call to be answered by the Switchboard was 17 seconds.
- Further improvements were recorded in the Norfolk Public Perception Survey, demonstrating strong confidence in policing across the county. 87% of respondents felt that Norfolk Constabulary were doing a good or excellent job (two percentage point increase compared to the previous year), and 82% of respondents indicated they had confidence in the police in their local area (three percentage point increase). According to the ONS Quarterly Crime Survey for England and Wales Public Perceptions Survey, Norfolk Constabulary ranked second of all police forces in the country for the percentage of the public agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most, and ranked fourth in the country for the percentage of the public who rated their police force as 'good or excellent' when asked how well the police are doing in their area.
- The Constabulary's Professional Standards Department recorded a decrease in public complaints in the last twelve months compared to the same period last year, however, there was a 27% increase in reported conduct cases. This increase can be attributed in part to more police officers and staff reporting concerns, as well as several historic cases being identified.
- Regular training inputs were delivered to police officers and staff of all ranks and grades, which reinforced the message that inappropriate behaviour must be challenged and should be reported. Additionally, all members of police staff, officers and special constables were re-checked against the Police National Database for criminal offences.
- Following the Home Office's review into the process of police officer dismissals, amendments were made to the police conduct regulations to deliver improvements to misconduct proceedings, vetting and performance. OPCCN officers worked with Eastern Regional colleagues to recruit and train Legally Qualified Persons and Independent Panel Members who can be appointed to sit on future police misconduct hearings and Police Appeals Tribunals.

- The new Norfolk Constabulary Neighbourhood Policing Strategy launched, and Neighbourhood Policing priorities continued to be identified through an engagement and consultation process with the public and community safety partners. Furthermore, the Neighbourhood Policing Improvement Board became fully established and is the platform through which the Community Safety Department Superintendent meets monthly with representatives from each policing District to review the themes that impact on the neighbourhood policing response across the county.
- The Norfolk Community Safety Partnership and the Domestic Abuse and Sexual Violence Group have driven partnership work focussing on violence against women and girls (VAWG) for Norfolk. This included co-ordinating an audit of the training offered to professionals across Norfolk regarding domestic abuse, supporting the Constabulary to co-ordinate a local strategy for responding to perpetrators of abuse, and working with the county's suicide prevention lead to ensure domestic abuse is a focus within their Suicide Prevention Action Plan.
- The OPCCN continued its commitment to ending VAWG by working on its White Ribbon³ action plan, which focuses on strategic leadership, engaging men and boys, changing culture and raising awareness. The OPCCN also brought together leaders across Norfolk's public sector to make collective and individual pledges to tackle VAWG and #ChangeTheStory.
- The Eastern Region Specialist Operations Unit continued to support Norfolk Constabulary in tackling serious and organised crime threats across the county and provides specialist capabilities to support the most serious and complex investigations. The Constabulary enhanced its Local Responsible Officer network, which was a key factor in the improvements that have been delivered in recorded disruptions against Organised Crime Groups.
- 20 County Lines were closed last year following targeted investigation and enforcement, with 247 arrests for possession with intent to supply drugs and 295 arrests for those concerned in the supply of controlled drugs. Since the inception of a dedicated County Lines team within the Constabulary in 2020, 104 County Lines have been closed and over 500 years of custodial sentences have been handed to those involved in supplying drugs in Norfolk, with over 80 years of these prison sentences having so far resulted from activity which took place in the 2023/24 reporting period.
- Rural crime continued to be an important area of policing locally, and Hare Coursing remained a focus of the Constabulary's Operation Randall Rural Crime team, who achieved a 20.1% reduction in recorded incidents compared to the previous year. New policing powers became available which were successfully used in several Hare Coursing cases, leading to the conviction of offenders, the imposition of Banning

³ White Ribbon is the UK's leading charity engaging men and boys to end VAWG and their aim is to change long established, and harmful, attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women.

Orders to prevent dog ownership, and the recovery of kennelling costs incurred when seizing the dogs used during the offences.

- The Constabulary's Public Protection Unit continued to manage Registered Sex Offenders within the community, by ensuring that all conditions are being complied with and that Civil Orders are utilised where appropriate to further mitigate risk. Due to the increasing demands associated with managing Registered Sex Offenders, the establishment of the Public Protection Unit increased by another six posts.
- The Norfolk Youth Justice Service (NYJS) and the Constabulary continued to work together to reduce the number of young people aged between 10 and 17 years old entering the Criminal Justice System. The Norfolk figure of 140 entrants per 100,000 population in 2023/24 was lower than the Eastern Region (168) and lower than the average for all of England and Wales (166).
- The 'Converter' team – a small unit of police staff who work with a range of other teams to ensure that individuals who have committed multiple offences are given the opportunity to take responsibility for their crimes – was embedded in the Constabulary. The team explain the benefits to offenders of admitting to all the crimes they were responsible for, and while the offender benefits from being able to move on without other matters hanging over them, victims benefit by knowing that justice has been served and that the offender has admitted their guilt. In the past twelve months hundreds more offences have been successfully resolved, and victims have reported being reassured by the feeling of closure that has been provided.
- The number of disclosures that have been made under the Domestic Violence Disclosure Scheme (also known as Claire's Law) in the past year increased by 14% compared with 2022/23. This is likely to be a continuing result of the scheme being made available for application online, as well as increasing awareness of the scheme.
- Norfolk is the fifth largest county in England, with an extensive road network and an ever-increasing number of road users. Despite this, over the last twenty years there has been a downward trend in the total number of people killed and seriously injured on Norfolk roads. Norfolk Constabulary consider this overall reduction is attributed to many factors including better road engineering, which has seen improvements made to many of the collision hotspots and dangerous stretches of road, increased police enforcement and visibility in vulnerable areas, and the impact of campaigns which targeted driver behaviour.
- However, the last twelve months recorded a 16% increase in Killed and Seriously Injured (KSI) collisions when compared to the previous twelve months, from 390 collisions to 454. 32 fatal collisions occurred across Norfolk in the last year with 35 fatalities, compared to 38 fatal collisions with 40 fatalities recorded in the previous twelve-month period. Motorcyclists accounted for 28% of KSIs in 2023/24, making them disproportionately effected.

- The Constabulary continued to focus campaigns on the 'Fatal Four' – not wearing a seatbelt, using a mobile phone, drink/drug driving and speeding – as these were identified as the main contributory factors in collisions where there is a serious injury or a fatality. The Young Driver Education Coordinator continued to deliver 'Fatal Four' education to young people aged 15-19 years old, which included 255 sessions delivered to 10,290 students across Norfolk, and 41 e-scooter presentations given to an additional 3,766 students.
- Several Neighbourhood Crime categories – including antisocial behaviour, burglary, vehicle crime, arson and criminal damage, and hate crimes – recorded decreased volumes of crime compared to last year, along with increased solved rates. Norfolk Constabulary also continued to attend every report of a residential burglary.
- Robbery remained a rare crime in Norfolk, despite a small increase against the previous year (+2.3%). All robberies were reviewed by an officer of at least the rank of Detective Sergeant to ensure that opportunities to identify suspects were progressed at the earliest chance.
- The Constabulary's use of powers under Section 136 of the Mental Health Act continued to decrease over the last twelve months, with a 14.8% reduction compared to the previous year. This is partly due to the increasing alternative provisions now available for people who are in mental health crisis. However, the number of Mental Health Act assessments completed in police custody suites continued to rise, with an increase of 12% over the last twelve months.
- The Constabulary worked with partners to prepare for the launch of the 'Right Care, Right Person' approach. This initiative will ensure that vulnerable people get the right support from the right agency, and it will commence in Norfolk on 29 May 2024.
- Volunteers – including the Police Cadets, the Special Constabulary, Police Support Volunteers and Community Speed Watch – continued to provide invaluable support to the Constabulary across a range of roles and participated in numerous activities, policing operations and community events. Members of the Special Constabulary performed 37,499 duty hours last year, Police Cadets performed over 1,045 duty hours, and the number of recorded hours that Police Support Volunteers delivered for the Constabulary was 11,882 which equated to an increase of 10.8% from the previous year.
- At the end of March 2024 there were 102 Community Speed Watch schemes across the county, supported by 856 members. As a result of the work of these teams, 16,135 warning letters were issued in the last twelve months. A new Community Speed Watch scheme was formed with Norwich City College, and students undertaking the Uniformed Services course participated in several sessions.

3. Strategic Policing Requirement

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

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

The 2023 SPR sets out seven identified national threats:

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

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

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

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

4. Business Delivery Plan

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

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

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

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

The OPCCN will continue to review its Business Delivery Plan to ensure that it takes account of existing work programmes, new projects and legislative changes, to ensure the plan remains relevant and can continue to provide full support to the PCC in delivering the key priorities in Norfolk.

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

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

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

5. Financial Governance

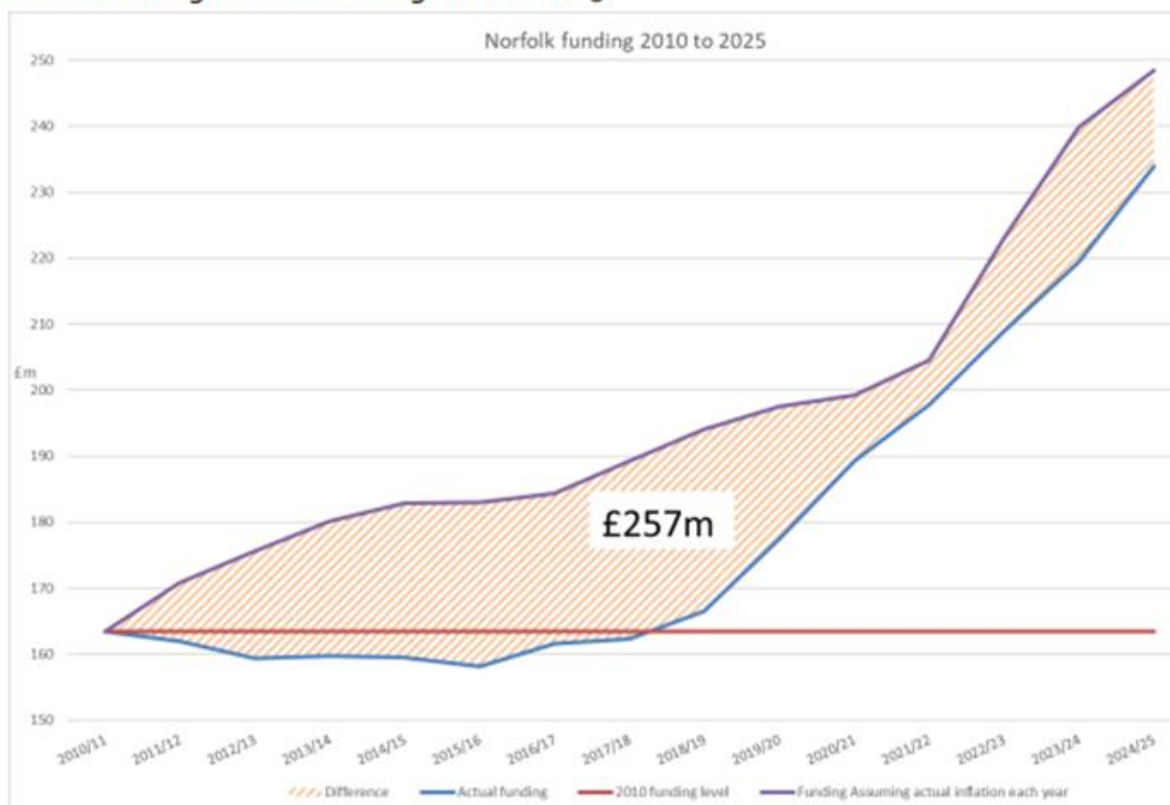
The PCC is responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account. Funding for Norfolk Constabulary and the day-to-day work of the OPCCN comes from two main sources – government grants from the Home Office, and the Council Tax precept levied on all households in the county.

The amount of the policing element of the Council Tax (the precept) is a matter for the PCC's determination following consultation with the Norfolk community and endorsement by its Police and Crime Panel – a role the PCC takes very seriously given continued cost of living challenges, as well as the community's demands for more visible policing. The PCC must look at a precept strategy over the medium-term 4-year planning period as decisions on precept impact beyond the period for which it is set.

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

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

Table showing Norfolk funding 2010 to 2025



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

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

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

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

Budget 2023/24

The table below shows how the budget was allocated to different areas:

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

*'Other income' includes sales of assets/goods, fees/charges, reimbursements and interest.

Outturn 2023/24

At the end of the financial year, the outturn for 2023/24 was presented as follows:

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

*'Other income' includes sales of assets/goods, fees/charges, reimbursements and interest.

The Medium-Term Financial Plan (MTFP)

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

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

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

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

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

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

6. Transparency

Specified Information Order

PCCs are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the 'Police Reform and Social Responsibility Act 2011'⁴ requires an elected local policing body to publish any information specified by the Secretary of State by Order. 'The Elected Local Policing Bodies (Specified Information) Order 2021'⁴ sets out the information that must be published.

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

During stage one of the government's PCC Review it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. Further information on Norfolk PCC's compliance with the Specified Information Order can be found on the OPCCN website here.

Achievements

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

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

An independent internal audit was undertaken to assess compliance using the services of the Norfolk Independent Advisory Group (IAG). In March 2024 the IAG produced their specified information audit report, and full details of IAGs findings and the OPCCN response can be found here.

More information on how the OPCCN discharges its governance duties and commitment to transparency can be found on the OPCCN website here.

⁴ [The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

7. Engagement and Accessibility

PCC District Visits and Events

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

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

The PCC attended local neighbourhood priority setting meetings, Town Council meetings and other community group meetings throughout the daytime and evenings to be available to all residents. During the town centre walkabout sessions, the PCC liaised with local police officers to discuss neighbourhood crime issues affecting the area, such as antisocial behaviour and speeding, and met with residents to hear their experiences. To access information about your local area – including how to find your local officer, get the latest crime statistics and advice, and find out what the local neighbourhood policing team are doing to tackle crime in your area – [please visit the Norfolk Constabulary website here and enter your postcode or address.](#)

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

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

allowed the PCC, Chief Constable and other organisations to develop a better working relationship moving forward.

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

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

Norfolk Association of Local Councils

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

Online 'Time to Talk' Sessions

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

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

Precept Consultation

There is a duty on the PCC to consult with members of the public, ratepayers and community representatives within Norfolk when setting the policing precept in the Council

Tax, in accordance with Section 14(3)(1B) of the 'Police Reform and Social Responsibility Act 2011'⁵.

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

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

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

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

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

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

Youth Engagement

In the last year the PCC held several engagements across Norfolk with children and young people. The PCC gave a presentation to first-year policing students at Easton College and City College Norwich to explain his role and took questions from students regarding the

⁵ [Police Reform and Social Responsibility Act 2011 \(legislation.gov.uk\)](https://legislation.gov.uk)

role of the OPCCN and police accountability. This event ensured the PCC listened to the views of young people on policing and crime in Norfolk.

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

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

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

8. Police and Crime Plan Priorities

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

On 31 March 2022, the PCC published their 'Police, Crime and Community Safety Plan for Norfolk 2022-2024'⁶ which set out his strategic direction for policing the county. The PCC's Plan included objectives for how policing services will be delivered in Norfolk, along with six priorities which the PCC refers to as 'pillars' within the plan. These six pillars outline the key areas of focus during his term of office:

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

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

8.1 Sustain Norfolk Constabulary

The first priority focuses on:

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

Maintaining an effective and efficient policing service

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

Both the Police and Crime Commissioner and Chief Constable are committed to this aim and the medium-term financial plans of recent years, including the budget for 2023/24,

⁶ [Police, Crime and Community Safety Plan for Norfolk \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk)

ensured this commitment was backed by suitable and sustainable investment. However, with high rates of inflation in-year, and partially funded pay awards and ongoing fiscal constraints, the ability to continue to fund this level of investment will come under continuing pressure.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Equipping all the workforce with modern and innovative tools and technology

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

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

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

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

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

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

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

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

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

Achieving best value from police and OPCC funding

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

HMICFRS last published a PEEL inspection report of Norfolk Constabulary in October 2022. [A copy of their inspection report can be found on the OPCCN website here.](#)

The Constabulary received the following graded judgements:

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

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

As part of the 2023-2025 PEEL inspection, the Constabulary has been subject to a full programme of activity, including document submissions, meeting observations, staff and

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

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

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

Delivering an effective Estate Management Strategy

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

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

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

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

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

Designing policing services to 2030 and beyond

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

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

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

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

Continued collaboration with other blue light services

The 'Policing and Crime Act 2017'⁷ introduced a statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either efficiency or effectiveness.

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

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

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

Since the signing of the formal agreement back in 2018, a lot has been achieved together. Examples include enabling further shared use of estates, supporting the East of England Ambulance Service and putting a joint emergency control room in place. Further details are set out in previous Annual Police and Fire Collaboration Reports which can be viewed on the Norfolk County Council website⁸.

8.2 Visible and Trusted Policing

The second priority focuses on:

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

⁷ [Policing and Crime Act 2017 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

⁸ [Annual Police and Fire Collaboration Report - Norfolk County Council](#)

Improving public trust and confidence in policing

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

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

- 87% of respondents felt that Norfolk Constabulary were doing a good or excellent job (two percentage point increase)
- 82% of respondents indicated they had confidence in the police in their local area (three percentage point increase)
- 67% of respondents felt police understood the issues affecting their community (four percentage points increase)
- 61% of respondents had confidence that Norfolk Constabulary will deal with crime and antisocial behaviour issues that matter (two percentage points increase)
- 60% of respondents were satisfied with the level of policing in their local area (four percentage points increase)

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

- Norfolk Constabulary ranked 2nd of 42 police forces in the country for the percentage of the public agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most.
- Norfolk Constabulary ranked 4th of 42 police forces in the country for the percentage of the public who rated their police force as 'good or excellent' when asked how well the police are doing in their area.
- Norfolk Constabulary ranked 5th of 42 police forces in the country for the percentage of the public agreeing that the local police can be relied on to be there when you need them.
- Norfolk Constabulary ranked 6th of 42 police forces in the country for the percentage of the public who agree that the local police treat everyone fairly, regardless of who they are.
- Norfolk Constabulary ranked 6th of 42 police forces in the country for the percentage of the public who, when taking everything into account, have confidence in the police in their area.
- Norfolk Constabulary ranked 8th of 42 police forces in the country for the percentage of the public who agree that their local police understand the issues that affect their communities, and 9th in the country for the percentage of the public who agree that

the local police are dealing with the things that matter to people in their communities.

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

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

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

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

Delivering effective neighbourhood policing

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

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

The new Norfolk Constabulary Neighbourhood Policing Strategy was launched in July 2023 and Neighbourhood Policing priorities continued to be identified through an engagement and consultation process with the public and Community Safety partners. Furthermore, the Neighbourhood Policing Improvement Board (NPIB) has now become fully established and is the platform through which the Community Safety Department Superintendent meets

each month with representatives from each policing District to review the themes that impact on the neighbourhood policing response across the county, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting. With oversight from this group, data collection and analysis are being developed in line with the national Neighbourhood Policing Performance Framework that has been published by the National Police Chief's Council.

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

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

Delivering accessibility through active and focused engagement in our communities

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

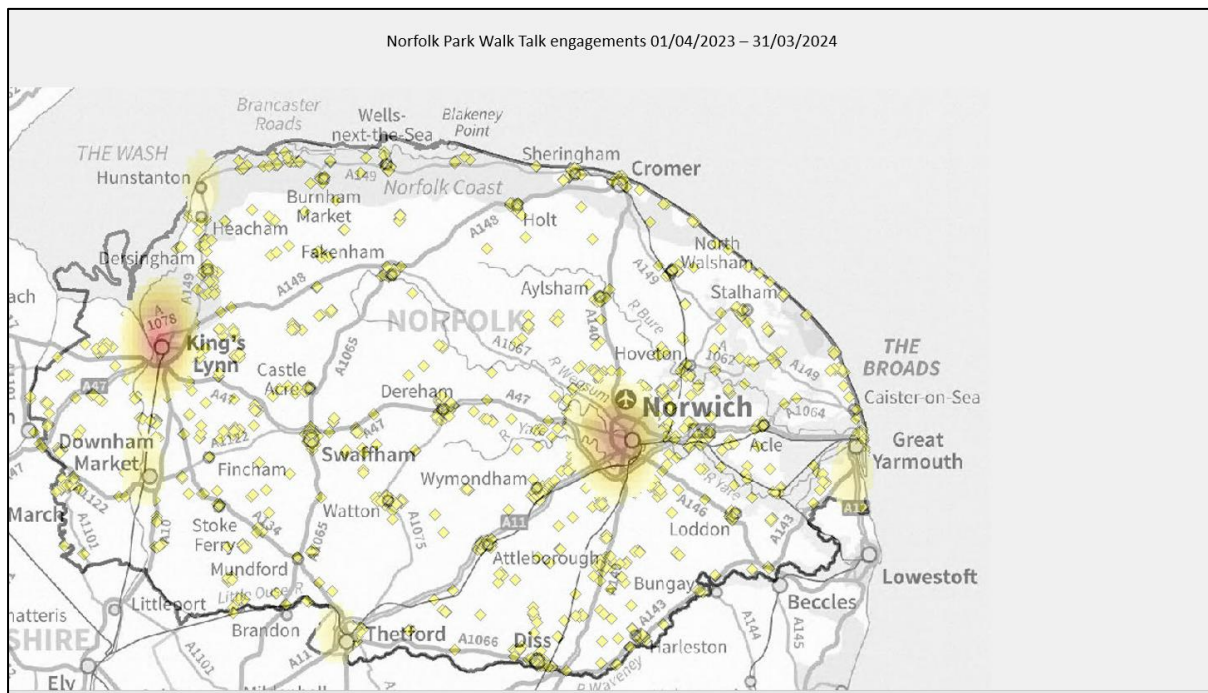
Officers record their engagement activity on the Engagement Application. Development of the application has continued, and data from the app was reviewed each month at a district level to identify trends or gaps in community engagement. The way that each of the engagement categories available on the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

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

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

Visibility and engagement were delivered through many different approaches, including 'Park, Walk, Talk' – an initiative to encourage police officers to park up in towns and

villages, spend some time walking around the local community and talk to residents – which continued to be the most recorded category on the engagement application.



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

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

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

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

LCOs are part of the Corporate Communications Team but are based in the four policing Commands, working closely with police officers to share information about the Constabulary's work. Content covers a range of activity including crime appeals, outcomes

of investigations such as arrests and charges, work undertaken against policing priorities, and promoting awareness campaigns.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Throughout the year, the PCC visited various groups and organisations to raise the profile of the role of the PCC. Presentations took place at clubs such as Wymondham U3a, Blakeney Parish Council, Sheringham probus club, Wroxham probus club, Norfolk LGBTQ+ project, the Advanced Motorist Club and Reepham WI. These sessions consisted of the PCC outlining their statutory duties and their role as the Victims Commissioner, alongside detailing the work of the OPCCN. The PCC also used the Royal Norfolk Show as a platform to reach out to the wider public.

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

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

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

Active promotion of national and local campaigns across the county

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

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

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

8.3 Tackling Crime

The third priority focuses on:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The data table also shows that the number of recorded Rape and Serious Sexual Offences (RaSSO) reduced from a record high year in 2022/23, with the overall proportion of crimes that were solved reducing slightly (7.5% in 2023/24 against 7.7% in 2022/23), which is close

to the long-term average (7.4%). Despite this, the number of cases charged, representing the most serious offences, increased slightly.

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

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

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

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

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

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

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

Taken together, the effect of this work has seen a workforce that is now more engaged on the issues associated with VAWG offending, with greater empathy for victims, and a better

understanding of the requirements for successful prosecution. This is evidenced by the improving solved rates for domestic abuse related offences, together with increases in the rate of charges being laid for the most serious sexual offences and other complex offences.

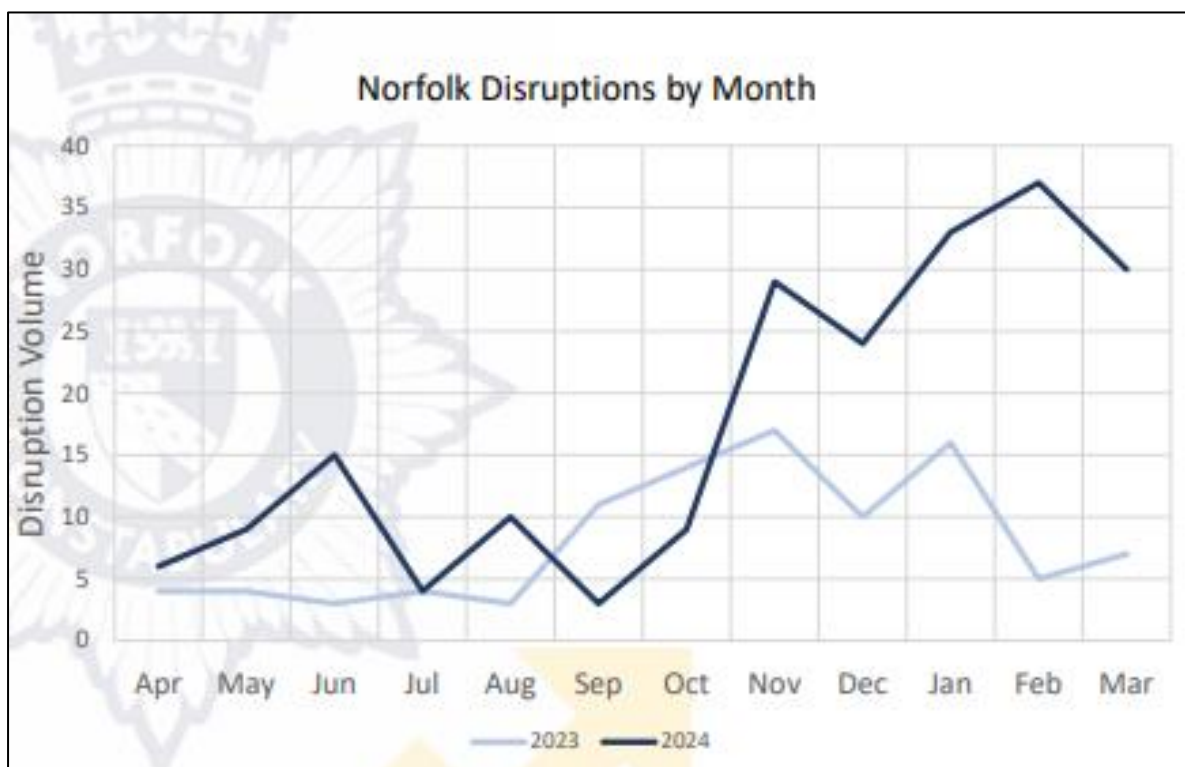
Looking ahead to next year, changes to the staffing model for the Domestic Abuse Partnership Perpetrator Approach (DAPPA) are expected to bring further improvements to the lives of victims affected by these issues.

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

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

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

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



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

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

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

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

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

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

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

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

The national Action Fraud website is intended to receive all reports of certain classes of fraud, with the expectation that victims should report via this site rather than to their local

police force. Reports are then assessed by the National Fraud Intelligence Bureau (NFIB), which disseminates those deemed 'solvable' to the force best placed to lead the investigation. Norfolk has outperformed the national average positive outcome rate for such disseminations across the past three years and has also maintained a position of providing additional victim safeguarding for high-harm crime types, including 'Courier Fraud' and 'Romance Fraud'.

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

Delivering an effective response to the county lines threat affecting Norfolk's communities and the vulnerable

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

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

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

Since the inception of a dedicated County Lines team within the Constabulary in 2020, 104 County Lines have been closed and over 500 years of custodial sentences have been handed to those involved in supplying drugs in Norfolk, with over 80 years of these prison

sentences having so far resulted from activity which took place in the 2023/24 reporting period.

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

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

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

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

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

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

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

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

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

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

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

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

8.4 Prevent Offending

The fourth priority focuses on:

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

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

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

Since IOM was reset in 2021 following changes to the national Probation Service, the Probation Service has been deemed to have primacy within the IOM partnership. The Norfolk and Suffolk Probation Local Delivery Units have now split, which has changed the shape and dynamic of the local IOM offer. As a result, the decision was made to end the collaborative arrangement between the two counties and to move forward as two separate IOM teams, aligned to county boundaries and to the service delivery areas of the primary partners. The Norfolk and Suffolk IOM team is now undergoing decoupling. For Norfolk Constabulary, this will see the police IOM provision moving from the governance of the County Policing Command across to the Safeguarding and Investigations Command.

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

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

Work in partnership to safeguard vulnerable adults and children

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OOCRs provide swift and meaningful justice for victims, improve victim care and satisfaction, address the offending behaviour and criminogenic needs of offenders, hold offenders accountable for their actions, and have the potential to reduce re-offending. The

current two-tier approach to OOCRs includes Conditional Cautions and Community Resolutions. Consideration is also given to whether a referral for diversionary action is appropriate in cases suitable for Community Resolution.

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

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

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

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

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

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

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

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

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

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

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

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

8.5 Support Victims

The fifth priority focuses on:

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

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

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

The twelve Victims' Code of Practice rights are:



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

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

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

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

Deliver high quality investigations to support the right outcomes for victims

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

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

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

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

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

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

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

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

During the last year, the OPCCN secured funding from the MoJ to extend and enhance the existing range of services. The table below sets out the total funding received from the MOJ under different programmes.

Fund	Allocation (£)	Year To Date Spend (£) 1 April 2023- 31 March 2024
Victims' Services Core Grant	1,093,925.65	1,093,408.08
ISVA/IDVA Additional Baseline Funding (700)	276,313.00	233,282.66
ISVA/IDVA Additional Baseline Funding (200)	105,798.00	58,696.90

ISVA/IDVA Additional Baseline Funding (50)	80,315.00	8,816.70
ISVA/IDVA Additional Funding	25,789.50	25,789.50
DA/SV Ringfenced Funding	185,727.50	172,958.06
TOTAL	£1,767,868.50	£1,592,951.90

ISVA = Independent Sexual Violence Advisors
 IDVA = Independent Domestic Violence Advisors
 DA = Domestic Abuse
 SV = Sexual Violence

Ministry of Justice Victims' Services Core and General Grant Funding

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

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

- Norfolk and Suffolk Victim Care Service – Victims Assessment and Referral Service
- Sue Lambert Trust – therapeutic support for domestic abuse and sexual violence victims
- Norfolk and Suffolk Restorative Justice Service
- Norfolk Community Law Service
- Norfolk Integrated Domestic Abuse Service (NIDAS)*

*NB: this is also funded by the core OPCCN Commissioning budget and partnership contributions from Childrens Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council.

Norfolk and Suffolk Victim Care Service

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

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

A summary of service data for the Norfolk and Suffolk Victim Care Service is presented in the table below (NB: this data is for Norfolk victims only):

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

Sue Lambert Trust

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

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

A summary of service data for the Sue Lambert Trust is presented in the table below:

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

Case study from a client of the Sue Lambert Trust:

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

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

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

Norfolk and Suffolk Restorative Justice Service

Restorative Justice (RJ) involves the use of direct and indirect communication between offender and victim, or harmer and harmed, usually after an offence or wrongdoing has taken place in order to repair the harm. RJ is about bringing people together with the focus of helping offenders consider the impact of their offending and having the potential reduce re-offending and providing scope for the victims to cope and recover from the harm

caused. The service is risk assessed throughout and the type of communication is tailored to each individual case, fully facilitated by specialist RJ practitioners.

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

A summary of service data for the Norfolk and Suffolk Restorative Justice Service is presented in the table below:

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

Case study from a client of the Restorative Justice Service:

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

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

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

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

Norfolk Community Law Service

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

A summary of service data for the Norfolk Community Law Service is presented in the table below:

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

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

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

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

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

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

Norfolk Integrated Domestic Abuse Service

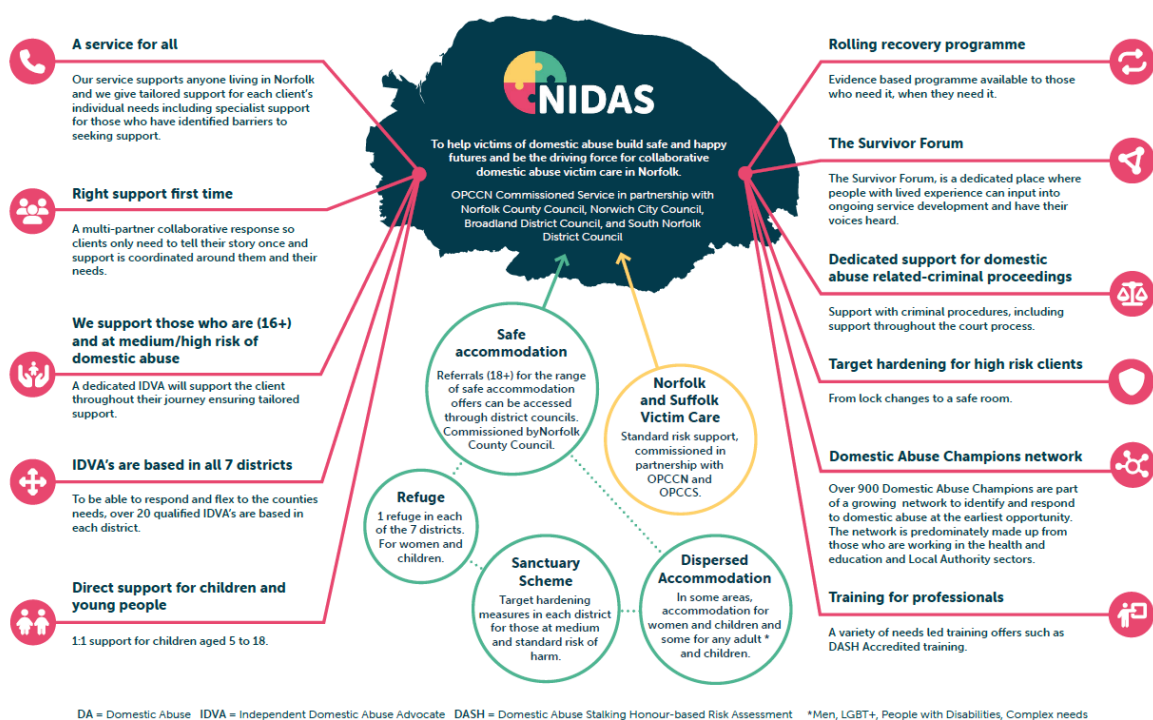
The Norfolk Integrated Domestic Abuse Service (NIDAS) is a whole system integrated service for victims of domestic abuse.

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

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

The graphic below explains the services provided by NIDAS and how they integrate across the county:

Norfolk Integrated Domestic Abuse Service (NIDAS): County-wide Provision



A summary of service data for NIDAS is presented in the table below:

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

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

This year has seen the development of the team of Specialist IDVA's (Integrated Domestic Violence Advocate) which has been possible in the main from additional funding the Office

of the Police and Crime Commissioner has secured. The team now consists of the following specialities:

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

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

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

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

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

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

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

Case study from a client of NIDAS:

An individual was referred into NIDAS via professional referral. The referral was made because the individual had been in a relationship where they experienced coercive control. The victims' risks and needs were identified, which included:

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

The support in which the victim received included:

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

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

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

WONDER+ Service

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

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

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

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

Case study from a client of WONDER+:

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

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

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

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

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

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

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

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

services that the Norfolk & Suffolk Victim Care Service can offer to victims, and to improve the levels of acceptance of a referral to Victims Support Services by victims.

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

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

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

Safeguarding vulnerable victims of crime and antisocial behaviour (ASB)

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

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

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

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

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

The Conditional Cautioning scheme for domestic abuse perpetrators, called Project CARA (Cautioning And Relationship Abuse), has continued to operate effectively over the past

twelve months. The scheme offers the opportunity for first-time domestic abuse offenders to receive a Police Caution in appropriate cases. The Domestic Abuse Safeguarding Team (DAST) within the MASH will attempt to engage the victim in this process. Nationally, there is a recommended target for victim contact of 75%; in this reporting period Norfolk achieved an 86% engagement rate.

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

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

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

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

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

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

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

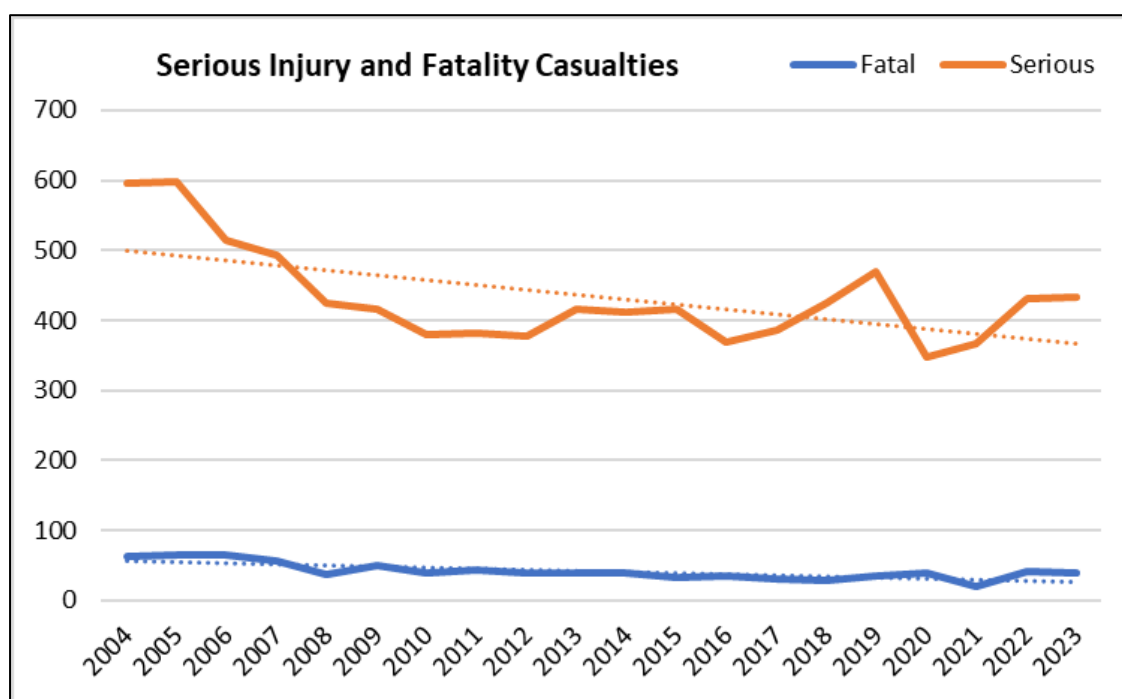
8.6 Safer and Stronger Communities

The sixth priority focuses on:

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

Supporting road users to be safer on our roads

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



Source: STATS19 data supplied by the Department of Transport

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

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

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

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

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

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

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

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

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

1. Not wearing a seatbelt
2. Using a mobile phone
3. Drink/drug driving
4. Speeding

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

Activity included:

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

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

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

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

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

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

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

Working with partners and communities to prevent crime and harm

Each policing district has an Operational Partnership Team (OPT) that works closely with community safety partners to reduce the risks associated with repeat criminality and repeat

antisocial behaviour. The teams scan 'calls for service' and intelligence pertaining to their area which they present at regular meetings with partners where cases are discussed, information is shared, and partnership plans are established to mitigate the risks.

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

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

Under the governance of the Norfolk Community Safety Partnership, a Community Relations and Prevent Strategic Group was established in 2022 to co-ordinate the partnership response to Hate crime, Community Tensions, and the counter-terrorism Prevent programme⁹. This unique multi-agency approach has been identified as good practice nationally and the partnership has gone from strength-to-strength in the last year. Recognising that hate crimes are often linked to community tensions, a situational risk assessment tool has been developed through the partnership to improve police and partners' understanding of risks and threats.

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

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

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

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

The volume of Residential Burglaries continued to decrease in the last twelve months, reducing by 8.5% against the previous twelve months, and by 10.1% against the long-term

⁹ [Prevent | Counter Terrorism Policing](#)

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

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

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

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

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

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

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

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

The number of Mental Health Act assessments that were completed in police custody suites continued to rise over the last twelve months, with an increase of 12.2% compared to 2022/23. Multi-agency work is ongoing to identify why individuals with a mental health

concern are entering the criminal justice pathway, and if more can be done by relevant agencies to support service users in the community to prevent crisis escalation.

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

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

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

Promote crime prevention initiatives

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

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

This response has four phases: pre-event, during-event, post-event, and long-term preventative measures. It includes a process for dealing with offenders, such as a two-stage warning letter escalating to formal sanctions, which has proven successful, with around 600 letters sent, but less than 5% requiring a formal intervention. A partnership approach has been key, with Public Space Protection Orders (PSPOs) obtained in three districts, and a further one in the consultation stage. Calls from the public about car meets reduced from

219 between 1 January and 31 May 2023 to 174 in the same period in 2024. Data shows there are fewer large-scale meetings which present the greatest risk to public safety.

The Constabulary's Problem-Solving team worked with local officers to reduce criminality and antisocial behaviour associated with fast food restaurants in a market town location, which was impacting on the general public, local residents, and other businesses, and was placing heightened demand on policing resources. A successful problem-solving based initiative was implemented, which included police officers training staff on how best to approach incidents; the issuing of radios to staff which linked them directly to local CCTV operators and others in the Town Centre Partnerships, including Beat Managers; and youth workers giving advice to restaurants on how to engage with young people, which resulted in one restaurant offering guaranteed job interviews to any young person who agrees to work with the youth support group.

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

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

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

There has been a continuation of the problem-solving work previously completed under Operation Postern in response to a rise in catalytic converter thefts across the county, which first became apparent in November 2022, and reached a peak in March 2023 with 84 reported offences. Assessment of the Problem-Solving Plan that was developed has shown that a sharp reduction in offences was seen following this peak, with only one report between August 2023 until the end of November 2023. A key element of the problem-

solving approach that was taken was the education of the public about catalytic converter theft, and how to report it.

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

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

Increasing volunteering opportunities within the community to help policing

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

Police Cadets

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

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

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

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

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

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

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

Special Constabulary

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

- The Norwich 10-kilometre run
- Numerous events across the county linked to the King's Coronation
- Patrols at Christmas markets and Christmas light switch-ons
- Policing of football matches
- Retail theft operations targeting hot-spot locations
- Roads and Armed Policing Team (RAPT) covert operations
- Sandringham Flower Show
- Festivals, including Maui Wau near Dereham, and the Wheels Festivals in Great Yarmouth

- Old Buckenham Airshow
- The East Coast Truckers event
- Pride events in Kings Lynn and Norwich
- East Anglian Game and Country Fair
- Houghton Hall Music festival
- Antisocial behaviour hotspot operations

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

Police Support Volunteers

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

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

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

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

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

Community Speed Watch

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

At the end of March 2024, the number of CSW schemes and the number of registered volunteers supporting those schemes was consistent with the same period in 2023. At the

end of March 2024 there were 102 schemes across the county, supported by 856 members. Several new schemes requests were also being processed.

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

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

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

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

9. Police Complaint Reviews

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

Following the introduction of police integrity reforms through the 'Policing and Crime Act 2017'¹⁰, PCCs became the relevant review body for police complaints in February 2020.

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

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

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

Reporting Year	Reviews Received	Invalid Reviews	Referred to the IOPC	Valid Reviews	Upheld Valid Reviews
01/04/2020 – 31/03/2021	52	8	3	41	8
01/04/2021 – 31/03/2022	59	12	0	47	7
01/04/2022 – 31/03/2023	46	8	1	37	7
01/04/2023 – 31/03/2024	45	4	2	39	8

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

More information on the [police complaints reviews process](#) can be found on the [OPCCN website here](#).

¹⁰ [Policing and Crime Act 2017 \(legislation.gov.uk\)](https://legislation.gov.uk)

10. Norfolk Community Safety Partnership

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

The NCSP delivers several statutory duties, including:

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

In the last year, delivery of the 'Safer Norfolk Plan 2021-24'¹¹ continued alongside the delivery of innovative activities that combined to make Norfolk safer and partners more responsive to addressing a range of issues inclusive of the serious violence response. In addition, there was a wide range of significant activities undertaken and outcomes achieved, including:

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

¹¹ [Safer-Norfolk-Plan-2021-v2.pdf \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/safer-norfolk-plan-2021-v2.pdf)

- Established a 'Serious Violence Partnership Group' which was responsible for delivering a strategic assessment and strategy for responding to serious violence in Norfolk.
- Supported partner agencies across Norfolk to review the partnership response to serious violence and develop a robust evidence-base regarding the complex causes of violence in Norfolk. The Home Office Serious Violence funding allocation of £113,453 provided the following initiatives:
 - Detached Youth Work, inclusive of Youth Voice work, to build an understanding of the issues that young people experience and help to create safer places in the areas that young people hang out
 - Domestic Abuse Perpetrator intervention approaches
 - Acute Health Independent Domestic Abuse Advocate provision
 - training and development of the workforce for all age exploitation, adultification and intersectionality
 - provided access to Child and Adult Exploitation training and development of the workforce for community safety partners
 - knife-carrying and violence prevention awareness initiative in schools.
 - community engagement and awareness work
- Supported Norfolk Constabulary to develop its £1m ASB Hotspot Policing intervention, delivering additional police patrols in areas identified as ASB hotspots in Norfolk.
- A £625,000 funding allocation from the Home Office Domestic Abuse Perpetrator Fund established the 'Respect Young People's Programme' in Norfolk, delivering a key partnership response to families experiencing Child and Adolescent to Parent (and carer) Violence and Abuse (CAPVA), including the organisation a CAPVA conference to highlight best practice and raise awareness of this key issue to key stakeholders¹².
- Created the Supporting Positive Activities and Community Engagement (SPACE) Youth Fund, a joint £175,000 funding opportunity between the OPCCN, Norfolk County Council, Norfolk's Youth Advisory Boards and Norfolk Community Foundation, to increase the numbers of young people engaging with positive youth activities in Norfolk.
- Completed an assessment of available training packages in Norfolk for domestic abuse across partner organisations, resulting in establishing and agreeing the Norfolk CSP Domestic Abuse Training Standards, which all organisations will aim to achieve.
- Continued delivery of specialist domestic abuse support provided through the Norfolk Integrated Domestic Abuse Service (NIDAS).
- Effective management of Domestic Homicide Reviews (DHR) in Norfolk, maintaining the strong management processes implemented by the NCSP team.

¹² [Families get new funding to address harmful behaviours | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/news/families-get-new-funding-to-address-harmful-behaviours)

- Implementation and delivery of DHR webinars to share key learning recommendations from reviews with professionals working in relevant areas. Webinars were developed and delivered following publication of every DHR.
- Identified vehicle related ASB as an issue across Norfolk districts, enabling the Constabulary to establish a co-ordinated partnership response through Operation Octane¹³.
- Launched and strengthened the ASB Case Review process with and for Norfolk CSP partner agencies. This, combined with training for staff involved in the process and awareness raising activity particular during ASB Awareness Week 2023, has strengthened the process. ASB Case Reviews applied for increased by 20% across Norfolk. More pertinently, the number of case reviews carried out has increased by 140% and the number of case reviews resulting in recommendations tripled. These increases suggest a substantial impact was achieved by all partners leading and involved in this review process.
- Continued co-ordinated strategic partnership approach to modern slavery delivered by the Norfolk Anti-Slavery Network. Provision of training and awareness to multi-agency professionals in Norfolk to support safeguarding anyone at risk of or subject to modern slavery and human trafficking.
- Strengthened Norfolk's response to its Prevent Duty through promotion of the available Home Office e-training packages. Responding to and evaluating the partnership response to the Home Office Prevent Duty Toolkit for Local Authorities¹⁴.
- Undertook a Prevent risk assessment identifying work within the partnership for its delivery plan. Promoted the Government's Home Office Prevent duty training to all statutory, non-statutory, third sector and charitable organisations to equip the workforce.
- Collaboration with Suffolk County Council to provide training and awareness to multi-agency professionals, parents and carers to support safeguarding children at risk of and subject to radicalisation and extremism. By working in partnership with local agencies, there is a coordinated multi-agency approach to identifying concerns and seeking early support and advice to protect young people at the earliest opportunity.
- Created guidance, advice and good practice documents for local authority partner agencies for safe community venue hire¹⁵.
- Continue to provide the governance structure for the Channel Panel, which is a multi-agency panel to identify and support individuals at risk of being drawn into terrorism.

¹³ [Launch of Operation Octane | Norfolk Constabulary](#)

¹⁴ [Prevent duty toolkit for local authorities \(accessible\) - GOV.UK \(www.gov.uk\)](#)

¹⁵ [Safe-venue-hire-guidance-May-2024.pdf \(norfolk-pcc.gov.uk\)](#)

- Established a community tension monitoring tool for responsible authorities, providing the partnership with a methodology for mapping community tensions across Norfolk.
- Continued improvement to public information on domestic abuse, prevent, human trafficking and modern slavery available from partner agencies.
- Provided support to the Norfolk Against Scams Partnership by promoting information on staying safe from scams, assisting with victim support integration and increasing professional awareness of fraud by promoting Trading Standard's e-learning.
- Co-ordinated partnership responses to statutory consultations relevant to the CSP.
- Provided the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel with details on the partnership's collaborative response to community safety and meeting its statutory objectives.
- There are already existing programmes of work at a national and local level, which interrelate to NCSP work. Existing arrangements in Norfolk include:
 - The Norfolk Health and Wellbeing Board, including the Norfolk Drug and Alcohol Partnership
 - Norfolk Children Safeguarding Partnership, including the Vulnerable Adolescent Group
 - Children and Young People Strategic Alliance
 - Norfolk Safeguarding Adult Board
 - Local Criminal Justice Board
 - Norfolk Youth Justice Board
 - Local Organised Crime Group
- The NCSP have ensured strong links between existing relevant partnership arrangements to capitalise on the existing strength, resource and expertise within the partnership to maximise effectiveness, support existing arrangements and avoid duplication.

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

Further information regarding the [NCSP can be found on the OPCCN website here.](#)

11. Get Involved

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

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

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

The PCC continued to invite residents to submit public questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This initiative continued to be successful, with 16 submissions being received from members of the public during the past year, covering a wide range of local issues and concerns, including police misconduct, driving offences, neighbourhood policing, public trust and confidence, domestic abuse and fraud.

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

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

Your PCC also has a statutory responsibility to establish and manage an Independent Custody Visiting Scheme. Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs) unannounced and in pairs, to check the treatment and welfare of detainees. They also deliver effective oversight by ensuring a safe environment is maintained, while providing public reassurance.

A panel of visitors are allocated to each of the four PICs in Norfolk (Aylsham, Great Yarmouth, Kings Lynn and Wymondham), and they make visits on a weekly basis to ensure detainees are treated fairly and respectfully. If you would like to learn more about the ICV

Scheme or are interested in becoming a Custody Visitor in Norfolk, then [further information on the ICV Scheme is available on the OPCCN website here](#).

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

12. Appendices

Appendix A – Equality Update

The PCC's Police and Crime Plan sets the equality objectives for the Office of the Police and Crime Commissioner for Norfolk (OPCCN), and a progress update is provided annually. According to the Equality Act 2010, public bodies must publish new equality objectives at least every four years. New equality objectives were set in 2022 and will be valid until 2025. The three objectives are joint between Norfolk and Suffolk Constabularies and the OPCCN. This enables more partnership working and collaboration on this crucial equality work, whilst still allowing the organisations to work independently where appropriate.

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

It is important for the police and OPCCN to understand and represent the communities they serve, so high-quality services can be provided, and the public can trust the organisations. The OPCCN is a small office and therefore its workforce cannot represent all parts of Norfolk's diverse communities, so the office uses data and community engagement to gain additional understanding and insight. A Modern Workplace focus group met several times throughout the year and looked at the results of a survey of OPCCN colleagues to make sure the working environment is accessible, inclusive and productive.

The PCC and OPCCN scrutinise Norfolk Constabulary data on recruitment, retention and promotion to hold the organisation to account on how representative it is of Norfolk's individuals and communities. PCC Accountability Meetings (PAM) are held on a quarterly basis so the PCC can speak to the Chief Constable about any issues and ask questions that have been sent in by Norfolk residents. The OPCCN has requested some improvements to the equalities monitoring data the Constabulary provides as part of the PAM, including more specificity in several areas. An update will be provided on this in the next annual report.

Norfolk's Independent Advisory Group (IAG) is managed by the OPCCN and includes members of the public representing a wide range of communities. The IAG assists in monitoring the equalities consultation for both Norfolk Constabulary and the OPCCN. April 2023 was the 30th anniversary of the murder of Stephen Lawrence, a case which led to the landmark Macpherson Report which recommended the creation of IAGs. The OPCC, in partnership with the IAG, Norfolk Constabulary, Norfolk Black History Month and other local and public sector organisations, organised an event at the Forum, Norwich, including stalls and a talking circle for Black Norfolk residents to raise any concerns with the police. New community groups and individuals have been working with the OPCCN and Constabulary as a result of this engagement work, and both organisations were invited to take part in a Norfolk Black History Month event in October 2023, where both the Chief

Constable and PCC spoke to the public to improve trust and understanding, and to listen to the concerns of the community. A full IAG update, including further details on this event and future plans can be found in the IAG section of the annual report.

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

Transparency is an important part of public scrutiny and increasing trust in Norfolk policing. The IAG and its subgroups receive data updates from the police to monitor hate crime and stop and search in Norfolk, with work ongoing to strengthen public monitoring of use of police force such as stop and search, and use of tasers. The PCC and OPCCN also scrutinise this data, along with public satisfaction and complaints, with findings being raised in accountability meetings. PAMs make this work transparent to the public, with recordings of all meetings available on the OPCCN website.

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

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

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

Data is an important part of creating quality, evidence-based services. The OPCCN uses extensive data sources, including the 2021 census, to support its understanding of people living in Norfolk and to target its approach to improve the ways we engage with and represent our communities.

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

different protected characteristic groups recruited to support victims and survivors of domestic abuse.

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

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

Appendix B – Independent Advisory Group Update

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

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. It helps with monitoring the quality of service Norfolk Constabulary provides to the diverse communities across the county, with particular emphasis on hate crime, critical/major incidents, policies and procedures, and the 'Stop and Search' process (i.e. the legal right that the police have to stop people and detain them in order to search them). During the past twelve months, IAG have reviewed and provided feedback on over 65 policies and procedures for Norfolk Constabulary.

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

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

In the last year IAG members successfully launched Norfolk Constabulary's 'Stop and Search Scrutiny Panel'. This panel examined body worn video footage of police stop and searches and provided feedback to the Constabulary. An IAG member took up the chairmanship and worked alongside other IAG members to increase membership of the panel to reflect the diverse communities across Norfolk. The development of this crucial community panel was used as a model for the Ethics and Transparency Board hosted by Norfolk Constabulary. An IAG member also chaired this board and worked with the Deputy Chief Constable of Norfolk Constabulary to set agenda topics and recruited new members.

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

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

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

Further information on [the work of the IAG can be found on the OPCCN website here](#).

Appendix C – Data Tables

Sustain Norfolk Constabulary

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

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

Table 2: Establishment and Strength of Police Officers and Staff

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 - 31/03/2023

Visible and Trusted Policing

Table 3: The Norfolk Public Perception Survey

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

Table 4: Professional Standards Department (PSD)

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

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

'Complaint' – Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

'Schedule 3' – The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance.

'Outside Schedule 3' – The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

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

Detail	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Beat Managers					
Establishment	92.0	98.0	110.3	-6.1%	-16.6%
Effective Strength	89.7	86.1	101.2	4.2%	-11.4%
Effective strength as a percentage of establishment	97.5%	87.8%	91.8%	9.7pp	5.7pp
Local Policing Neighbourhood Sergeants					
Establishment	13.0	13.0	13.7	0.0%	-5.1%
Effective Strength	14.0	15.5	14.6	-9.7%	-4.1%
Effective strength as a percentage of establishment	107.7%	119.2%	106.9%	-11.5pp	0.8pp

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 6: Engagement Activities

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park, Walk, Talk engagements	9,158	7,309	25.3%
Targeted activity engagements	5,575	3,145	77.3%
Community meeting engagements	884	826	7.0%
Neighbourhood engagements	2,450	1,072	128.5%
Public event engagements	1,047	500	109.4%
Vulnerable or diverse communities	901	430	109.5%
Children and young people engagements	1,317	566	132.7%

Engagement surgery	604	282	114.2%
Recruitment event engagements	36	33	9.1%
Independent Advisory Group engagements	64	25	156.0%
Crime prevention	1,526	1	152500.0%

Source: Engagement App as used by Norfolk Constabulary.

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

Table 7: Call Handling and Emergency Response

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

Online contacts (emails, Live Chat, and Single Online Home)	65,697	Data not available	Data not available	Not applicable	Not applicable
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The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Tackling Crime

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

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 9: Closed County Lines and Drug Supply Arrests

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 10: Agricultural Crimes

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Prevent Offending

Table 11: Safeguarding Vulnerable Adults and Children

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,419	1,241	Data not available	14.3%	Not applicable

Section 42 Planning discussions (Adult protection)	1,899	2,470	Data not available	-23.1%	Not applicable
Open Child exploitation cases – High Risk	42	53	65	-20.8%	-35.4%
Open Child exploitation cases – Medium Risk	260	314	322	-17.2%	-19.3%
Child Exploitation screenings	596	677	765	-12.0%	-22.1%

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 12: Ensuring Offenders are Managed Effectively in the Community

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

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

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

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

Out of Court Disposal Type	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24
Conditional Cautions issued	144	163	117	188	139	148
CARA/Red Snapper	5	8	2	14	7	5

ADDER	31	34	29	44	22	9
Red Snapper Referrals – Premium Hub	60	77	39	65	51	64
Red Snapper Referrals – Standard Hub	69	66	53	83	58	52
Breaches	17	16	12	8	5	5

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

Indicator	Last 12 months
Total number of Juveniles referred to Out of Court Disposal Panel	307
Panel Outcomes	
Returned to Police	3
Children's services	18
Other services	5
Community Resolution	2
Challenge 4 Change	230
Youth Caution	3
Youth Conditional Caution	23
Other outcomes	24

The date range for the last 12 months was 01/04/2023 – 31/03/2024

Support Victims

Table 16: Victims' Code of Practice (VCOP)

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	72.2%	45.5%	26.7pp
Recording of Needs Assessment	86.6%	75.3%	11.3pp
Acceptance of a Referral to Victim Support Service	41.4%	49.0%	-7.6pp
Provision of information about the Investigation and Prosecution	85.2%	79.2%	6.0pp
Offer of a Victim Personal Statement	40.5%	12.1%	28.4pp
Making of a Victim Personal Statement	1.5%	0.9%	0.6pp
Provision of information about the trial, trial process and your role as a witness	74.9%	73.6%	1.3pp

Provision of information about the outcome of the case and any appeals	78.4%	77.4%	1.0pp
Number of complaints received that VCOP rights hadn't been met	4	8	4

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

Table 17: Safeguarding Vulnerable Victims of Antisocial Behaviour and Crime

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

Number of MARAC Referrals	718	Data not available	Data not available	Not applicable	Not applicable
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The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Safer and Stronger Communities

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

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

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

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

Month	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other TORs (Officer detected)
April 2023	72	43	254	4,791	685
May 2023	80	56	243	5,440	614
June 2023	110	181	281	3,877	631
July 2023	68	67	253	3,945	565
August 2023	69	60	188	4,899	529
September 2023	72	50	158	4,069	479

October 2023	107	116	222	3,648	615
November 2023	82	80	167	3,082	584
December 2023	53	39	181	3,154	562
January 2024	37	34	248	3,428	627
February 2024	77	45	107	3,386	535
March 2024	124	80	127	4,868	521
Total	951	851	2,429	48,587	6,947

Table 20: Neighbourhood Crime

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

% Solved	15.1%	18.4%	15.4%	-3.3pp	-0.3pp
Hate Crimes					
Number of Crimes	992	1,300	1,297	-23.7%	-23.5%
Solved	215	212	185	1.4%	16.2%
% Solved	21.7%	16.3%	14.3%	5.4pp	7.4pp

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 21: Mental Health Resourcing

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 22: Police Cadets

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

Table 23: Special Constabulary and Police Support Volunteers

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

The date range for the long-term average was 01/04/2020 – 31/03/2023

Table 24: Community Speed Watch Schemes and Members

Indicator	March 2024	March 2023
Schemes	102	102
Members	856	857

Table 25: Letters issued by Community Speed Watch

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

The date range for the last 12 months was 01/04/2023 – 31/03/2024

The date range for the previous 12 months was 01/04/2022 – 31/03/2023

13. Keep In Touch

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

You can:

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

Email us at opccn@norfolk.police.uk

Call us on 01953 424455

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

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In An Emergency

We are not the Police. In an emergency always call 999.

If it's not an emergency, or for any other general policing enquiries, please call 101 or visit the Norfolk Constabulary website at www.norfolk.police.uk

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Norfolk Independent Custody Visiting (ICV) Scheme – Annual Report 2022-23

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider how the PCC is delivering her statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Police and Crime Commissioners (PCCs) have a statutory responsibility to establish and manage an Independent Custody Visiting (ICV) Scheme for their police force area.
- 1.2 Independent Custody Visitors (ICVs) are volunteers from the local community who visit Police Investigation Centres (PICs) in the county, unannounced and in pairs, to check the treatment and welfare of detainees and ensure a safe environment. They play a valuable role in maintaining public confidence in this important area of policing.
- 1.3 A panel of visitors is allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, King's Lynn and Wymondham). They make visits on a weekly basis to make sure that detainees are treated fairly and with respect. A short report of their findings is made prior to leaving the PIC which provides assurance for the PCC that anyone arrested by the police and held in custody is treated fairly and has access to appropriate facilities. Copies of the reports are provided for the police and the ICVs' local panel for discussion and follow-up. Each year, an annual report is published for the local community to inform and reassure them about how people are treated while in police custody.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to enable the Panel to review the PCC's ICV Scheme and consider how this statutory responsibility is being delivered.

3. Suggested Approach

- 3.1 The Annual Report for 2023-24 is attached at **Annex 1**. It provides an

overview of the scheme and outcomes from visits between 1 April 2023 and 31 March 2024. Previous annual reports are available to view on the PCC's website [here](#).

- 3.2 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of her staff. After she has presented her report, the Panel may wish to question her on the following areas:
- a) How the statutory responsibility to establish and maintain an Independent Custody Visiting Scheme is being delivered;
 - b) How volunteers are recruited and supported in their role;
 - c) The percentage of detainees visited during the last year;
 - d) How ICVs support the protection of vulnerable detainees;
 - e) The types of issues reported from custody visits and how they have been addressed;
 - f) How the ICV Scheme Manager is embedding best practice.

4. Action

- 4.1 The Panel is recommended to:
- 1) Consider how the PCC is delivering her statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
 - 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



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Independent Custody Visiting

Annual report

2023-24



Contents

3 Introduction

- 3 Police & Crime Commissioner’s Introduction
 - 4 Chief Constable’s Introduction
 - 5 Head of Custody for Norfolk & Suffolk Constabularies Introduction
-

6 Background and Legal Framework

- 7 Custody Visitors
 - 8 The Custody Estate
 - 9 Arrested Persons statistics: 1 April 2023 to 31 March 2024
-

11 Norfolk Independent Custody Visiting scheme

- 12 Norfolk ICVs data
-

13 Visiting summary

- 13 Breakdown of visits – 1 April 2023 to 31 March 2024
 - 14 Days and times visits took place
-

15 Vulnerable detainees

- 15 Protecting juveniles and other vulnerable persons
 - 16 NHS Liaison and Diversion
 - 16 Project Nova
 - 16 The WONDER+ project
 - 17 Vulnerable persons – overview
-

18 The Terrorism and National Security Acts

19 Issues reported from custody visits

- 19 Police response
-

20 The Independent Custody Visiting Association (ICVA)

21 Training and Collaboration

22 Want to know more?

Introduction

Sarah Taylor
Norfolk Police & Crime Commissioner (PCC)

Shortly after being elected, I met an Independent Custody Visitor. It was the first time I had had chance to find out about the need for these visits and the work that our volunteer visitors do. Giving up their time, at any time of the day or night, pairs of volunteers visit Norfolk's Police Investigation Centres (PICs) unannounced to check on the welfare of detainees and to make sure that their rights are being upheld.

As policing is done by consent, the public must have confidence in the way that the police hold detainees. The work done by our ICVs is therefore critical if the public are to have confidence in how the police hold detainees and consequently, as PCC I have a statutory duty to manage an Independent Custody Visiting scheme. As such I am pleased to present this Annual Report.

Since that first meeting, I have welcomed one of our newest volunteer visitors and have met one of our volunteers who has dedicated more than 25 years to this service. There is an enormous amount of knowledge and experience in the ICV team in Norfolk, which is of real benefit to the Constabulary and to people detained as it means the team is constantly on the lookout for ways that things can be improved. For our volunteers to commit to this service for so many years, speaks to the level of satisfaction that they derive from it. I suspect that the amount of satisfaction has a direct relationship to the demands made of them and I have to acknowledge that those demands are not small.

I asked Simon, the member of the OPCC team who manages this scheme, how he would summarise this commitment, "the visitors turn up and really do a great job – they will see detainees on each visit, many of whom are in crisis or distress, checking they are comfortable, have had their rights and importantly take an interest in their situation and be an advocate for them. Getting them a cup of tea or extra blanket can make a huge difference to their time in detention. They also make sure the Constabulary are doing their job, and regularly highlight real issues that need addressing. They show up to Panel meetings, they turn up to training three times a year, they do their vetting, they do their mandatory training, they phone me, email or message me to ask questions and just stay on as ICVs for the duration...I'm not sure how you'd summarise that, but it's about volunteering spirit and passion for their role that makes them stay."

I'd like to take this opportunity to thank every one of the independent custody visiting team who make such a positive contribution to this important part of policing.

I hope that this report does justice to that commitment, and I am looking forward to getting to better know the ICV team and their important work over the coming year.



Sarah Taylor
Norfolk Police & Crime Commissioner (PCC)

Paul Sanford Chief Constable, Norfolk Constabulary

I would like to thank the Independent Custody visitors for their continued commitment to the provision of service for people in our Police Investigation Centers. Their voluntary work to help the Constabulary manage and safeguard detainees in this county is second to none.

The innovative independent scrutiny panel is a vital part of this service and I continue to be proud that we are the pioneers in this area to help to drive best practice nationally. It is also pleasing to see their work driving schemes like Operation Nova, Wonder+ and Menopause support being offered to people in custody.

The visitors have once again provided a fantastic service throughout the year for which I am very grateful and I look forward to seeing what will be achieved over the year ahead.



Paul Sanford
Chief Constable, Norfolk Constabulary

Chief Inspector Rob Wicks Head of Custody for Norfolk & Suffolk Constabularies

As of Head of Custody for Norfolk and Suffolk I remain extremely impressed by the way that detained persons across the six Police Investigation Centres (PICs) have been cared for and managed. The past year has enabled several improvements in the provision of detainee care and management, including increased opportunity for liaison and diversion intervention and the introduction of child specific cells. Norfolk and Suffolk remain at the forefront of innovation and are seen as an exemplar collaboration for managing detained persons with dignity, decency and respect.

Throughout my time as the Head of Custody I have had a very healthy relationship with the PCC's office, especially evidenced by the close working relationship I have with the excellent cohort of Independent Custody Visitors (ICVs).


custody continues to develop and improve. I am constantly impressed with the considered, pragmatic and friendly way in which the ICVs provide appropriate feedback to me and my wider command. I am truly grateful for the time given to ensure that my team are able to provide the best possible custody provision to all users.

My annual attendance at the ICV conference has helped identify areas for improvement that I have developed over the last 12 months. Norfolk and Suffolk Joint Custody is one of the first Nationally to have bespoke care packages for those going through the Menopause. I am also currently engaging with ICV coordinator to review and generate best practice for the appropriate detention of Trans-gender detainees.

My quarterly meetings with the Scheme Manager enable me to share information relating to custody development and gain a real insight into the lived experiences of detained persons. Information of this nature is so invaluable when looking to continually learn and develop custody, which remains an essential area of business for policing.

The ICVs are a critical part in the independent scrutiny panel which is used to review the use of rip proof clothing, strip search and more recently instances where children or young persons are remanded in custody overnight. The independent scrutiny panel remains one of very few such groups Nationally and has been identified as best practice. The fantastic work in Norfolk has meant that all Constabularies Nationwide have been advised to follow our example.

Norfolk is lucky to have such a committed team of ICVs, and it has been a pleasure to work with you all.



Rob Wicks
Head of Custody for Norfolk & Suffolk Constabularies

Background & Legal Framework

The large-scale civil unrest seen across the country during 1981, and the subsequent Public Enquiry and report by Lord Scarman was a watershed moment for the accountability of the British police. It led to a new code of conduct in the introduction of the Police & Criminal Evidence Act and also created an independent police complaints body, known today as the Independent Office for Police Conduct (IOPC), in a bid to restore public confidence in the Police.

Prior to the publication of the Scarman Report, no process existed for the independent monitoring of the welfare of detainees held in police custody. He recommended that provision be made for random checks by people other than police officers on the interrogation and detention of suspects in police stations, ensuring all policing activity was accessible and transparent to scrutiny by the public.

Custody Visiting, formerly known as Lay Visiting, was established in 1983 and was initially a voluntary process until the Police and Crime Act 2002 made it a statutory requirement, with the Home Office introducing the Codes of Practice for Independent Custody Visiting.

The Police Reform and Social Responsibility Act 2011 created the position of Police and Crime Commissioners and today they have the responsibility for operating and overseeing an effective and efficient scheme in their police area.

Today, the UK is also party to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). This is an international human rights treaty designed to strengthen the protection of people deprived of their liberty through a system of regular, independent visits to places of detention that serves as an important safeguard against abuses, and to prevent torture and ill-treatment in places that by their very nature are hidden from public view.

ICV Schemes are an important part of our National Preventative Mechanism (NPM), the body that oversees the regulation of all detention settings which exists to ensure our adherence to OPCAT. It is made up of twenty-one statutory bodies that monitor places of detention across the UK, including:

- prisons and young offender institutions
- police custody
- escort and court custody services
- children in secure accommodation and other detention settings
- detention under Mental Health Law
- deprivation of liberty and other safeguards in health and social care
- immigration detention
- military detention
- customs custody facilities
- detention under the Terrorism Act

Custody Visitors

Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit people detained at a police station. This can be people arrested by the police or other agencies such as the Border Force, HM Revenue & Customs and persons detained on behalf of HM Prison Service.

For many people, arriving in a custody suite can be a daunting and frightening experience with many being unaware of their rights or entitlements.

An ICV's main responsibility is to check on the welfare of a detainee and make sure they are being treated properly and with dignity whilst in custody. An ICV ensures that they understand their rights and entitlements in law, why they are in custody, that they have access to free legal advice, and that they can contact someone to inform them of their whereabouts.

In addition, they also make sure detainees have had sufficient refreshments as well as access to showers and exercise and that any healthcare needs have been met.

Visiting in pairs, ICVs can inspect cells and other facilities within the custody suite. Where appropriate, they can scrutinise custody records, the record of everything that happens to a detainee whilst in custody. If an ICV discovers any issues, these are initially raised with the Custody Sergeant and there are additional steps that can be taken should the issue be more serious in nature.

ICVs make a report of each visit to the police station summarising their meetings with detainees, any issues discovered, and any ongoing actions required. A copy of the report is then forwarded onto the Scheme Manager.

ICVs are recruited by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) but are independent of Norfolk Constabulary. They will make unannounced visits to police stations at any time or day of the week and can speak to anyone who is currently detained within the custody suite.

The Custody Estate

The custody facilities for Norfolk and Suffolk Constabularies are provided collaboratively and all staff work within a combined command headed by a Chief Inspector. In total, across both counties, there are six dedicated Police Investigation Centres (PICs) where detained persons are held.

Four of these are in Norfolk and are situated in Aylsham, Great Yarmouth, King's Lynn and Wymondham, providing a total detainee capacity of 92.

Built in 2011, they are acknowledged as some of the best facilities in the country. Their maintenance, cleaning and supplies are all provided under the Private Finance Initiative Scheme (PFI). The current service providers are Tascor Facilities Management

The Great Yarmouth PIC serves both Norfolk & Suffolk policing areas with staff from both Constabularies working within the PIC.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area, with detainees from that County being held there, albeit it is fully resourced by Norfolk officers and police staff.

Detained Persons statistics: 1 April 2023 to 31 March 2024

Overall numbers of detainees

Police Investigation Centre	Detainee numbers
Aylsham	1,940
Great Yarmouth	2,884
King's Lynn	3,876
Wymondham	5,725
Grand total	14,425

Ethnicity of detainees

Ethnicity	Number of detainees	Percentage of overall detainees
White – North European	12,180	84.4%
White – South European	434	3.0%
Black	642	4.5%
Asian	206	1.4%
Middle Eastern	48	0.3%
Chinese, Japanese or South-East Asian	47	0.3%
Unknown/not stated	868	6.0%
Grand total	14,425	100%

Gender and age of detainees

Age profile	Male	Female	Not recorded	Grand total
0–9	0 (0.0%)	0 (0.0%)	0 (0.0%)	0
10–17	861 (6.0%)	229 (1.6%)	5 (0.0%)	1095
18–25	2,159 (15.0%)	433 (3.0%)	4 (0.0%)	2,596
26–35	3,445 (23.9%)	791 (5.5%)	2 (0.0%)	4,238
36–45	2,812 (19.5%)	736 (5.1%)	3 (0.0%)	3,551
46–55	1,484 (10.3%)	354 (2.5%)	4 (0.0%)	1,842
56–65	667 (4.6%)	117 (0.8%)	0 (0.0%)	784
Over 65	267 (1.9%)	49 (0.3%)	3 (0.0%)	278
Grand total	11,695 (81.1%)	2,709 (18.8%)	21 (0.1%)	14,425

Norfolk ICV scheme

As of 31 March 2024, there are 24 ICVs across the county and we have had a number of younger persons joining the Scheme ensuring the overall makeup maintains a good representation of the local community, taking account of different ethnic origin, gender, disability and age.

There is real dedication and commitment from our volunteers with some choosing to stay in their roles for many years, with the current average of 6 and a half years. We also have several interested parties wishing to join the Scheme as and when a vacancy arises.

The ICVs are split into four panel groups, each one serving one of the PICs. Each panel nominates a coordinator who is responsible for arranging a rota of visits. This ensures that only our ICVs know what day and time a visit will take place enabling the scheme to remain independent and credible.

Each panel group meets with the Scheme Manager three times per year, and these meetings are also attended by the PIC Inspector to allow the panel to discuss any issues that they have, and for the Inspector to update the panel with regard to any pertinent issues within their area of responsibility. The panel meetings are also an opportunity to discuss topical issues and provide an opportunity for some training for the ICVs.

Norfolk ICVs data

ICVs gender

Gender	Number
Male	8
Female	16

Ages of ICVs

Age	Number
18–30	2
31–45	2
46–60	5
61–74	11
75+	4

ICVs with a disability

Disability	Number
Disability	2

ICVs ethnic group

There are 20 definitions of ethnicity within the 2021 census – the data provides an overview of those represented currently on our scheme.

Norfolk ICVs ethnic group	Number	Norfolk population ethnic group ¹
White British	22 (92%)	88.9%
White Other	0 (0%)	5.2%
Asian	0 (0%)	2.1%
Black/Black British	1 (4%)	0.9%
Other: any other ethnic group	1 (%)	2.9%

¹ Source: ONS data 2021

Visiting summary

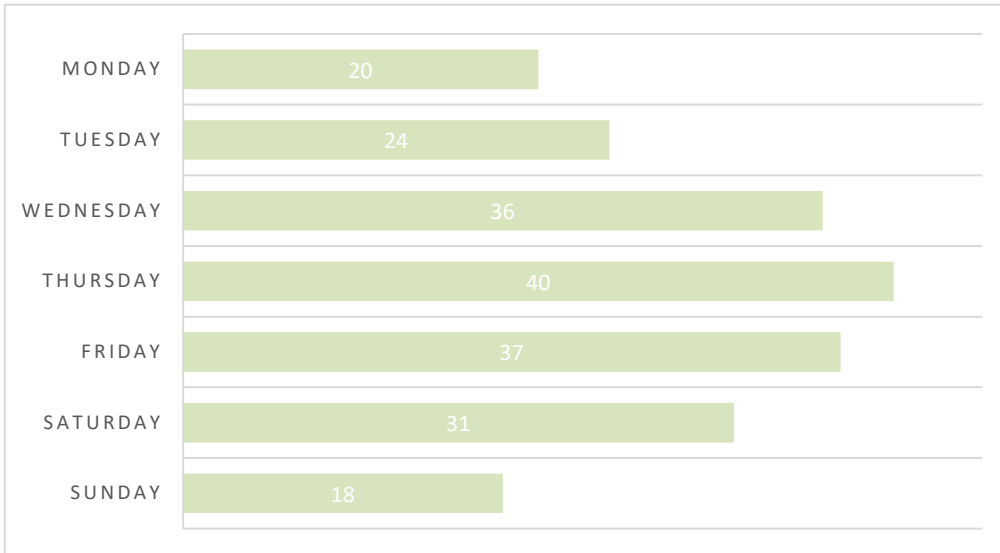
Breakdown of visits – 1 April 2023 to 31 March 2024

Visiting metric	Year	Aylsham	Great Yarmouth	King’s Lynn	Wymondham	Total
Number of visits ³	23/24	51	54	51	50	206
	22/23	51	49	52	50	202
Detainees available to visit ¹	23/24	87	129	130	180	526
	22/23	94	155	133	188	570
Detainees visited	23/24	79	121	124	162	486
	22/23	86	140	128	159	513
Percentage of available detainees visited	23/24	93%	94%	95%	90%	92%
	22/23	91%	90%	96%	85%	90%
Detainees observed ²	23/24	21	135	67	173	396
	22/23	18	96	79	130	323

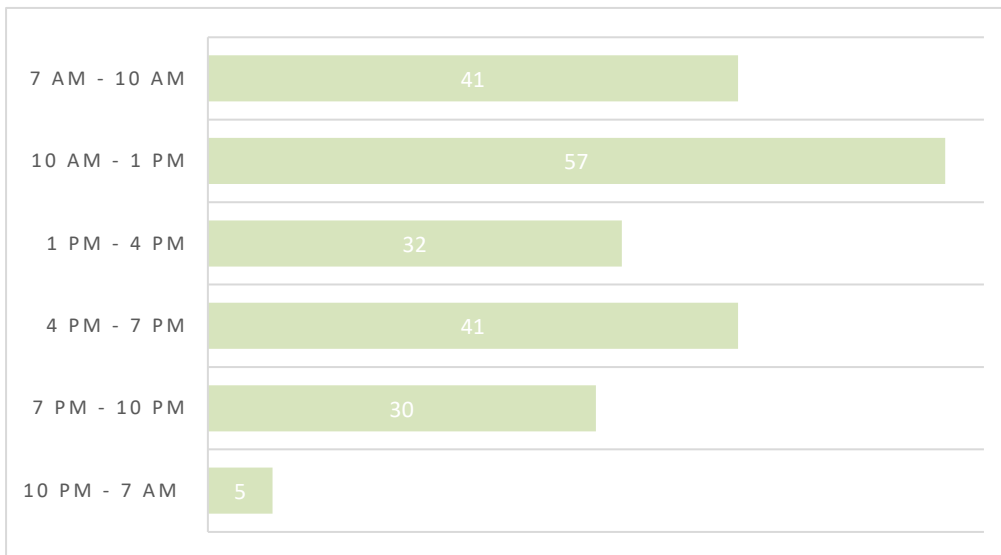
- 1 Not all detainees are available to visit. The police may advise not for health and safety reasons. Additionally, they may be in an interview, asleep or providing fingerprint/DNA samples or not wish to be seen.
- 2 If a detainee declines a visit or they are seen sleeping or resting, this is classed as an observation.
- 3 Total number of visits include where ICVs have to abandon due to operational commitments.

Days and times visits took place.

Days of the Week



Time of day



Protecting vulnerable detainees

Protecting juveniles and other vulnerable persons

Norfolk Constabulary continue to take positive steps to reduce the number of children and vulnerable detainees in custody and there are various strategies in place to achieve this. The Scheme Manager reviews the relevant data, and it is discussed in regular meetings with the Head of Custody. For those children who are detained, efforts are made to ensure they remain segregated and receive age-related care.

An enduring concern is the number of persons held who are mentally unwell, and custody is often a place of last resort whilst a hospital place is sought. Sadly, nationally there are too few beds available but the PCC and senior officers from the Constabulary continue to lobby for better provision. Over the last year improvements have been made by ensuring those with poor mental health, where appropriate, go direct to hospital at the point of arrest. When ICVs encounter such a detainee, they will report back detailed information around their custody and the process to move them onto a specialist setting.

Inevitably, there remains the need to deal with vulnerable people in custody, and the aim is to ensure they leave in a healthier position than when they arrived, being better equipped to change their behaviours and lifestyle choices and are provided with relevant support to do so. There are various diversion and support services available to detainees through partnership working and these are based upon individual need and vulnerability.

NHS Liaison and Diversion

NHS Liaison and Diversion (L&D) Services work to identify vulnerable adults and young people when they first come into contact with the criminal justice system, often through being held in police custody. L&D staff assess the person's needs and, where possible, direct them to the appropriate health and social care services. They help support the individual through the early stages of the Criminal Justice System. It also provides an opportunity to identify any additional needs the individual may have and for which they may not be currently receiving support. The aim is to improve health outcomes for people, help to divert people from reaching crisis point and to reduce reoffending. In Norfolk, the service provides full-time staff to work across all the PICs.

Op Nova

Norfolk Constabulary continues to support Op Nova. This is delivered by the Forces Employment Charity and commissioned by NHS England, provides support for veterans who are in contact with the justice system, enabling them to access the services they need including housing, employment, support, counselling etc

The WONDER+ Project

The Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) service is a Whole System Approach (WSA) to rehabilitating female offenders and supporting women at risk of offending, funded by the Ministry of Justice, Norfolk Police and Crime Commissioner, Norfolk County Council Public Health and the Norfolk and Suffolk Community Rehabilitation Company (NSCRC).

The service aims to divert women offenders and those at risk of offending away from the criminal justice system by providing targeted intervention to address the issues which make them more likely to offend.

Child Detainees

Norfolk Constabulary recognises the impact that trauma informed policing can have on young people and has undertaken to improve the facilities available for young people visiting custody. Certain cells have been designated at each PIC solely for juvenile use that are quieter and are naturally lit. These are clearly identified by coloured doors, with a commission to add entertainment decals into the cells, such as targets for footballs to be thrown at. A selection of age-appropriate activities and reading materials are provided along with a small selection of cuddly toys. The use of a separate booking in area has also been implemented to reduce young people's exposure to detained adults.

Menopause

Norfolk Constabulary are one of the first forces to fully implement support for female DPs suffering with the menopause, with signposting to support agencies through L&D, a dedicated female staff member, and access to a selection of different products, such as lip balms and fans to make their stay in custody more comfortable.

Vulnerable persons – overview

The ICVs will always prioritise seeing vulnerable people during their visits, especially when custody is busy, and they are unable to see all detainees.

If ICVs are unable to see a detainee due to that vulnerability, then they are able to review their custody record on their behalf to ensure that all of their rights and entitlements are being upheld and that they are receiving appropriate care.

If a detainee is unable to be seen (asleep, advised against a visit etc.), the ICVs will always endeavour to make a safe observation of them.

Vulnerable person overview

Category	Year	Juvenile	Non-English-speaking	Female
Number of detainees at time of visit.	23/24	62	89	210
	22/23	42	77	158
Detainees available to visit ¹	23/24	36	29	107
	22/23	25	31	85
Detainees visited	23/24	33	28	95
	22/23	23	29	79
Percentage visited	23/24	92%	97%	89%
	22/23	92%	94%	93%

¹ Not all detainees are available to visit. They may refuse or the police may advise not to for health and safety reasons. Additionally, they may be in an interview, asleep or providing fingerprint/DNA samples.

We have seen 20% more vulnerable people – it is the overall percentage seen that has dropped, so we are winning.

The Terrorism & National Security Act

Anyone arrested under the Terrorism Act 2000 (TACT) or the recently introduced National Security Act 2023 (NSA) may be detained for up to 14 days and there are provisions within the policing estate for people arrested in this way.

They are also entitled to receive visits from ICVs, however the ICVs themselves are specially selected to perform this role and must undergo additional training. We have one Norfolk ICV trained as a TACT ICV and they are on a rota with colleagues to provide cover for the whole of the Eastern Region.

During the year, there has been increased oversight of the TACT process through the Independent Custody Visiting Association (ICVA) who have delivered several on-line training sessions and seminars for both Scheme Managers and TACT trained ICVs.

All ICVs visiting TACT detainees will report nationally to the Independent Reviewer of Terrorism Legislation (IRTL).

Issues reported from custody visits

Following on from last year, ICVs continue to report excellent standards of care towards all the detainees held in custody. Serious matters are rare, but when areas of concern are identified they are addressed either by the ICVs themselves or by the Scheme Manager.

Some matters are out of the direct control of custody staff, such as staffing, gaps in service provision or having to detain patients detained under the Mental Health Act. However, such occurrences are reported back and addressed at a more strategic level.

Amongst issues raised this year were PIC cleanliness, access to translators and out of date food. Many requests were also negotiated such as medical attention, extra food & drink and resolving matters at home such as pet care. Importantly, the ICVs remind the detainees of their rights under law.

The Constabulary also continue to proactively offer reading material, showers and exercise positively addressing what is known as 'request culture' whereby those detained would only be offered entitlements should they ask.

Police response

The vast majority of issues raised by ICVs are dealt with informally between the ICVs and the custody staff with many of the requests being arranged during the visit, however there are clear protocols should a matter not be resolved, or a wider thematic issue is discovered.

- > ICVs raise issue with Custody Sergeant.
- > Scheme Manager discusses issue with Inspector responsible for the relevant PIC.
- > Scheme Manager discusses issue with Chief Inspector for Custody.
- > PCC raises issue with Chief Constable through their governance and performance meetings.

The Independent Custody Visiting Association (ICVA)

ICVA are a Home Office and PCC funded membership organisation set up to lead, support and promote local independent custody visiting schemes. Norfolk continues to pay a subscription for annual membership to access a wide range of services as set out in their Mission Statement below.

Lead – ICVA provides leadership to ICV schemes in the UK, helping to define their aims and ensuring that schemes remain up to date in policing. As members of a number of nationwide groups, ICVA will use this platform to lead schemes on changes to the custody arena.

Support – ICVA play a crucial role in supporting local schemes and their managers and they provide effective, timely and consistent support to them. This covers a range of activities, but the aim is to ensure all schemes have the tools they need to be able to deliver effective oversight of detainees' rights, entitlements, dignity and wellbeing.

Represent – ICVA has an on-going national role to represent ICV schemes as an integral part of policing.

The Quality Assurance Framework (QAF)

Schemes are asked to assess themselves against the QAF benchmarking standards which helps schemes to:

- Reflect on how they comply with the Code of Practice, the legislation that underpins custody visiting.
- Celebrate areas of strength.
- Promote custody visiting and the achievements they have made.
- Drive up performance of scheme.
- Increase sharing of good practice and resources across schemes.

There are 4 levels of award – Code Compliant, Silver, Gold and Platinum with each level having a set criterion for schemes to provide evidence against.

In November 2023, the Norfolk Independent Custody Visiting Scheme was awarded the silver level, having achieved code compliance the year before. This award recognises the work and commitment of the volunteers, and undertaking the quality assurance process is also an opportunity to ensure all the previous learning and collaborative work has been adopted to ensure the Scheme is robust and continues to hold Norfolk Constabulary to account.

Training & Collaboration

Training for new ICVs is carried out when they first join the scheme and utilises the training model provided by the Independent Custody Visiting Association (ICVA).

ICVs then remain under a programme of continuous professional development. Via their regular newsletter, they will receive notifications of any national developments around custody visiting as well as any legislative changes relevant to their role.

ICVA also continue to produce their 'Bitesize' training modules which focus on specific areas of custody visiting.

Although we have moved on from the pandemic, we retain our on-line training sessions which are popular and easily accessible for the ICVs. Held Spring and Autumn, a broad range of topics are covered, directly relating to custody as well as the wider criminal justice system.

In addition, Norfolk hosted a joint Norfolk & Suffolk ICV training conference in June. Held at the Norfolk police headquarters, ICVs gathered for a day of learning, networking and workshops. Are you talking about last year or this year? If last year keep if not remove as needs to focus on 2023/24.

Collaboration, Regional Work and Scrutiny Panels

Our Scheme continues to work with that of the Office of the Police and Crime Commissioner for Suffolk and both schemes share similar working processes and policies due to the nature of the collaborative Custody Command. Norfolk and Suffolk share training opportunities for ICVs.

Norfolk & Suffolk ICVs have worked alongside the constabularies as part of an Independent Scrutiny Panel (ISP) since 2019. The current panel is recognised nationally as a model of good practice and continues to provide the police with detailed feedback around how they conduct strip searches, the use of safety clothing and the detention of children in custody after charge.

In addition to Suffolk, Norfolk also collaborates with regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex, Hertfordshire and from 2024, Kent). The Scheme Managers from these areas meet on a quarterly basis to share experience and best practice and the Norfolk Scheme Manager currently holds the Chair for this group.

The Scheme Manager also represents the Region on ICVA's National Expert Forum (NEF) which brings together expertise from across the UK to help advise and inform ICVA around themes, challenges and best practice.

Want to know more?

Custody visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held.

If you would like to know more or are interested in becoming an Independent Custody Visitor, please contact:

Independent Custody Visiting Scheme Manager
Office of the Police & Crime Commissioner for Norfolk
Jubilee House
Falconers Chase
Wymondham
NR18 0WW

Telephone 01953 424455

Email icv@norfolk.police.uk

For more information on the role of ICVs or that of the Police and Crime Commissioner for Norfolk, please visit www.norfolk-pcc.gov.uk or find us on X [@NorfolkICV](https://twitter.com/NorfolkICV) and [Facebook](https://www.facebook.com/NorfolkICV)

For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit their website: www.icva.org.uk or follow on X [@CustodyVisiting](https://twitter.com/CustodyVisiting) or [@projectICVA](https://twitter.com/projectICVA)

Police and Crime Plan for Norfolk 2025-2029: consultation

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the PCC's approach to consultation;
- 2) Decide what comments or recommendations (if any) it wishes to make to the Commissioner.

1. Background

- 1.1 The Police and Social Reform 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 the election is held.
- 1.2 The Police and Crime 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 in 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 the 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 consider the PCC's approach to consultation.

3. Suggested approach

3.1 A report setting out the PCC's approach to consultation is attached at **Annex 1** of this report.

3.2 The PCC will attend the meeting to 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 After the PCC has presented her report, the Panel may wish to question her on the following areas:

- a) How the PCC is engaging local communities and victims of crime;
- b) The level of response received to date;
- c) The communication strategy being used to promote the consultation;
- d) The main messages that the PCC has heard to date and how they will influence her Plan;
- e) How the PCC will ensure that her strategic priorities reflect local needs.

4. Action

4.1 The Panel is recommended to

- 1) Consider the PCC's approach to consultation;
- 3) Decide what comments or recommendations (if any) it wishes to make to the Commissioner.



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Police and Crime Plan 2025-29 Consultation

In the development of the Police and Crime Plan, the PCC must consult with residents and victims of crime.

The consultation for the plan, which must be published by the 31 March 2025, commenced on the 2 September.

The consultation also incorporates the Norfolk Community Safety Partnership's strategy consultation; reflecting the relationship between the two plans and overlapping policy priorities.

The consultation is designed to ascertain the order of priority for consultees of the ten priorities below.

1. Focus on Prevention

Reduce the level of crime being committed in Norfolk, by helping and supporting those at risk of offending, and those who have already offended, whether they are adults, children or young people.

2. Restore Trust and Confidence in Policing across Norfolk

Ensure the police are serving their communities in a visible, accessible, and transparent way, and supporting victims of crime with respect and dignity.

3. Improving Road Safety

Reduce the number of people killed or suffering life-changing injuries on Norfolk's roads, regardless of how or where we travel or for what purpose.

4. Tackling Extremism and Community Tensions

Safeguard and support members of the community to stop them becoming radicalised or promoting violent extremism, and work with communities to protect them from becoming susceptible to violent extremism.

5. Making Norfolk Streets Safer

Ensure that all residents of and visitors to Norfolk feel safe on our streets, including tackling serious violence, anti-social behaviour, and hate crime.

6. Effective Criminal Justice System

Working with the Criminal Justice System to achieve timely justice, and ensure victims are supported appropriately through that system.

7. Support for Victims

Support for victims to recover from their experiences and to cope in their daily lives. This includes specialist services for victims of domestic abuse and serious sexual offences.

8. Tackling Violence Against Women and Girls

Keep people across the county safe: in their homes, workplaces and places of leisure, from harassment, stalking, rape, sexual assault, murder, honour-based abuse, and coercive controlling behaviour.

9. Improving Rural Response

Providing a better response to rural crime, including increasing crime prevention and better access to services for victims in rural areas.

10. Organised Crime and Criminal Exploitation

Disrupt organised crime groups and work in partnership to reduce the crime and harm from the supply and distribution of drugs, fraud, human trafficking, modern slavery and shoplifting to order.

There is a communications and engagement strategy supporting the consultation to...

- Raise awareness of the consultation.
- Encourage and support participation in the consultation.
- Raise the profile of the PCC and the Police and Crime Plan.
- Enable residents and other stakeholders to engage directly with the PCC.

The PCC has been engaging through a variety of meeting formats, including structured meetings with audiences from organisations, including those from the voluntary and community sector, to drop-in sessions being hosted in libraries and on street engagement in supermarkets.

These meetings and events have been scheduled to maximise participation and located to capture views of communities across all parts of the county, as demonstrated by the list of events to date below...

- Consultation launch Interview: Radio Norfolk.
- Thetford Engagement event including walkabout and visit to the Charles Burrell Centre.
- Tesco Fakenham – Street Meets.
- Sheringham Library.
- Millennium Library Norwich.
- Sheringham Pop-up Surgery.

The consultation will last for approximately 8 weeks and conclude on Friday 1 November.

As this is a joint consultation, Norfolk County Community Safety Partners will be expected to support the consultation by communicating and promoting it within their organisations and to wider networks.

Throughout the consultation, responses are being monitored, along with the demographic profile of respondents, to enable the methodology to be adapted to ensure the overall response is as representative as possible in the absence of a structured sampling methodology.

More details on the consultation can be found at <https://www.norfolk-pcc.gov.uk/police-and-crime-plan/police-and-crime-plan-202529-consultation/>

Police and Crime Commissioner (PCC) for Norfolk's 2025/26 precept consultation

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is asked to consider an overview of the PCC's 2025/26 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The methodology for the precept consultation, which will seek the views of Norfolk residents on whether the policing element of their council tax should be increased in 2025/26, is still being considered.
- 1.3 The PCC will present her final precept proposal for 2025/26 to this Panel when it meets on 4 February 2025.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the PCC's approach to public consultation and ask her about the main issues she will need to take into account before making a final decision on her precept proposal.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** describes the matters that will influence the approach to public consultation.
- 2.3 Panel members will be provided with a link to the consultation as soon as it has been launched.

3. Suggested approach

- 3.1 After the PCC has presented her report, the Panel may wish to question her on the following areas:
 - a) The approach to this year's precept consultation and how the PCC will reach communities across Norfolk;

- b) The format of the consultation, which in previous years has included a document setting out the financial challenges facing the Constabulary in the context of the current medium- to long-term financial strategy, and the council tax options being considered;
- c) The timing of the consultation;
- d) Considerations arising from the new Government's priorities and legislative plans;
- e) Anticipated Autumn Budget Statement announcements and their impact;
- f) The projected budget gap and future efficiencies that would enable the remaining savings to be made;
- g) Current pressures (increasing costs and increasing demands on the Constabulary);
- h) How further potential efficiency savings will be balanced against the risks to service delivery;
- i) The opportunities and challenges this decision presents for developing a Police and Crime Plan;
- j) Any implications for partnership working and the PCC's commissioning strategy.

3.2 The PCC will be supported by members of her staff together with the Chief Constable (subject to operational commitments).

4. Action

4.1 The Panel is asked to consider an overview of the PCC's 2025/26 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.



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Spending Proposals 2025/26 Consultation

The PCC is required to consult on her spending proposals annually, and de facto, the level of precept (the portion of a Council Tax bill that is put towards paying for policing services locally) that will be set.

For any consultation to be meaningful, it must be informed by relevant information, provide participants with options and be clear on the extent to which it will influence the final decision.

The Spending Proposal/Precept Consultation is part of and informed by the wider budget setting processes of the Office of the Police and Crime Commissioner (OPCC) and Norfolk Constabulary; which are dependent on the spending decisions of government and individual government departments, including and most notably the Home Office and Ministry of Justice.

For several years, the Police Funding Settlement for Norfolk has been announced late in the financial year, around December, and this has had significant implications on the associated consultation methodology; limiting either the level of detail and options in the consultation or the overall timeframe in which to conduct it.

The consultation methodology is also constrained by the local decision-making process, the role of the Police and Crime Panel and associated timeframes. The Police and Crime Panel normally considers the PCCs funding proposals at its meeting in February, to provide time to review and if necessary, hold a further meeting if the original proposal is vetoed. This means the associated report and all background information must be available in mid to late January and requires the consultation to be completed by early January for the results to be analysed and considered.

The budget setting process for 2025/26 is further complicated, as it will be affected by the outcomes of the Government's Comprehensive Spending Review, which will not be announced until the end of October, and no certainty has been provided on publication dates for central government spending proposals that will impact on the OPCC and Norfolk Constabulary.

The PCC, supported by the OPCC is now working up the Spending Proposal/Precept Consultation methodology, with a decision still to be made on...

- Conducting the consultation before the Christmas holidays period, to provide more time to conduct a wider, more inclusive consultation, with a mixed qualitative and quantitative methodology; but providing less detail on the specific proposals. However, this year, there will still be limitations on the consultation window, as the Police and Crime Plan Consultation does not close until the end of October.
- Conduct a shorter consultation, based primarily on a survey (quantitative), but providing greater detail on specific proposals after the Christmas holiday period.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to consider the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's Director of Democratic and Regulatory Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (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 the 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 new PCC was elected in May 2024.

- **Complaint 1 – Dated: 11 August 2024**

The complainant expressed dissatisfaction with statements made by the PCC to the media, in relation to counter-demonstrations during the period of national public disorder.

Discontinued.

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, eleven FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Perpetrator programme
- Vegan phobia
- OPCCN staff budget
- Grant funding for Palestinian charity
- Grant funding to various bodies
- Grant funding for stalking/harassment
- Pride Events
- PCCs diary
- Riot Compensation Act Claims

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.



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Complaints Policy Sub Panel – Update

Report from the Chair of the Sub Panel, Cllr Brian Long

The Panel is asked to consider an update from the Complaints Policy Sub Panel.

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 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 29 July 2024: Mrs Renate Brockes, Cllr Brian Long (elected as Chair for 2024-25), Cllr Mike Sands, Cllr John Toye, Ms Stacey Palmer and Cllr Alexandra Ware.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 9 September 2024. A summary of the information reviewed is set out below.
- 2.2 Police Dismissal Review 2022-23
 - 2.2.1 Members were reminded of the Government's intentions to make changes to the powers afforded to Chief Constables so that they can automatically terminate the employment of those officers who are found guilty of gross misconduct. Changes to the composition of misconduct panels, giving responsibility for chairing proceedings for non-senior officers to chief officers (removing Legally Qualified Chairs), has now been implemented. Guidance and a clear timetable for the introduction of the full suite of reforms is still awaited and we will be updated in due course.
- 2.3 Police Misconduct Hearings and Police Appeal Tribunals
 - 2.3.1 While misconduct panels are now chaired by a chief officer, the membership must include a Legally Qualified Person. The Sub Panel was assured that, following the recent recruitment exercise, there is an adequate number available in the eastern region to support this process.
 - 2.3.2 The Sub Panel noted that while the proportion of misconduct hearings in relation to the size of the force remained small, the number of hearings had grown and was

expected to grow further as a result of the national focus on rebuilding public confidence in policing.

2.3.3 We also noted that the number of accelerated misconduct hearings was expected to increase and that this in turn was likely to prompt more Police Appeal Tribunals. These are managed by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and require the PCC to appoint a Legally Qualified Chair from a Home Office approved list, which is currently diminishing. We agreed that any delay in concluding a misconduct case is unacceptable for all concerned. We supported the fact that the PCC has approached Ben Goldsborough MP (South Norfolk), to raise concerns via a Parliamentary question and seek assurance that the Home Office will take action to address this issue. However, we also agreed that this could be strengthened by establishing cross-party support from all eastern region MPs.

2.3.4

Recommendation 1:

That the Police and Crime Panel should ask the PCC to approach all MPs in the eastern region, to:

- a) Raise concerns about the diminishing list of Home Office approved Legally Qualified Chairs and the likely impact it will have on rebuilding public confidence in policing; and**
- b) ask them to urge the Home Secretary and Policing Minister to address this issue.**

2.4 Police Complaint Reviews

2.4.1 Anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary has the right to request a review of that decision through OPCCN. Details of that process are available to view on the [complaints](#) pages of OPCCN's website.

2.4.2 The Sub Panel noted the following key points arising from the Independent Office for Police Conduct (IOPC) comparative data:

- For the reporting period of 1 April 2023 to 31 March 2024, OPCCN received 45 reviews which is lower than the Most Similar Forces (MSF) average of 69 but slightly higher than the same period the previous year (43 reviews);
- OPCCN were conducting reviews within an average of 63 working days, which had lengthened from 53 days during the same period the previous year;
- OPCCN upheld 21% of its reviews over the reporting period, which was the same as the national average but less than the MSF average of 23%.

2.4.3 The Sub Panel noted that the time taken to conduct reviews had lengthened again during the reporting period, owing to the complexity and extent of the material to be reviewed as well as resourcing issues within OPCCN. The Sub Panel was assured that resourcing issues had been resolved.

2.5 Police Super-Complaints

2.5.1 The Sub Panel noted that there had been no new super-complaints since it had last met. It also noted that a PCC response was due to be published on an earlier

super complaint, submitted by the Suzy Lamplugh Trust, on the police response to stalking.

2.6 Chief Constable Complaints

2.6.1 The Sub Panel continues to be briefed on the number and scope of any complaints relating to the Chief Constable and action taken by the PCC. None had been received since the Sub Panel had last met.

2.7 Police Pension Forfeiture

2.7.1 The Sub Panel noted that the PCC is the Pension Supervising Authority for police officer pensions. If the Constabulary identifies cases where a pension scheme member has been convicted of an offence which they consider is in connection with their service as a member of a police force, it can request pension forfeiture. To do so, an application must be made to the PCC and, if they are supportive, the PCC may seek application of a pension forfeiture certificate from the Home Office.

2.7.2 The Sub Panel also noted that where pension forfeiture has been applied, particularly following the sentencing of police officers in recent high-profile cases (David Carrick is one example), that there would appear to be a direct, positive impact on public confidence in policing.

2.7.3 **Recommendation 2:**

That the Police and Crime Panel should ask the PCC to look strongly at cases where pension forfeiture could be applied, given the likely positive impact on public confidence.

2.8 PCC conduct complaints

2.8.1 We considered a case study, to support our understanding of the PCC conduct complaint process. It was an incredibly useful learning exercise, which enabled us to consider what constitutes a complaint and how this is defined in Regulations.

2.8.2 We also noted that the Home Office had previously indicated its intention to implement new Regulations, to give PCPs greater investigatory powers in relation to PCC conduct complaints. Shortly before the General Election, the former Policing Minister wrote to Panel Chairs to inform them of an amendment tabled to the Criminal Justice Bill, to change the responsibility for handling non-serious complaints about Police and Crime Commissioners (PCCs). The amendment was to enable regulations that would change the responsibility for handling non-serious complaints about PCCs from Panels to an independent person, such as a local authority monitoring officer. It is unclear whether any aspects will be taken forward by the new Government. The Sub Panel will keep these matters under review and recommend any necessary amendments to our local procedure in due course.

3. **Work programme**

3.1 The next Sub Panel meeting is scheduled to take place on 4 March 2025.

4. Action

4.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel.



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Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of activity since the last Panel 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". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of their activities and decisions.

2. Summary of the PCC's decisions and activity since taking office

- 2.1 A summary of both the decisions taken by the PCC and the range of their activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the PCC are recorded and published on her website. Decisions made by the PCC, up until 4 October 2024, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements she has made, are recorded and published on her website. A summary of those items published up until 4 October 2024, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent PCC Accountability Meeting are set out at **Annex C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

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.

Public Information about the [Collaboration Panel](#) is available to view.

e) Other 'out-of-county' activity since the PCC took office:

Date	Activity
22 July 2024	Meeting with the Suffolk PCC
25 July 2024	Police Digital Service Annual General Meeting 2024
16 August 2024	Meeting with National Highways
20 August 2024	Meeting with National Farmers' Union
28 August 2024	Meeting with Andrew Tremayne - APCC
28 August 2024	Meeting with Zoe Billingham, Chair of Norfolk Suffolk NHS Foundation Trust (NSFT) and the Police Remuneration Review Body
30 August 2024	APCC Meeting
30 August 2024	Norfolk and Norwich SEND Association (NANSA) Visible Festival
19 September 2024	APCC General Meeting with Phillip Golding, Chief Executive, APCC
30 September 2024	Meeting with NSFT Council of Governors
30 September 2024	Meeting with Suffolk PCC

f) Other engagement activity

Date	Activity
3 September 2024	Budget consultation, Thetford Charles Burrell Centre
5 September 2024	Budget consultation, Cromer SNAP
9 September 2024	Budget consultation, Fakenham Tesco's pop-up surgery
11 September 2024	Budget consultation, Sheringham Library
14 September 2024	Budget consultation, Norwich Millennium Library
16 September 2024	Budget consultation, Diss The Corn Hall
28 September 2024	Budget consultation, Wymondham Library and Wymondham Market Place
30 September 2024	Budget consultation, North Walsham Phoenix Group

Date	Activity
5 October 2024	Budget consultation, King's Lynn town centre and King's Lynn Tesco Extra, Hardwick Road
12 October 2024	Budget consultation, Long Stratton, Swan Lane
12 October 2024	Budget consultation, Harleston, Market Place
12 October 2024	Budget consultation, Diss, Mere's Mouth

g) Audit Committee

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. Items discussed at the most recent meetings are set out at **Annex D** of this report.

h) PCC responses to inspection reports published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and relevant to the force.

- July 2024: [State of Policing: The Annual Assessment of Policing in England Wales 2023](#)

i) Emergency services collaboration.

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.

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

- [5 August 2024](#): Fire and Rescue Service Statement of Assurance 2023/24

3. Suggested approach

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

4. Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since taking office.



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PCC's Decisions

[Project CARA \(Conditional Cautioning and Relationship\)](#)

Decision 2024–38

The PCC for Norfolk supports a further extension of the funding provided in the Decision Notice 33/2023 between the 3rd of September 2024 until the 31st of March 2025 to enable the Hampton Trust to deliver Project CARA in Norfolk.

[Renewal of Section 22A Collaboration Agreement for the Joint Corporate Communications Department \(Digital Communications Team\)](#)

Decision 2024–39

The Chief Executive of the Office of the Police and Crime Commissioner is authorised to execute the Agreement to Collaborate (under Section 22A of the Police Act 1996).

The full list of [PCC decisions](#) and a policy statement on decision making is available to view.

Summary of the PCC's activity

[New Police and Crime Commissioner responds to the latest crime statistics data](#)

30 July 2024

Norfolk's new Police and Crime Commissioner (PCC) has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of the National Statistics (ONS).

[There's no holiday from domestic abuse: Norfolk Integrated Domestic Abuse Service launches summer campaign](#)

31 July 2024

The Norfolk Integrated Domestic Abuse Service (NIDAS) is launching its summer campaign this week. NIDAS offers free, confidential and non-judgemental support to those affected and their children, to help them recover and build a new life free from abuse.

[PCC holds her first PCC Accountability Meeting](#)

4 August 2024

PCC Sarah Taylor held her first PCC Accountability Meeting (PAM) on Monday, 22 July at her offices at Police Headquarters in Wymondham.

[Norfolk's PCC Sarah Taylor launches her Police and Crime Plan consultation](#)

2 September 2024

Norfolk's Police and Crime Commissioner (PCC) has launched her Police and Crime Plan consultation today, asking Norfolk residents to tell her what matters most to them about policing and crime in their area.

[Sarah Taylor asks residents to submit questions on policing and crime for her PCC Accountability Meeting](#)

16 September 2024

Police and Crime Commissioner (PCC) Sarah Taylor wants to hear from Norfolk residents in preparation for her second PCC Accountability Meeting in October.

List of items discussed at the most recent PCC Accountability Meeting

Date: 8 October 2024	
Subject	Summary
Public agenda	
Public Questions	
Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 and 6 of Pillar 2 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Supporting Victims'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Emerging Operational/Organisational Risks	Verbal update.

Any Other Business	
Private agenda	None

The public reports can be viewed on the OPCCN's website at the following address [PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk)

There was a public questions and answers segment at this meeting. A written copy of the public questions and responses will be published in due course along with the minutes of the meeting.

The next PCC Accountability Meeting will take place on 21 January 2025.

List of items discussed at the most recent Audit Committee meetings

Date: 13 September 2024	
Subject	Summary
Public agenda	
Review and update of Action Log	Document available on request
Internal Audit 2023/24 Summary of Internal Control	Document available on request
2024/25 Final Internal Audit Plan (if available)	Document available on request
Forward Work Plan	
Private agenda	
Fraud update (Verbal Update)	Verbal update
Confidential & Sensitive Internal Audit reports (if appropriate)	Reports not published

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 15 October 2024.

Forward Work Programme

Date	Item	Attendees
11am, 14 October 2024, County Hall	Police and Crime Plan for Norfolk 2025-2029: consultation PCC's 2025/26 Budget Consultation PCC's 2023-24 Annual Report Independent Custody Visitor Scheme Annual Report 2023-24 PCC Complaints Monitoring Report Complaints Policy Sub-Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
January 2025 (To be confirmed)	Panel Member briefing – review of PCC's precept proposal	
10am, 13 January 2025, County Hall	Extraordinary meeting: Review the draft Police and Crime Plan for Norfolk 2025-2029	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
10am, 4 February 2025, County Hall	Review the PCC's proposed precept for 2025-26 (the Panel must review and report by 8 February 2025) Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

	Forward Work Programme	
13 February 2025, County Hall	Reserve date – to review a revised precept for 2025-26, if vetoed (the Panel must review and report by 22 February 2024)	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
10am, 17 March 2025, County Hall	Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2024-25 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
July 2025, County Hall (to be confirmed)	Private induction/refresh session for Panel members	
July 2025, County Hall (to be confirmed)	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan 2025-2029 performance monitoring Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2024-25: Mrs Renate Brockes, Cllr Brian Long (Chair), Cllr Mike Sands, Cllr John Toye, Ms Stacey Palmer, Cllr Alexandra Ware

Date of last meeting: 9 September 2024

Next meeting: 4 March 2025

PCP training and network events

- Eastern Region PCP Network: 17 September 2024
- 13th Annual PC(F)P Conference: spring 2025 (to be confirmed)

PCC Accountability Meetings

- 21 January 2025