

## **Summary of the PCC Accountability Meeting**

**Date: Wednesday 16 April 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
- 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
- Superintendent – Sutherland Lane, Norfolk Constabulary
- Inspector – Lucy King, Norfolk Constabulary
- Sergeant – Richard Bell, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN
- Media and Communications Manager – Sue Starling, OPCCN
- Staff Officer to the Chief Constable – Rachel Bell, Norfolk Constabulary

#### **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
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN

### **2. Declarations of Personal and/or Prejudicial Interests**

- There were none declared.

### **3. Confirm the Minutes and Actions of the Previous Meeting Held on Wednesday 29 January 2025**

- The minutes from the PCC Accountability Meeting held on Wednesday 29 January 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 13.

#### 4. Public Questions

Public Question	Constabulary Answer
<p>How does Norfolk Constabulary interact with other agencies when investigating fraud and is this in line with the Nation Fraud Strategy?</p>	<p>The Chief Constable (CC) stated that across policing nationally there have been difficulties in keeping up with the ever-evolving nature of fraud especially where there is an international element concerned. The National Fraud Strategy, which was published in 2023 is due to run through to 2028 and its overarching aim is to improve the national response to fraud. The CC confirmed that the strategy has three main objectives and messaging, and communication is a big part of Norfolk Constabulary's response moving forward. The CC stated that Norfolk Constabulary has signed up to the National Fraud Strategy and has localised it to fit the needs of the county. The Constabulary is a member of the Norfolk Against Scams Partnership (NASP), and Op Bodyguard delivers target hardening prevention. The CC confirmed that significant investigative time is spent on courier fraud and local media campaigns have been important. Norfolk Constabulary are introducing a dedicated fraud team which will be responsible for the triage of fraud cases, so there is a lot of work and engagement in this area.</p> <p>The Police and Crime Commissioner (PCC) noted that their office receives correspondence surrounding fraud, and members of the public are typically surprised there isn't already a dedicated team, so the public will see this as a great resource.</p> <p>The CC commented that the team is still in its infancy so it's important to set realistic expectations at this early stage. The CC also stated that there is a balance to be struck here regarding visible policing and investigating crimes like fraud which are mainly conducted behind a desk.</p>

Public Question	Constabulary Answer
<p>Your policing priorities make very little reference to rural crime, with Norfolk being one of the most rural counties. Are rural communities being forgotten? Norfolk Constabulary remain one of the only police forces in the country without a dedicated rural crime team how can this be acceptable?</p>	<p>The PCC initially commented on this public question by stating that she has had discussion regarding rural crime at length and has had briefings from the rural and heritage crime team.</p> <p>The CC stated that there is a centralised capability to investigate those types of crime. Norfolk is a rural county so all officers should have such understanding of rural crime. The CC mentioned that there are nine PCs who are supervised by a Sergeant and an Inspector who have expert knowledge in this area and commented that whilst they do not exclusively-focus on rural issues, they have enhanced capabilities in that space. The CC commented on how Norfolk are leaders nationally in heritage crime, scrape metal and wildlife crime. There is a general reduction in rural crime figures and engagement has increased with a focus on visiting farmers across Norfolk. Visits to victims of rural crimes are routine. Hare coursing reports are down from 126 incidents in the previous 12 months to 28 in the last 12 months.</p> <p>The PCC noted that this is again an area raised periodically by members of the public and commented on how the expertise is very impressive as there is so much understanding. The CC did, however, comment that there is more that could be done in the partnership space.</p>
<p>Norfolk Constabulary has a Facebook page with 90,000 followers and a page on X with 122,000 followers. Could the police use these channels, and other media both printed and online, to educate people about the Highway Code changes that came in in January 2022? These changes are very sensible, but few people seem to be aware of them.</p>	<p>The CC commented that road safety campaign material goes on Norfolk Constabulary's social media channels which primarily relates to the 'Fatal Four'. There were communications on motorists giving cyclists more room on the roads and the other Highway Code amended in 2022, however it may be time to look at refreshing communications on the Highway Code.</p> <p>The CC also confirmed that a Chief Inspector will raise this at the next Road Safety Ops meeting for a partnership approach.</p> <p>The PCC commented on how this messaging was raised at the most recent Road Safety Strategic Partnership meeting and there is a need for better communications across partnerships.</p>

Public Question	Constabulary Answer
<p>As an office we have received concerns from victims of historic sexual abuse cases where they have felt that the force has not investigated their cases as thoroughly as they should which has led to perpetrators going onto reoffend as they were not brought to justice in the first instance. Please could you identify some of the obstacles the force face when investigating rape and serious sexual offences and how they can support victims, particularly child victims, throughout the investigation process?</p>	<p>The CC stated that he has full sympathy for victims of such crimes and if there were any failings from policing. The CC commented that just because there is no further action, this does not mean that the victim is not believed. The assessment of such crimes for prosecution is based on all evidence presented, for which there is a very high bar to meet, and this is quite often why charges - cannot be brought. Historic cases are even more challenging in terms of collecting and presenting evidence and locating witnesses, and unfortunately there is that risk perpetrators will reoffend. The CC stated that there is support for victims such as partnership services where there are adult and children-specific pathways for those under 18. The CC mentioned that the Constabulary has a specialist team who are experienced in engaging with victims and the Constabulary aim to maximise evidential opportunities. Operation Soteria training is delivered to all officers which aims to improve the victim's journey and is helping investigators to be more trauma informed. When appropriate the force will reopen cases if thresholds are reached, and a more recent offence may mean an older case is re-investigated. The CC commented on how there is high demand in this area as confidence in reporting has increased.</p> <p>The PCC stated that continued conversations will be had regarding the Local Criminal Justice Board.</p>
<p>Over the past few weeks that there are once again more fast-food delivery drivers using modified and illegal e-bikes. I have also noticed an increased number of privately owned modified bikes being ridden on the streets and footpaths/cycle paths of Norwich. There is also a problem with the illegal use of privately owned e-scooters. I believe that the only legal e-scooters allowed in Norwich are the turquoise-coloured Beryl scooters and over the past few weeks there has been a marked increase of privately owned e-scooters being used in</p>	<p>The PCC commented on how this is a real ongoing issue.</p> <p>The CC added that there is a right to be concerned especially as the weather gets better as the force will see an uptick in this. The CC stated that it is illegal to use e-scooters on roads or pavements unless they are designated rental scooters. The CC commented on how e-bikes have set restrictions and anything that surpasses those restrictions would be classified as a moped or scooter. There is an issue at the point of purchase surrounding misinformation and such is regularly brought to the force's attention. Norfolk Constabulary have Operation Dynamo and conduct actions days to help get illegal e-bikes and</p>

Public Question	Constabulary Answer
<p>Norwich mainly on footpaths but also on cycle paths like Marriotts Way.</p>	<p>scooters off roads and pavements. The force also has a problem-solving plan as there is a big educational element to this. The CC confirmed that 40 e-bikes have been seized in Norwich so far this year and the Constabulary is seeing a reduction in usage and complaints from the public as a result of the Op Dynamo activity. There has been good media coverage of this, as part of educational package provided by Norfolk Constabulary. The CC commented how this is also an area for the Road Safety Partnership.</p>
<p>As an office we have received multiple questions and concerns regarding the enforcement of parking obstructions/dangerous parking and 20 mph speed limits, particularly on roads outside of or close to schools. Please could you confirm what the force is doing to ensure that these types of roads and accompanying pavements are safe for use for the general public?</p>	<p>The CC confirmed that the law was changed in 2011, and that general parking enforcement lies with local councils. The CC stated that wardens do their part in assisting with enforcement and so do officers on a case-by-case basis. The CC commented on how the Constabulary have finite resources, so they unfortunately have to prioritise, however Local Neighbourhood Officers conduct patrols around schools and are keen to work with schools and parents to help keep roads and pavements safe. The CC commented on how the force consider enforcement where there is significant non-compliance with 20mph zones or significant collision risk. The CC stated that Norfolk Constabulary are very lucky to have volunteers such as Community SpeedWatch to assist and the force is always keen to increase the number of SpeedWatch schemes.</p> <p>The PCC commented on how work is ongoing at a national level, and she is looking forward to continued conversations on this topic to look at Norfolk Constabulary's response to any changes.</p>

## 5. Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
<p>It is understood that recently Serious Youth Violence has been an issue in Norwich City Centre so what is the Constabulary doing in response to this current theme?</p>	<p>Deputy Chief Constable Megicks (DCC) stated that Norfolk Constabulary's response is continuous and ongoing operational work is being done. Op Oilman is ensuring high visibility patrols are taking place in locations where there is potential for these crime types. The force is using a whole range of tactics such as stop search, which is being used in a focused way. DCC Megicks confirmed that the Constabulary is working with stakeholders and has specialist teams such as Project Servator officers who are trained in behavioural detection techniques which aim to prevent these types of crime. DCC Megicks stated that the force does not want to scare the general public, however they are letting people know when protective and firm action is being used. The force is also having conversations in conjunction with schools and there is a lot of hotspot policing happening. The key is to prevent these crimes from occurring and intercept where they can.</p> <p>The PCC stated that she went out with the Project Vigilant Team, and it was great to see how the team is used and how members of public responded in a positive way to them.</p> <p>DCC Megicks stated that the force has to invest in order to keep these people and teams together as they have valuable skillsets.</p> <p>The CC commented on how Op Oilman has seen lots of press, and the force is dialling up activity in that area. The CC stated that there has been a lot of engagement with young people. However, the force wants to make an appeal to parents and would be keen to speak with parents in a supportive way before any problems occur. The CC sees this as a force priority.</p> <p>Temporary Assistant Chief Constable (T/ACC) Balmer confirmed that the force is doing a lot of work already on focused deterrents and the Constabulary will never stop doing this type of work. T/ACC Balmer commented on how the</p>

PCC Question	Constabulary Answer
	majority of youths who carry a knife justify such by suggesting that they feel like they need to defend themselves, so there is clearly a conversation that needs to be had.
His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have recently published a thematic inspection report on crime investigation where Norfolk were one of the forces inspected. What learnings can be taken from the report in relation to crime investigation and the prevention of crime?	DCC Megicks commented on how he was pleased that HMICFRS looked at Norfolk Constabulary as the forces crime detection outcome rates are good. Norfolk Constabulary were also identified as having good practice areas within the report. DCC Megicks confirmed that the Constabulary is currently looking through the recommendations made and will track them. Many of the themes identified within the report were making sure staff are trained appropriately and have First Point of Contact training so that areas of vulnerability and repeat victims can be identified.

## 6. Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
How are hate crimes investigated in Norfolk and how are the Constabulary ensuring that victims are treated fairly and are updated appropriately throughout the investigation process.	T/ACC Balmer stated that firstly, hate crime can be reported as either an emergency or non-emergency and there are also third-party reporting centres which can be used. The 'Hate Crime' tag on Athena is then used to understand who the crime is being committed against. T/ACC Balmer stated that each crime has a risk assessment and then these investigations are tracked. In terms of victim support, hate crime victims are entitled to an enhanced service which means that they have the right to set their own frequency for obtaining updates from the force. T/ACC Balmer confirmed that the force is getting better at reporting back to people under this enhanced service. These updates are audited on the quality of updates provided to the victim. Microsoft Co-pilot is also being looked at to see if this can be used to help with updating victims. The force is using the Victims Code of Practice as a guideline.

PCC Question	Constabulary Answer
	<p>The PCC followed up by asking whether the duties under the Equality Act are incorporated with ensuring that the victim has been treated fairly?</p> <p>T/ACC Balmer confirmed that there is training that is happening to ensure that officers are more understanding of certain backgrounds and behaviours that victims may have been subject to in the past. T/ACC Balmer noted that the force is on a continued journey in this respect.</p>
<p>What engagement or educational pieces of work are the Constabulary offering businesses to help reduce shoplifting across the county?</p>	<p>T/ACC Balmer stated that this is a partnership effort. Norfolk has Business Improvement Districts which share radio schemes and allows businesses to communicate with one another. T/ACC Balmer confirmed that the Constabulary hold Safer Business Action Days to educate businesses on shoplifting prevention. T/ACC Balmer also commented on how there is seemingly a national narrative that this was a low priority crime type for the police, however this hasn't been Norfolk Constabulary's approach.</p> <p>The PCC commented on how the challenge is the retail shopworkers who deal with this frequently and their expectations of policing responses.</p> <p>DCC Megicks commented on how Norfolk Constabulary has the highest positive outcome rate nationally for shoplifting, with nearly one in every two offences detected. Organisational culture has led to this.</p> <p>The CC mentioned how the speed of sanctions can be problematic and is a weak point in the system. The CC added that the focus on retail crime needs to extend beyond policing as any sanction is best when delivered swiftly and currently this is taking too long. The CC added that with broader criminal justice partners the force need to make sure they have a good range of intervention options.</p> <p>The PCC commented on how Norfolk has gained positive media attention on this area.</p>



## 7. Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
The OPCCN has commissioned extra support in the Restorative Justice Team. Is there any development or progress on this as of yet?	DCC Megicks confirmed that he would look into the progress being made to recruit an additional resource in the Restorative Justice Team with OPCCN funding and report back to the PCC outside of the meeting.
How are the Constabulary preparing the Contact and Control Room (CCR) ahead of the summer demand?	<p>DCC Megicks confirmed that this is part of the wider Constabulary plan. In the summer months the force typically sees a 20% increase in CCR daily demand and this does get earlier spikes before summer, but mainly the majority of the summer demand comes in from around June. These early spikes allow the force to work the resourcing that the force needs and how they are needed. CCR performance is very closely scrutinised, and demand is constantly monitored within the room, with resources moved around to meet incoming demand. DCC Megicks stated that the Constabulary will make sure the switchboard is used effectively to triage some of the calls at an early point of contact. Other contact avenues such as Rapid Video Response can also be used more readily during peaks of high demand.</p> <p>The CC added that the force has a CCR establishment of a set amount of people. Vacancies are managed flexibly to ensure staffing levels are higher in the summer months. The CC stated that the force is actively looking at new technology-based options to enhance service in the CCR.</p>

## 8. HMICFRS Update – Joint Targeted Area Inspection of the Multi-Agency Response to Children who are Victims of Domestic Abuse

PCC Question	Constabulary Answer
	<p>T/ACC Balmer provided an overview of the Joint targeted area inspection (JTAI) of the multi-agency response to children who are victims of domestic abuse (DA) in Norfolk. T/ACC Balmer commented on how the inspection was unusual in the sense that it was not just HMICFRS inspecting as it was actually OFSTED led, and the report was in the form of a summary letter. T/ACC Balmer commented that Norfolk is in a very positive starting place but recognise there is more to do. There was praise for Norfolk's strong partnership arrangements and the Inspectorate recognised that Domestic Abuse is seen as a priority in Norfolk. One of the issues identified was the take up of training across the partnership. T/ACC Balmer confirmed that mandatory Domestic Abuse Matters Training for frontline officers is being rolled-out across the Constabulary to improve their response to DA. Furthermore, T/ACC Balmer commented on how the Multi-Agency Risk Assessment Coordination (MARAC) has evolved, however the Inspectorate found that some partners who do not deal with DA daily don't have a good understanding of MARAC. The report also identified how understanding the voice of the child is of great importance, but improvement is needed by some agencies. T/ACC Balmer commented on how the DA Matters Training is helping with this.</p> <p>The CC added that the future structure of local authorities in the area will be something that the force monitors closely to ensure that the good practice identified in the report will not be disrupted.</p> <p>The PCC asked for clarification on whether it has been stated in previous scrutiny reports that DA Matters Training has already been fully rolled out. The Performance and Scrutiny Manager confirmed that they would confirm this</p>

PCC Question	Constabulary Answer
	through looking at previous PCC Accountability Meeting summaries and report to the PCC outside of the meeting.
On the areas for improvement identified, and noting the recommendations from previous HMICFRS regarding increasing reporting into the Multi Agency Safeguarding Hub (MASH), will any of the areas of recommended work require operational changes in the Constabulary?	<p>The CC confirmed that there was a backlog in the standard and medium risk assessment secondary safeguarding checks at the time of the Constabulary's PEEL inspection last year, however since then the force has seen a reduction in these backlogs. The CC added that there are always pressures in the safeguarding hub and the force is currently undergoing a review of the MASH, which includes exploring technology that could be used to assist with some of the administrative tasks.</p> <p>T/ACC Balmer clarified that the JTAI was a multi-agency inspection so a few of the issues in the report were external organisation's understanding of what some of the policing processes were, so this inspection has allowed the force to flush out some of those uncertainties.</p>

## 9. Neighbourhood Policing Update

PCC Question	Constabulary Answer
	<p>The CC introduced the paper by confirming that on 10 April 2025 the Home Secretary publicly launched the Neighbourhood Policing Guarantee, which sets out the Government's expectations for the future delivery of neighbourhood policing. The headline is that over the course of parliament, 13,000 extra neighbourhood policing officer posts will be delivered nationally. Norfolk Constabulary will receive funding for 31 additional neighbourhood policing officers, however it will take time to attract, recruit and train these officers. There will therefore be a lag in getting these officers out and visible. There is also a commitment that in every neighbourhood there will be a named</p>

PCC Question	Constabulary Answer
	<p>contactable police officer, and the public should receive responses to enquiries from local neighbourhood officers within 72 hours. The CC confirmed that Norfolk already has this in place. The Neighbourhood Policing Guarantee launch also included a draft performance framework which has a town centre focus specifically around Anti-Social Behaviour, Theft and Shoplifting. Furthermore, the Home Secretary would like to ensure that forces make more use of the Civil Order powers available to them. The CC confirmed that Norfolk Constabulary are currently doing that. There is a requirement for all police forces to have a 'summer plan' for this summer. The guidance that was released made it clear that these plans should relate to hotspot areas identified by the Home Office, however Norfolk do not have many of these so this may be a challenge. Ultimately the end goal is for there to be more visible policing on the streets. The CC confirmed that the Constabulary will be tracking performance in line with the new Neighbourhood Policing Guarantee performance framework and providing the findings to the PCC via future updates at the quarterly PCC Accountability Meetings.</p> <p>The PCC commented on how the work being conducted around the summer period would be great to bring to life within next PCC Accountability Meeting report.</p>
<p>Regarding the named officer element, in instances where there are gaps in having that named person (due to illness), does the Constabulary have specific workflow in place to make sure there are no voids for members of the public?</p>	<p>The CC confirmed that the force has recently conducted an audit on this and is compliant. The 72 hour contact requirement may require the Constabulary to have multiple contactable officers for an area to allow for more resilience. The CC stated that there are a few changes to the Norfolk Constabulary website that they want to make in order to improve this section.</p>

## 10. Emerging Operational/Organisational Risks

- The CC commented on how the Norfolk Constabulary operation on youth violence in Norwich currently is an operational risk, however this was covered in the meeting.
- The CC mentioned that monitoring devolution in Norfolk will be a continued focus over the course of the year.
- Assistant Chief Officer Jasper stated that there is a risk concerning motor insurance and the potential rising costs, as Norfolk Constabulary's current insurer has withdrawn from market. That leaves only two to three insurers, therefore the cost of premiums will increase or excess levels will increase.

### Actions

Description of Action	Action Update/Decision
<b>Action 12 (29 January 2025):</b> The PCC is to visit Norfolk Constabulary's Contact and Control Room (CCR) to discuss the work they do to safeguard vulnerable individuals.	The PCC attended the CCR in February 2025 and commented on what a great experience it was. <b>Action closed.</b>
<b>Action 13 (29 January 2025):</b> T/ACC Balmer is to look at DAPPA positive outcome rates in terms of recidivism and forward the findings over to the PCC.	The PCC confirmed that T/ACC Balmer had sent across the SBOS report on the DAPPA positive outcome rates in terms of recidivism. <b>Action closed.</b>
<b>Action 14 (29 January 2025):</b> 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.	The CC confirmed that this has been rolled-out force-wide and accompanying guidance has been published. <b>Action closed.</b>
<b>Action 15 (29 January 2025):</b> 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 trials development.	DCC Megicks confirmed that the toolkit launch was delayed allowing for some revisions following a period of wider consultation. The revised draft should be ready in the coming weeks and will be launched alongside the new Retail Crime Strategy and a new Standard Operating Procedure. DCC Megicks is seeking confirmation of an official launch date and is ensuring retailers are bought in.

Description of Action	Action Update/Decision
	Norfolk is in a good place with good outcome rates for retail crime. <b>Action closed.</b>
<b>Action 16 (16 April 2025):</b> The CC is to look to refresh the Constabulary communications on Road Safety specifically linked to the Highway Code changes implemented in 2022.	<b>New Action.</b>
<b>Action 17 (16 April 2025):</b> DCC Megicks is to provide the PCC with a report on the progress being made to recruit an additional resource in the Restorative Justice Team with OPCCN funding.	<b>New Action.</b>
<b>Action 18 (16 April 2025):</b> The Performance and Scrutiny Manager is to confirm from previous PCC Accountability Meeting summaries whether there was mentioning of the DA Matters Training force-wide roll-out now being complete and is to report back to the PCC.	<b>New Action.</b>
<b>Action 19 (16 April 2025):</b> The CC is to incorporate a Neighbourhood Policing Guarantee update into the summer PCC Accountability Meeting reports.	<b>New Action.</b>

### Date of Next Meeting:

Tuesday 8 July 2025

## Signatures

A handwritten signature in black ink, appearing to read 'Sarah Taylor'.

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Sarah Taylor  
Police and Crime Commissioner

A handwritten signature in black ink, appearing to read 'Paul Sanford'.

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Paul Sanford  
Chief Constable