

Summary of the PCC Accountability Meeting

Date: Wednesday 29 January 2025

Venue: Hybrid meeting held on Microsoft Teams and in the Conference Room, Office of the Police and Crime Commissioner for Norfolk (OPCCN), Wymondham

1. In attendance:

- Police and Crime Commissioner – Sarah Taylor, OPCCN
- Chief Constable – Paul Sanford, Norfolk Constabulary
- Chief Executive – Mark Stokes, OPCCN
- Chief Finance Officer – Simon George, OPCCN
- Deputy Chief Constable – Simon Megicks, Norfolk Constabulary
- Temporary Assistant Chief Constable – Chris Balmer, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of Performance and Scrutiny – Sharon Lister, OPCCN
- Head of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate News Manager – Laura Bagshaw, Norfolk Constabulary
- Media and Communications Manager – Sue Starling, OPCCN
- Communications Officer – Joshua Brown, OPCCN
- Business Support Officer – Jordan Mann, OPCCN

1.1 Apologies for absence:

- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN

2. Declarations of Personal and/or Prejudicial Interests

- There were none declared.

3. Confirm the Minutes of the Previous Meeting Held on Tuesday 8 October 2024

- The minutes from the PCC Accountability Meeting held on Tuesday 8 October 2024 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 16.

4. Public Questions

Public Question	Constabulary Answer
<p>“During the PCC meeting on the 8th of October, my question was read out and raised concern that a violent incident was inevitable due to the ongoing issues with drug dealing in the area. On the evening of the 8th of October 2024 (the evening of the last quarterly meeting), there was an aggravated incident in St. Stephen’s Square that led to two arrests, this was within a few metres of my front door.</p> <p>Following the SNAP meeting on the 9th of October, which was attended by a significant number of residents and business owners, one further arrest was made. Additionally, on the 6th of December 2024, it was reported that 15 arrests had been made in Norfolk as part of a County Lines national campaign.</p> <p>Firstly, I would like to thank the police for their work in arresting the individuals involved in the St. Stephen’s Square incident and for the increased police presence that has significantly curbed drug dealing on this specific street. The efforts have been greatly appreciated by residents and businesses. However, I acknowledge that drug-related activity remains a major concern in the surrounding areas, impacting the broader community.</p> <p>What further work will be undertaken by the police to address drug dealing and related criminal activity across our city? How</p>	<p>The Chief Constable (CC) was in agreement with the member of the public that the job is not done, and this will continue to be a challenge for the Constabulary. The CC confirmed that they will continue to carry out visible patrols and plain clothed patrols, which the public may not always see, however persons who are stop and searched will certainly know that these patrols are taking place. The area was for a period of time the Neighbourhood Priority Area for the Safer Norwich Board. As a consequence of that, operations were carried out in the area resulting in a number of positive outcomes and positive arrests. The CC confirmed that Norfolk Constabulary continue to take part in coordinated county lines operations in and around Norwich which include intensification weeks, where the force really dive into an area in strength and there is also sustained work being done to address the highest harm organised crime groups, particularly those that are likely to exploit children and cause significant community concern. The CC confirmed that the force is increasing their use of technology to support their efforts around this crime type, particularly the mobile phone element which is bringing a lot of success to the Constabulary. The CC stated that they are getting a high number of guilty pleas at court which means swifter justice because of the evidence being put forward by Norfolk Constabulary. The CC confirmed that the force is working with the Norfolk Drug and Alcohol Partnership as prevention is a key part of the force’s efforts. Alongside this, the Op ADDER (Addiction, Diversion, Disruption Enforcement and Recovery) team in Norwich is working with the highest risk offenders and those involved in drug supply, to put together a whole system response.</p>

<p>will the successes from campaigns such as the County Lines initiative be sustained and built upon to ensure lasting change in our communities?”</p>	<p>The Police and Crime Commissioner (PCC) was grateful to the correspondent to hear that difference has been noted.</p>
<p>“It has come to my attention that even minor disciplinary matters within the police service require a lengthy, bureaucratic process, which often results in front row officers being consigned to desk work for months. Taking even one person off frontline work puts huge pressure on the remaining team, creates unwarranted personal stress and gives criminals increased opportunities. Maybe allow a panel of senior officers to “triage” cases, so that the full process is used only where absolutely necessary, and officers can return to normal duties quickly? Justice delayed is justice denied.”</p>	<p>The CC stated that there is rightly some concern, and it is the CC’s view that existing processes on too many occasions result in misconduct investigations taking too long to resolve, which is of no benefit to anyone involved. The Constabulary are looking to take opportunities to expedite where they can, however the CC is aware of the damage that has been done to confidence in policing, so adhering to the robust and thorough process which ensures independence is also of critical importance. The CC stated that he has seen in other institutions the consequences when these processes are not followed, and it does nothing to help improve public trust and confidence. The CC stated that nationally there has been a significant increase in the number of complaints. The CC suggests that in Norfolk, this is because the workforce and the public are more likely to speak up about issues. However, this increase does put greater demand on the Professional Standards Department. Part of this problem could be resolved by putting more investigators into the team and the force has done that within the confines of the resources available to them. The CC confirmed that there have been some recent updates to conduct regulations, one of the most significant being a change in the construction of the misconduct panel as they used to be overseen by an independent Legally Qualified Chair, but now they are overseen by a Chief Officer with two Independent Panel Members. The CC stated that Norfolk Constabulary have gone into partnership with Suffolk Constabulary and Hertfordshire Constabulary to trial a dedicated Assistant Chief Constable to oversee those misconduct hearings to reduce delays in waiting for a panel chair. This process is working well so far, however, there is a national shortage of lawyers who are suitably trained for these hearings and nationally there is work to be done to increase the pool of panel members. The CC commented that there may be a</p>

	<p>need to look at other means of legal representation for some of the more straightforward cases.</p> <p>The PCC added that officer welfare needs to be safeguarded as many of these cases are very lengthy and complex.</p>
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5. Pillar 1 – Sustain Norfolk Constabulary

PCC Question	Constabulary Answer
Can you clarify the small overspend on transport? Is this a one-off or will there be recurring overspend in this area?	Assistant Chief Officer (ACO) Jasper confirmed that this overspend is in relation to more car allowances now than what was previously required.
In relation to the personal wellbeing assessment survey, please could you clarify whether this is used across all teams, what the process is in identifying areas for improvement, and what interventions can be accessed as a result?	Deputy Chief Constable (DCC) Megicks confirmed that the personal wellbeing survey is a key enabler for the force to ensure that the workforce is provided with the right support. Specifically in relation to high risk and high exposure areas, to help make that wellbeing assessment the force use Oscar Kilo supervisory wellbeing training which is comprehensively evidence based using psychological screening services. DCC Megicks confirmed that the force also survey officers that join the service to see how they are and what their thoughts on policing are and that provides key insight. Furthermore, the Constabulary undertakes the People Opinion Survey and adheres to the National Health and Wellbeing Strategy to ensure the forces' interventions are well planned. Generally, the force looks to ensure that individuals are getting the appropriate support in which they need. Within the Health and Wellbeing Department, the force has services that provide both at the acute end and the more chronic end to support people. DCC Megicks confirmed that Norfolk Constabulary have a range of support interventions and processes.

<p>There seems to be a national issue regarding the delay in individuals being able to access occupational health services. Please could you provide some clarity on this at a local level?</p>	<p>DCC Megicks confirmed that the force keeps a close eye on this and what the backlogs look like. DCC Megicks confirmed that Norfolk Constabulary have significantly less backlogs, in terms of time and numbers, than the national average to access that type of support. DCC Megicks stated that the force is only able to deliver a relatively small provision and will often identify, assess, and signpost towards more specialist National Health Service provision. The force then falls into the general queue that the NHS provides. DCC Megicks stated that there is a need for that correct support and intervention so that individuals can come back into the workplace, so it makes no sense for the Constabulary to delay and not provide services that are needed.</p> <p>The CC identified two cases where officers have suffered significant injuries on duty and have experienced significant delays for specialist treatment which was required and could not be provided internally, such as dental reconstruction and surgery.</p>
<p>In relation to ICT Digital Updates, it is noted that the Constabulary are moving towards the Target Operating Model (TOM) process, could you clarify what this means for the Constabulary operationally?</p>	<p>ACO Jasper confirmed that there are a number of areas driving the new ICT structure, such as advancements in technology. There is a move to cloud-based services, however there are limitations regarding security. ACO Jasper stated that there has been a 120% increase in ICT demand through the increase of officers which has meant that the force has moved to a new operational model. Through increasing the capacity and structure of the ICT team, this should help the team meet the increased demand pressures as this covers both Norfolk and Suffolk. ACO Jasper confirmed that they are looking at ways to better exploit technologies in which they have made and want to make, such as with Artificial Intelligence (AI). ACO Jasper stated that the force wants to improve the business engagement function through bringing together some ICT business partners. Furthermore, the Constabulary wants to improve capacity around security management. Within ICT itself, the force wants to ensure that there</p>

	<p>are more opportunities for progression by revisiting structures around pay and staff retention.</p>
<p>In relation to the National Digital Strategy, what might Norfolk Constabulary get out of that input?</p>	<p>ACO Jasper confirmed that the new National Digital Strategy is due to be published in April 2025. The Police Digital Service has been consulting over the last few months and Norfolk has participated in that consultation process. It is difficult to see what will come out of it however, there appears to be a need to join ICT solutions nationally across all forces, so hopefully it will push productivity and efficiency. ACO Jasper confirmed that once the National Digital Strategy is out, Norfolk Constabulary will refresh their digital strategy.</p> <p>The CC added that the National Digital Strategy sits with the National Police Chiefs' Council but will be delivered through Police Digital Services. The CC commented on how this will push police to be more ready for the future and will link to national police reform moving towards common operating platforms. The CC stated that it is important that forces do not become impatient and launch into different operating platforms, so the difficulty for some forces will be to remain patient and stay within the current guidelines set. The CC thinks that this work will overlap with the Home Office led Commercial Efficiency Programme. There will be a long-term benefit to all of this, however in the short-term there is potential for some turbulence.</p> <p>The PCC stated she is keen to see this once published.</p>
<p>Where is the Constabulary now in relation to 'Right Care, Right Person' (RCRP)?</p>	<p>The CC confirmed that RCRP is not a project that will ever end and as the force change their processes, partners do too so there is a need to ensure that there is no gap in service provision. The CC commented that the force is happy with the progress, however within recent weeks the force has identified the need to</p>

	<p>talk with some partners to get clarity on certain points and processes to ensure no one falls through any potential gaps.</p> <p>Temporary Assistant Chief Constable (T/ACC) Balmer added that work does continue, and when RCRP was first launched there were very frequent meetings, however there was a balancing point to be made with the frequency of these, so they have become less frequent but do still take place. T/ACC Balmer commented that the risk around RCRP is that it can be a 'catch all' term which is quite generic, so it is important to keep having these meetings with partners so that appropriate challenges can be made so that RCRP can continue to move forward. T/ACC Balmer confirmed that in relation to the scrutiny element of RCRP, he has been asked to present to the Health and Wellbeing Board.</p>
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6. Pillar 2 – Visible and Trusted Policing

PCC Question	Constabulary Answer
<p>Have Norfolk Constabulary found opportunities to learn lessons from Operation Focus that can be brought into neighbourhood policing?</p>	<p>T/ACC Balmer stated that the governance of Operation Focus is through the Neighbourhood Policing Board, so there is an opportunity to learn lessons. Targeting hotspots can have an effect on crime, however comparatively Norfolk's hotspots are not that 'hot', they are more like 'warm' spots. T/ACC Balmer confirmed that another piece of work to come out of this was that the Constabulary, using tracking software, was able to identify how much work was being done in those hotspot areas and it was clear that officers actually tend to under-report time spent in hotspot areas.</p>

	<p>The CC added that Norfolk do not have many hotspot areas, however it remains clear that the public want to see officers in their communities regardless of the impact it has on crime. The funding for Operation Focus runs out at the end of March, however in time the CC is hopeful this will be replaced with officers coming through the Neighbourhood Policing Guarantee.</p> <p>The T/ACC also acknowledged the change in recording process which is behind the increase noted in Table 7.</p> <p>The CC also noted the change in demand with the Contact and Control Room using automation processes with more online contact.</p>
<p>In relation to Police Appeals Tribunals, please could you clarify the way in which the data is recorded, is there a threshold which is used if they only go to a full hearing, and how confident can we be in these numbers?</p>	<p>DCC Megicks stated that this is highly regulated and there are structures and processes into which the force has to operate. In relation to Police Appeals Tribunals, from October 2023 to September 2024 there have only been three Police Appeals Tribunals, none of which went to a full hearing. All three appeals were reviewed and dismissed under Rule 15. DCC Megicks stated that because the process is so highly regulated the force engage with legal professionals who hold the Constabulary to account, but this also builds in cost and delays.</p> <p>The CC added that there will be some amendments to the current regulations, which came in around May, which will enable the Constabulary to move more cases to Accelerated Misconduct Hearings which will be in everyone's interests.</p> <p>The PCC acknowledged that the force offers substantial reassurance in this area.</p>

	<p>DCC Megicks stated that he has daily conversations with the Professional Standards Department about individual matters and gives significant attention towards all things discipline. Regulations demand that DCC Megicks goes through the quality of all investigations and the speed of these investigations.</p> <p>The PCC acknowledged the delays court cases have on internal investigations.</p>
<p>Have the force been able to explain to officers the importance of accurate engagement reporting so that the appropriate operational decisions can be made, for example with deployment?</p>	<p>T/ACC Balmer confirmed that engagement performance data is used within meetings with officers, and the message provided is that the ability to be visible in order to deliver trust and confidence to members of the public is very important. Specialist Beat Managers and those in the Community Policing Team understand this importance, the bigger challenge is with response officers who are trying to deliver across a plethora of important areas such as investigating crime whilst trying to remain visible. T/ACC Balmer confirmed that Norfolk Constabulary is exploring other ways to automate engagement data recording.</p> <p>The CC added that they know the effect in which they would like to achieve, however they would like to do it in a way where it does not add additional work to the officers but enables the force to ensure communities are getting the coverage in which they need. The CC confirmed that the number of engagement options on the data recording app has reduced to try and ensure there is no double-counting, however the CC is positive that the amount of engagement activity has increased.</p> <p>The PCC acknowledged the work and commitment of the neighbourhood teams.</p>

<p>In relation to 999 calls, it is noted that Norfolk Constabulary was answering 92.1% of 999 calls in under ten seconds for the reporting period ending September 2024. How sustainable is this level of service?</p>	<p>The CC stated that he is happy with the progress being made in relation to 999 call performance in Norfolk, however he is cautious the summer months are approaching, and this is where the force sees the greatest strain as there will be a high level of officer abstraction due to mandated training and operational commitments. The CC stated that the force is getting to a point where they are in marginal gain territory and technology might be the way to move this forward. The CC added that one of the biggest challenges that the force has faced in recent years is the investment made in relation to increasing officer numbers. The CC stated that there is a need to invest in other areas such as technology to ensure there is no lag when it comes to dealing with online contact and 999 and 101 calls. The CC wants to find a mechanism to create further advancements in the Contact and Control Room (CCR) particularly around 101 calls and online reporting. The CC stated that the service level of 999 calls in Norfolk is strong with an average answer rate of 7 seconds, he would like to maintain that level of service whilst using technology to improve online reporting and 101 call performance. The CC commented that this is consistent with one of the Home Offices key priorities of contactability and getting to the right person for the right response, and advancements in technology could assist in achieving this. The CC stated that the team in the CCR do a fantastic job, however the force needs better technology to further assist.</p>
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7. Pillar 3 – Tackling Crime

PCC Question	Constabulary Answer
<p>In relation to the changes in the counting rules which has affected the Domestic Abuse (DA) and Rape and Serious</p>	<p>T/ACC Balmer confirmed that the force will not have that level of precision to ascertain if these decreases are entirely due to changes in the counting rules.</p>

<p>Sexual Offences (RaSSO) volumes, has the force got a sense of whether the decrease in the number of these crimes is due entirely to these changes in the counting rules?</p>	<p>The CC added that at the macro-national level the force can do the comparator between police recorded crime and the British Crime Survey, however the survey at a local level is limited in usefulness. With that being said the British Crime Survey is showing a steadying pattern of violent crime nationally. The CC stated that there are so many factors at play such as confidence in reporting, it is difficult to ascertain whether the decreases are purely due to changes in the counting rules. As frameworks are developed around monitoring responses to Violence Against Women and Girls, there needs to be an emphasis of how the victim feels rather than the numbers in terms of volumes of crime. The CC added that looking at demographics such as age ranges may be more beneficial rather than looking at total number figures.</p>
<p>The Norfolk Integrated Domestic Abuse Service (NIDAS) also offer help to men to ensure they have access to victim service support, feedback on quality of service can differ so what is Norfolk Constabulary doing to obtain this feedback?</p>	<p>T/ACC Balmer confirmed that the force does survey DA victims but not very many as they do not want to risk re-traumatising or re-victimising individuals. T/ACC Balmer added that there is national development on best practice surrounding this.</p>
<p>Positionally, where are Norfolk Constabulary on their roll-out of the DA Matters training?</p>	<p>T/ACC Balmer confirmed that the first session to frontline officers started in October 2024 and will be completed by the end of March 2025. T/ACC Balmer stated that the force does not want to be in a position where some officers are using previous methods whereas others are using the new methods.</p> <p>The CC stated that he attended the training last week, and he thought it was brilliant. Officers were really engaged with the training, and it was representative of the significant workload response officers face concerning DA, so it is vital they have the right skills. With the rate of recruitment in the years to come, the training will be something the force needs to review whilst ensuring the good parts of delivery of the training are incorporated into student officer training and the CC will pick this up with the Learning and Development Department. The CC commented that the force wanted to roll the DA Matters</p>

	<p>training out before the summer demand, so all response officers are equipped before such time.</p>
<p>Could you comment on what the engagements with the Crown Prosecution Service and regional forces for a DA Joint Justice Plan could mean locally?</p>	<p>T/ACC Balmer stated that this follows up from the positive work of Operation Soteria. The new Joint Justice Plan was launched in November 2024, Norfolk Constabulary then took time to review this as it is very much trying to get that Crown Prosecution Team approach into DA. T/ACC Balmer stated that the force is exploring what a Joint Operational Improvement Meeting will look like between Norfolk Constabulary, Suffolk Constabulary and the Crown Prosecution Service as that group will be the ones to deliver the Plan for the two counties. T/ACC Balmer confirmed that Norfolk Constabulary have previously had a DA Delivery Group, so they are not starting from zero. The force is looking at what they can do internally to improve, they are looking at best practice and benchmarking this.</p>
<p>In relation to fraud, could you clarify what the analytical support looks like and how it is used to help victims?</p>	<p>T/ACC Balmer stated that the City of London Police lead on fraud nationally and they produce data for Norfolk Constabulary which shows victimisation. There is a danger of double counting as Norfolk also produce their own data, however it is important to look at both data sources to see the totality of fraud. This data will feature on a Power BI dashboard produced by the force, it will highlight the frequency of offending and the severity of it. Conversations are then had with local Beat Managers to ensure victims are receiving service to help to prevent them being victims again. T/ACC Balmer stated that there is a very strong community safety element to the work being done on fraud.</p> <p>The PCC added she has received correspondence around fraud and the impact, so will discuss this further as part of her Police and Crime Plan.</p> <p>The CC acknowledged the impact this crime type has on victims.</p>

8. Pillar 4 – Prevent Offending

PCC Question	Constabulary Answer
Has the force got a sense of the positive outcome rates particular around reoffending?	T/ACC Balmer confirmed that he would take this away as an action to look at these outcome rates in terms of reoffending.
In relation to the new 'Offender Paid' model for conditional cautions, please could you clarify what would happen if the offender cannot pay?	DCC Megicks confirmed that the force needs to ensure the courses are right for the offenders so they will only be offered courses if they have the means to pay for the course. Needs assessments are conducted which helps to understand whether an offender will be able to pay for a course or not. DCC Megicks stated that there are still some in-house courses that will be available, such as impact awareness courses, which are suitable for all. DCC Megicks commented that if the offender is able to pay for an appropriate course, it may actually make that course more meaningful as they have had to pay for it.

9. Pillar 5 – Support Victims

PCC Question	Constabulary Answer
Referrals into the Multi Agency Safeguarding Hub (MASH) are showing steady increases in respect to honour-based abuse, what is the team finding in relation to this, and are resources in the MASH equipped to deal with these increases in demand?	DCC Megicks comments that honour-based abuse is a crime type that is not very visible, so it is a difficult and demanding area for police investigations. Norfolk Constabulary have matured their approach and have some really skilled individuals who understand the crime type and make referrals. DCC Megicks confirmed that the force has a dedicated response team that sit within the MASH who are ring-fenced to deal with honour-based abuse as they are subject matter experts who are highly trained and skilled. There has been an uplift in terms of supervision for the team due to increases in demand. DCC Megicks commented that the workloads within the team remain manageable which

	means the support that is given to victims is very high. The force also has Honour-Based Champions across the organisation who are contactable to provide advice.
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10. Pillar 6 – Safer and Stronger Communities

PCC Question	Constabulary Answer
What is the response in the Constabulary in relation to the psychological risk in trauma exposure and recovery?	The CC commented that the Constabulary do not just limit this to Killed and Seriously Injured trauma exposure as across policing there is heightened trauma exposure, however there are certain departments where this is much more frequent.
In relation to Operation Octane, does the Constabulary have a sense of whether any activity is being displaced?	DCC Megicks stated that when making plans such as Operation Octane the displacement effect is considered. The plan is also about engaging with those groups that do congregate to share information whilst describing the impact it is having to try and facilitate where they can meet up. The issue is about the anti-social behaviour that is created and the impact it has on the surrounding communities. The Constabulary enforce where they have to, in order to make it uncomfortable for those causing problems.
Is there a timeline on the roll-out of Lawful Disclosures?	DCC Megicks stated that there is no specific timeline as of yet, however once the force knows something is working really well it is rolled out force-wide very quickly.
On retail crime, specifically the work being developed with the Norwich Riverside Retail Park in relation to digitisation of reporting, is this pilot scheme close to commencing?	DCC Megicks confirmed he would look into this and get back to the PCC confirming the timeline of the pilot scheme.

<p>In relation to the Cadets Programme, there was a plan to bring together North Norfolk and Broadland and Norwich and South Norfolk unit as a temporary measure, has this happened or close to happening?</p>	<p>The CC confirmed that it is currently planned to maintain cadets in current shape and form, however the CC commented that the force needs to learn lessons from other parts of country to ensure cadet leadership is appropriately trained and vetted. To ensure these safeguarding protocols are in place does cause some disruption, however the Constabulary is looking to maintain as is.</p>
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11. Emerging Operational/Organisational Risks

- The CC mentioned local government reform and devolution as one for the organisations to track going forward.
- The CC also mentioned funding and the upcoming Police and Crime Panel being held on 4 February 2025 and how the force is still waiting on baselines from the government on the Neighbourhood Policing Guarantee and confirmation as to what the allocation will be in Norfolk. That detail is needed very soon to allow the Constabulary to start recruiting soon.
- The CC raised Child Sexual Exploitation as an operational risk due to some of the recent media coverage on this topic. The government has announced a number of measures in this area including full compliance with recommendations from recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports. The CC clarified that the greatest risk in relation to Child Sexual Exploitation in Norfolk is that which happens within their own home perpetrated by family members and abuse which occurs online. The CC stated that the increases in online abuse referrals will put strain on the force due to greater demand pressures as this is a huge undertaking. More victims will be identified which will put greater strain on victim services who offer support.

Actions

Description of Action	Action Update/Decision
<p>Action 4 (22 July 2024): The CC is to establish specific costs which could demonstrate the financial impact the court backlog is having on the Constabulary and to share such with the PCC.</p>	<p>8 October 2024 – A recent Outcome Based Budgeting submission has profiled the requirement to extend the eleven temporary Victim and Witness Service (VAWS) Team posts that are required to maintain service delivery to victims and witnesses as a result of the significant and sustained court backlogs. The submission accounts for a need to budget for £349,340 to extend the uplift of posts across both forces for another twelve months (for the 2025/26 financial year). The uplift cost for Norfolk is £197,202.</p> <p>ACC Dean is to provide the PCC with some examples of significant court delays to aid the PCC with drafting a letter to the Ministry of Justice.</p> <p>29 January 2025 – ACC Dean provide the OPCCN with examples of court delays, which was sent onto the PCC for review. Action closed.</p>
<p>Action 6 (8 October 2024): The PCC is to speak with the OPCCN Independent Custody Visitor (ICV) Scheme Manager regarding how policies are being implemented for detainees in relation to searches.</p>	<p>29 January 2025 – The PCC continues to speak with the OPCCN ICV Scheme Manager about how policies are being implemented for detainees in relation to searches. Action closed.</p>
<p>Action 7 (8 October 2024): The DCC is to send the PCC a review of the asymmetry of complaints.</p>	<p>29 January 2025 – DCC Megicks sent this review to the PCC for consideration. Action closed.</p>
<p>Action 8 (8 October 2024): The PCC is to meet with the Director of the Local Policing Delivery Unit to discuss the Power BI dashboard for case management.</p>	<p>29 January 2025 – A meeting was arranged by the OPCCN between the PCC and the Director of the Local Policing Delivery Unit to discuss the Power BI dashboard for case management, along with discussing hate crime and incidents datapoints and training uptake across Norfolk. The PCC confirmed that these conversations have taken place. Action closed.</p>

<p>Action 9 (8 October 2024): ACC Davison is to produce a summary report for the PCC on the quantum of repeat victimisation for Domestic Abuse and Rape and Serious Sexual Offences. The report is to include the percentage of those cases which meet the definition of 'non-recent'.</p>	<p>29 January 2025 – On 11 October 2024, Dr Gavin Thompson sent the PCC a copy of the Domestic Abuse and Sexual Violence Group dashboard which includes repeat Domestic Abuse and Serious Violence data. Action closed.</p>
<p>Action 10 (8 October 2024): ACC Davison to provide information to the PCC on Naloxone availability for police officers to carry on duty.</p>	<p>29 January 2025 – Norfolk police officers were first trained and equipped to carry Naloxone in 2021 as part of a pilot under Project ADDER. Following the conclusion of this pilot a proposal was made to Chief Officers earlier this year for the use of Naloxone by Norfolk police officers to become a business-as-usual approach. This was agreed and supplies were renewed. ACC Davison provided the PCC with a document for consideration which confirmed that a refreshed and improved training package was produced and endorsed by clinical partners. Since the Project ADDER pilot commenced in 2021, approximately 250 officers have been trained and equipped with a supply of intra-nasal Naloxone. Since the new approach was adopted earlier in 2024, there has been three incidents of Naloxone being administered by Norfolk officers. Action closed.</p>
<p>Action 11 (8 October 2024): The PCC and the Director of the Local Policing Delivery Unit are to meet to discuss district Hate Crime and Incidents datapoints and training uptake.</p>	<p>29 January 2025 – A meeting was arranged by the OPCCN between the PCC and the Director of the Local Policing Delivery Unit to discuss the Power BI dashboard for case management, along with discussing hate crime and incidents datapoints and training uptake across Norfolk. The PCC confirmed that these conversations have taken place. Action closed.</p>
<p>Action 12 (29 January 2025): The PCC is to visit Norfolk Constabulary's Contact and Control Room (CCR) to discuss the work they do to safeguard vulnerable individuals.</p>	<p>New Action.</p>

Action 13 (29 January 2025): T/ACC Balmer is to look at DAPPA positive outcome rates in terms of recidivism and forward the findings over to the PCC.	New Action.
Action 14 (29 January 2025): The CC is to look at the process for making lawful disclosures to insurance companies in relation to driving offences committed at or associated with car meets and provide the PCC with a timeline for a force-wide roll-out.	New Action.
Action 15 (29 January 2025): The DCC is to look into the toolkit pilot scheme in relation to retail crime and provide the PCC with an update as to the trial's development.	New Action.

Date of Next Meeting:

Wednesday 16 April 2025

Signatures



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 Sarah Taylor
 Police and Crime Commissioner



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 Paul Sanford
 Chief Constable