

Summary of the PCC Accountability Meeting

Date: Wednesday 22 October 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
- Temporary Assistant Chief Constable – Chris Balmer, Norfolk Constabulary
- Temporary Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate Communications Manager – Laura Limbert, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN
- Media and Communications Officer – Joshua Brown, OPCCN

1.1 Apologies for absence:

- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of Performance and Scrutiny – Sharon Lister, 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 Tuesday 8 July 2025

- The minutes from the PCC Accountability Meeting held on Tuesday 8 July 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 19.

4. Public Questions

Public Question	Constabulary Answer
<p>I have received a question in from a Norfolk resident who is unhappy with the service they have received from Norfolk Constabulary as a victim of Violence Against Women and Girls (VAWG) who also has another protected characteristic, what are the force doing to support vulnerable victims to ensure they receive a good standard of service?</p>	<p>The Chief Constable (CC) stated that VAWG is a very broad term which covers a range of offending types and acknowledged how difficult it must be to be a victim therefore it is important for victims to be supported, particularly those who are the most vulnerable. The CC confirmed that 'Domestic Abuse Matters' training is being rolled out across Norfolk Constabulary with 800 officers already having completed the training. A focus of this training is providing the best possible service to victims, including those who are vulnerable. This training had to be paused during the summer due to demand, however the CC confirmed that the Constabulary is back up and running with it again.</p> <p>The CC acknowledged the funding that was received to support Independent Sexual Violence Advocacy workers who interact with and support victims of sexual violence and VAWG. They ensure that the support is tailored to the needs of those victims, including their protected characteristics. Part of that role involves working across partnerships, advocating for victims' rights and needs. Furthermore, they have undertaken specialist training to enhance service delivery.</p> <p>The CC stated that the key to a good response is getting the basics right, from promptly answering calls, getting to the location of the incident quickly and investigating the crime well. The CC added that this is a real emphasis in terms of the Constabulary's frontline police response. The scale of this is significant and there are improvements to be made. As is the case with many forces, relatively inexperienced frontline officers are having to deal with some very complex, long-standing issues. The Constabulary is working hard to ensure that the frontline have the skills to provide the best possible service. The CC finished</p>

Public Question	Constabulary Answer
	by saying that he was sorry to hear that someone is unhappy with the service they have received, for which he apologised.
I would like to know what priority Norfolk Police are giving to non-criminal hate incidents, given recent controversial cases elsewhere in the country.	<p>The CC commented on how this is a topic that has had a lot of debate recently. At a national level, there is policy and guidance in place when dealing with non-criminal hate incidents. At a local level, Norfolk Constabulary follows guidance from the College of Policing (COP) and the National Police Chiefs' Council (NPCC). The COP and the NPCC have written to the Home Office recommending that as an interim step, non-crime hate incidents are removed pending the outcome of a review which is currently being undertaken by the Home Office. The CC stated that he hopes that the outcomes of this review will be published promptly as further national guidance in this respect would be helpful.</p> <p>The CC stated that the position the COP is advocating is that, at the moment, police forces should record these incidents but only take further steps when a clear risk of harm is present. The CC finalised his remarks by stating that there are many priorities facing policing, however in this arena only when a matter reaches the threshold of being a crime should it be considered a priority. He hopes the guidance that will be published later in the year will make this clear. Whatever the guidance says, this will be the position that the Constabulary will follow.</p>
Please explain and justify your decision to produce guidance which allows biological male suspects to request strip searches be performed by female officers.	The CC started by stating that the likelihood of this happening is incredibly small, and he appreciates the public interest, however the interest is greater than the occurrence. The CC explained that Norfolk Constabulary's policy is in line with national guidance which was issued by the NPCC in May 2025 following the UK Supreme Court Judgement which related to the scope of the Equality Act and sex and gender. This guidance was issued to all forces nationally. The guidance makes it clear that searches, including searches which expose intimate body parts, should be carried out by police officers and staff of the same

Public Question	Constabulary Answer
	<p>biological sex as the detained person. There may be very limited exceptions considered where someone requests to be searched by someone of their lived gender, however such circumstances must have written consent of the detainee, the officer conducting the search, and an authorising officer. The PCC noted the point on written and documented consent being of great importance.</p>
<p>Why have you disregarded the safety of wheelchair users, blind people, and parents with pushchairs by decriminalising parking on pavements, drop kerbs, yellow lines etc. Allowing vehicle users to park anywhere with no consequences.</p>	<p>The CC commented on how frustrating this must be for wheelchair users and individuals with sight loss or who are partially sighted when they cannot access part of their street or even their home when they need to. The CC stated that it is not fair on those people to have to go through that.</p> <p>The CC stated that following a change in the law, responsibility of on-street parking, as per the Traffic Management Act 2004, provides that local authorities enforce street parking as a civil matter, and this came into effect in 2011. The CC did acknowledge that there are some options available to policing, for example if a vehicle is parked in such a way that is hazardous or unnecessarily obstructs the highway. The CC added that resources are finite, and Norfolk Constabulary receive around 450,000 calls a year with offences such as domestic abuse and sexual abuse against children increasing. The CC stated that where there are problems that are persistent or dangerous, it will be assessed on a case-by-case basis. For people who find themselves consistently inconvenienced, enforcement should be an option. The CC has been made aware of a particular place in Wymondham where parking is an issue, and he will be getting the local Beat Manager to review it.</p> <p>The PCC added that there is an inability to enforce on private roads and unadopted roads, which are a particular issue as they are not always functionally a highway. The PCC was grateful for the work that had been done to identify the level of orders and enforcement which was present.</p>

Public Question	Constabulary Answer
<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 with specific reference to rules: H1, H2 and H3? These changes are very sensible, but few people seem to be aware of them.</p>	<p>The CC acknowledged that a similar question was asked back in April and confirmed that Norfolk Constabulary do use those media channels, with the 'Fatal 4' offences being the priority. The CC confirmed that an action was taken from the April PCC Accountability Meeting for him to look at the Constabulary's comms in this space with regards to the Highway Code changes. The CC confirmed that the Constabulary published a piece on the news section of the Norfolk Constabulary website and linked that to their social media outputs on 10 June 2025. The Constabulary did this to coincide with the national 'Two-Wheels' campaign which incorporated information about the 2022 Highway Code changes. Furthermore, Norfolk Constabulary's Communications Team have been in discussion with Norfolk County Council (NCC) who have promoted the changes on their channels too. Since such discussions, NCC have posted about the importance of the 1.5m space gap for vulnerable road users. The CC stated that the Constabulary will continue to promote road safety, however, there is a lot the Constabulary could communicate to the public on, and they want to ensure they do not overdo it with too much content. The CC added that between 27 October 2025 and 9 November 2025, as part of a national Operation Dark Nights road safety campaign, Norfolk Constabulary will be running some communications on safety for road users and they will be looking to use that as an opportunity to comment on the 2022 Highway Code changes in relation to pedestrians as well.</p>
<p>I have been a resident of Norwich for nearly two years, during which time I have not experienced or witnessed significant issues relating to crime. However, in the past three months there has been a worrying increase in instances of organised harassment and intimidation campaigns throughout the city.</p>	<p>The CC commented that over the past few months flags have resulted in a number of calls in the control room. He stated that the removal of flags is a continued debate and is mindful that that there will never be agreement on it, therefore, Norfolk Constabulary follows the law. The CC commented that the flying of a nation's flag is not, in its own right, illegal unless there is any other criminality attached to that display. Police officers therefore have no reason to interfere with personal displays of flags on private property as long as there is</p>

Public Question	Constabulary Answer
<p>The behaviour of the large groups of people gathering and hanging flags on public property has made many residents, including myself, feel unsafe and unwelcome in our own neighbourhoods. I have personally avoided inviting friends to my home due to worries that they may be targeted, and I know others who have been followed and harassed for removing flags or stickers near their properties. One news-reported incident involved a mother who tried to stop this group from going up a ladder so close to her young daughter's window, only to be met with sexually abusive remarks.</p> <p>Similarly, there have been nightly livestreams of such groups harassing not only Brook Hotel residents, but also others passing by, based on their ethnicity, colour of their skin, and/or religious expression. These livestreams include disparaging remarks, jokes about burning down the hotel, and encouragements to their large online audience to identify and target these individuals. This kind of persistent public harassment endangers locals, risks normalising hate, and could easily escalate into more serious criminal behaviour.</p> <p>What steps are being taken by the Norfolk Constabulary to address these ongoing acts of harassment and intimidation, to safeguard residents' privacy and peace of mind, and to ensure that people can once again feel safe walking in their own communities?</p>	<p>no criminality associated with the display. The decision about the removal of flags from public street furniture is a matter for the local authority or relevant highways agency. Police officers will not direct that flags should be removed from public street furniture unless some other factor makes it necessary for a policing purpose, for example the flag has been defaced to include illegal content, or the position of the flag creates a public safety hazard.</p> <p>Where allegations have been made about criminal activity, the CC stated that the Constabulary will review any evidence submitted to them in relation to these issues, and commented how the summer protests have resulted in arrests as some of the activity moved into the criminal realm. The CC noted that the role of the Constabulary is to support peaceful and respectful communities, and they want to work with partners to ensure this objective is being met.</p> <p>The PCC acknowledged the work the teams have been doing to meet with businesses around this matter and there has been positive feedback from residents. The PCC asked around the peace of mind element of the question?</p> <p>The CC added that the Constabulary seek to provide reassurance to the majority who do not take part in any of this, and they will continue to undertake such engagement. He commented on how protests bring disruption to community life and can be a significant inconvenience to communities.</p> <p>Temporary Assistant Chief Constable(T/ACC) Dave Buckley added that the Constabulary have taken a really active role in engaging with residents and there has been great local coordination.</p>

5. Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
Introductory comments.	<p>T/ACC Christopher Balmer introduced the Preventing Crime paper. He started by commenting on the reduction of serious violence, which is a long-term trend which Norfolk Constabulary is seeing. He added that Grievous Bodily Harm offences have increased slightly whereas Actual Bodily Harm offences have decreased. T/ACC Balmer noted that it is important for the Constabulary to prioritise where the greatest harm is.</p> <p>He added that the Constabulary have been working closely with the OPCCN within the Domestic Abuse and Sexual Violence Group alongside making sure that children and young people's voices are being heard.</p> <p>T/ACC Balmer highlighted Operation Oilman, which continues alongside Operation Bokken, and incorporates some very traditional policing elements, with high visibility patrols on the ground which are in place to combat the spikes in crime, and effective use of Stop and Search powers in the designated target areas. An example given of one of the successful Stop and Searches was the arrest of a 19-year-old who was found to be in possession of a large blade, who was previously unknown to the force. The male was charged and subsequently given a 12-month Community Order at court, requiring him to complete unpaid work and engage in rehabilitative activities. T/ACC Balmer added that where perpetrators are children, the Constabulary take a child-centred approach which involves working alongside partners to understand the needs of the children and identify whether there are any exploitative or abusive elements at play.</p> <p>T/ACC Balmer stated that the Constabulary has used the additional year of Operation Focus money to expand the range of areas where the Constabulary is doing high visibility patrols beyond Norwich and Great Yarmouth.</p>

PCC Question	Constabulary Answer
	<p>In relation to bringing offenders to justice, T/ACC Balmer commented on Project Vigilant and its success in the night-time economy as Norfolk Constabulary have had a number of successful interventions. He added that the Constabulary are expanding the approach by training more officers in the methodology to increase operational capacity.</p> <p>Another positive in which T/ACC Balmer highlighted is the rejuvenated work of the Domestic Abuse Perpetrator Partnership Approach which is back up to strength and is focused on the highest-harm offenders.</p> <p>With regards to the response to Neighbourhood Crime, T/ACC Balmer noted that despite strong performance by the Constabulary in reducing crime more broadly, neighbourhood crimes levels are plateauing. Furthermore, the Constabulary did not solve as many of these crime types as against the last 12 months compared with the previous 12-month period, albeit overall performance is still above the long-term average. T/ACC Balmer commented on how for Burglary Dwelling offences this may be due to the Constabulary not seeing the same patterns of burglaries occurring as part of a series. He added that they are seeing the same for Vehicle Offences and Robbery. In relation to dwelling burglaries, the Constabulary has continued to attend every residential burglary. T/ACC also confirmed that Norfolk Constabulary are supporting the College of Policing to implement a pilot programme aimed at improving the supervision of crime investigations.</p> <p>T/ACC Balmer discussed improving policing through technology. He stated that the Constabulary continue to look at the methodology of Rapid Video Response to see if they can broaden its use into other crime types. He highlighted how Operation Foxtail has been successful in terms of targeting serious and organised crimes, particularly those taking place on the road. He added that Norfolk Constabulary continue to support the Norfolk Integrated Domestic</p>

PCC Question	Constabulary Answer
	<p>Abuse Service programme to make sure that members of the public who are victims of domestic abuse are aware of all the support available to them.</p> <p>T/ACC Balmer commented on how the Constabulary had supported the NPCCs 'Two-Wheels' campaign, aimed at improving road safety for cyclists and motorcyclists. This included activity that was targeted at illegally modified pedal cycles and the unsafe use of e-scooters.</p> <p>He finalised his introductory remarks by stating that the Constabulary continues to invest in the welfare of officers and have introduced a new Force Psychotherapist role. He added that the Constabulary take an early intervention approach when it comes to wellbeing, examples of which are detailed in the paper and includes support for Mental Health Awareness Week and the continued expansion of the Wellbeing Champions network. T/ACC Balmer commented on how it is absolutely necessary for officers to take some time to improve their welfare, and this is not considered an abstraction as it is crucial for frontline officers. The force has introduced a new tool to track exposure to traumatic incidents to support with early intervention and organisational insight.</p> <p>The PCC commented on T/ACC Balmer's final point on the new trauma tracker and stated that she would like to see the impact this is having once embedded to review the efficacy of that.</p>
<p>It is my understanding that the Constabulary are now White Ribbon Accredited, how will this help support victims of VAWG and Domestic Abuse more broadly?</p>	<p>T/ACC Balmer commented on how best practice within the Constabulary has been expanded within the last six months for vulnerable victims. The Constabulary already had Domestic Abuse Champions in place, but there are lots of similarities in terms of professional consideration between domestic abuse and other strands of vulnerability. Therefore, the Constabulary has provided these Champions with enhanced training on other strands of vulnerability, creating a network of Public Protection and Vulnerability</p>

PCC Question	Constabulary Answer
	<p>Champions to provide support to other officers. T/ACC Balmer confirmed that as part of the 'DA Matters' training programme, a session was held for senior officers who were provided with feedback gained through the training that will help to shape future service delivery and future training.</p> <p>The PCC added that the continuous learning endeavour is vital in this space and would be interested to see what that feedback looks like.</p>
<p>How has Operation Oilman helped with the anti-social behaviour and serious youth violence in Norwich since its incorporation in March 2025?</p>	<p>T/ACC Balmer touched on some of the approaches taken such as out of court disposals and how the Constabulary work with the Youth Justice Board in the pre-criminal space. This area of work requires close involvement from partner organisations. T/ACC Balmer noted that the greatest impact of Operation Oilman was in relation to the spree of offending that was seen in early 2025 and led to it being fully established in March, which involved several incidents of serious violence taking place in public spaces which was therefore impacting the public at large. Since such time the Constabulary has seen an absence of such offending. T/ACC Balmer noted that this will not be apparent in any of the figures presented, however Norfolk Constabulary can see this in the reporting, and they have been successful in interrupting that escalating scale of violence.</p>
<p>Solved and charged rates for Neighbourhood crime offences have decreased – what has contributed towards this?</p>	<p>The CC commented on how in the last three years Norfolk Constabulary has been successful at reducing overall crime in the county by 10,000, which is a significant achievement in terms of crime reduction, and they are now seeing a levelling out. With crime in general, the CC is concerned about what the coming years will bring, especially with regards to the outcomes of the recent sentencing review which will see the removal of many short-term sentences and the early release of offenders from prison after they have served only 30% of their sentence. The CC therefore feels that it is inevitable that there will be an increase in offending, not least because of the intention for more offenders to be managed by Probation on Community Orders. The Probation Service are</p>

PCC Question	Constabulary Answer
	<p>struggling to cope with their current demand and are not resourced for the additional demand this will bring. Additionally, the CC stated that around 25% of offenders who are released from Norwich Prison leave with no fixed abode which significantly increases their risk of reoffending. There are a number of factors that are not within Norfolk Constabulary's ability to influence which play into this, so crime reduction is very much a multi-agency issue. Norfolk Constabulary maintains its position as a county with one of the lowest crime levels nationally.</p> <p>The PCC noted the CC's comments and identified a challenge insofar as over the summer there have been extraordinary incidents which have impacted the Constabulary's time and resources. The PCC asked whether this has caused a trade off with charged and solved rates?</p> <p>The CC stated that if the 12-month rolling average was taken the levels of performance would be broadly consistent. However, the Constabulary are conducting a review of the frontline delivery model, hoping that this will free up more officers to investigate crime and investigate crime well, but there may need to be a compromise in other areas of the organisation given competing priorities, but the investigation of crime will always be a core priority. The CC commented on how it has been a frustrating summer. The levels of abstractions required for policing protests does not come without consequence and will have inevitably had an impact, as each one of those protests will have stopped officers investigating crimes, but if the protests go on, Norfolk Constabulary will be there to police them. He added that officers are feeling the impact of a busy summer and acknowledged that if he had spare capacity in the system to deal with protests, he would not have been doing his job properly as any spare resources should be allocated to these efforts.</p>

6. Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
Introductory remarks.	<p>T/ACC Buckley introduced the Cohesive Communities paper. He commented on the government's Neighbourhood Policing Guarantee and their £200 million commitment. This equates to a £2.2 million investment for Norfolk with a plan this financial year to create 31 additional Neighbourhood Policing roles within Norfolk, with 24 of those roles already being filled.</p> <p>T/ACC Buckley stated that the new Public Voice survey has been launched on the Norfolk Constabulary website. He confirmed that the launch received 2,500 views, with 100 responses to the survey so far. The survey is made up of ten multiple choice questions, so it is not a very time-consuming survey for members of the public to complete.</p> <p>In relation to 'safer roads for all,' in the last 12 months there has been a decrease in the number of collisions resulting in fatalities. However, there is still an increase from the long-term average. T/ACC Buckley commented on how there are no particular locations that are an issue, it is a case for Norfolk Constabulary to target this county-wide. He commented on how there is some really good work from the Roads and Armed Policing Team Commercial Vehicle Unit with 384 vehicles being stopped within this period.</p> <p>T/ACC Buckley mentioned Operation Tramline which is the utilisation of an unmarked Heavy Goods Vehicle which targets the 'Fatal 4' offences on the roads. He confirmed 153 interventions had been reported within the quarter.</p> <p>Operation Foxtail has done some great work and has been recognised as national best practice. Furthermore, Operation Silent resulted in 22 immigration checks with good involvement in partnership activity.</p>

PCC Question	Constabulary Answer
	<p>T/ACC Buckley commented on how shoplifting continues to rise, however it is now stabilising based on this quarter, and Norfolk Constabulary have one of the highest solved rates nationally (42.8%). There is a lot of activity going on with the Constabulary's Neighbourhood Policing officers within town and city centres targeting the most prolific shoplifters. Unfortunately, it is a bit of a revolving door, and the Constabulary often see the same offenders. T/ACC Buckley confirmed that the Constabulary are using Out of Court Resolutions more now when dealing with shoplifting offences such Community Protection Orders. Furthermore, a Retail Crime Strategy has launched, and it was circulated through the Norwich Business Improvement District (BID).</p> <p>T/ACC Buckley stated that around 70% of hate crimes reported are race related with forces nationally reporting increases in anti-Islamic and anti-Jewish related hate incidents over the summer. There are also notable increases in community tensions in relation to Asylum Seekers, particularly around the Brook Hotel in Norwich, with anti-immigration demonstrations taking place.</p> <p>T/ACC Buckley commented on protecting rural and local communities. There has been a lot of engagement from the Constabulary with rural communities particularly around the impact of crime and anti-social behaviour and also fly-tipping. T/ACC Buckley noted that there has been some really good training going into the Control Room to make sure Norfolk Constabulary are delivering the right response. There have been some action days with enforcement partners such as Natural England and lots of support for the heritage community rural advisory group. The Constabulary have spent time understanding the farming communities and concerns around fly-tipping and the costs involved in the removal of waste from private land.</p>

PCC Question	Constabulary Answer
	The PCC noted T/ACC Buckley's final point and stated that it was especially useful and helpful to have that directly covered off as the PCC had many conversations over the summer period concerning that.
How much utility and usage will the Public Voices Survey have at Spring 2026?	T/ACC Buckley confirmed that survey data analysis will be available early next year, so this will be revisited at a PCC Accountability meeting in 2026.
In relation to the Killed and Seriously Injured (KSI) data, with reference to the long-term average and that uptick. There is a focus on 'Fatal 4' offences, which results in a reflection from members of public that vulnerable road users are not addressed as much. Are there conversations to be had going forward on this element?	The CC took an action to break out the last row of the KSI data table so that types of vulnerable road users can be identified and explored more in future meetings.
In relation to shoplifting, Norfolk Constabulary have set a very high bar. With the new Retail Crime Strategy what more can be done?	The CC commented that this year Norfolk Constabulary have introduced the first phase of the Neighbourhood Policing Guarantee work. He confirmed that the first wave of new Neighbourhood Officers will be deployed in the Great Yarmouth area which will result in more visible policing and an increase in the Constabulary's use of civil orders to address offending. The CC stated that the Home Secretary has written to Chief Constables and PCCs regarding the government's 'Winter of Action' plan, however the CC is not yet sure what form this will take, and he awaits further detail. He commented on how Christmas Crime campaigns are being planned in Norfolk as there is a heightened level of vulnerability to shoplifting in the Christmas period. Norfolk Constabulary will continue to carry out targeted work, hitting the most prolific offenders and they will continue to be relentless towards these offenders.
I note that HMICFRS have recently published their State of Policing Annual Assessment 2024-25 report, what are your early thoughts on this?	The CC commented on how the report is difficult to summarise, but as a headline it is a fair and accurate summary of policing in England. The report sets out some policy challenges which need rapid attention, which includes the need for a completely new approach to what the police workforce looks like. The CC

PCC Question	Constabulary Answer
	<p>stated that the Constabulary need the right resource and that is not always in the form of a police officer. The CC was pleased to see the report calling for the police funding formula to be reviewed and the way that funding is allocated to police forces needs to be looked at promptly. It also recognises that there is a lack of capital budget for forces nationally.</p>

7. Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
Introductory comments.	<p>T/ACC Balmer introduced the Reducing Harm paper. He started by commenting on the fact that there have been more disruptions against organised crime groups and tactical vulnerabilities, however June was a lean month which is common as numbers do fluctuate. Operation Foxtail is a good example of how vulnerabilities associated with organised crime groups using the roads can be targeted.</p> <p>In relation to emergency 999 call response times, T/ACC Balmer noted that this is a particularly important element of the Constabulary's service for members of the public. T/ACC Balmer commented that with 999 emergency call response times, performance data looks at marginal changes. The average 'mean time' to answer has reduced. Some forces have put a lot of resource into this. Norfolk Constabulary are looking to invest in some technological improvements and are recruiting more people to work in the Control Room going forward.</p> <p>T/ACC Balmer stated that Domestic Abuse offences have maintained stable solved rates which has improved against the long-term average. He added that the Constabulary want higher solved rates. T/ACC Balmer said that they are pleased with the increased percentage of charges in rape offences, and he believes that Operation Soteria being embedded has helped to achieve these results.</p>

PCC Question	Constabulary Answer
	<p>The PCC asked whether that victim-centred response has helped with the percentage of charges.</p> <p>T/ACC Balmer stated that he believes so, however the Constabulary is dealing with small numbers, but the investments made under Operation Soteria can be attributed to some of what Norfolk Constabulary are seeing here. He also praised the work of the Independent Sexual Violence Advisor Service.</p> <p>The CC added that these are still sobering figures, and the scale and extent of Domestic Abuse is enormous compared to crimes such as Shoplifting and Robberies. Operation Soteria requires significant resource to do well, and the CC commented on how the Constabulary have not got enough detectives to ensure that it is only detectives who are investigating these sorts of crimes, as it should be.</p> <p>The PCC highlighted how there is a broader conversation to be had around the adequacy of risk assessment processes that are in place nationally. The PCC added that it would be helpful to understand the continuous learning and how that is developing within the Constabulary.</p> <p>T/ACC Balmer commented on how there is a national issue around risk assessment. He added that the College of Policing invested in a new form of domestic incident risk assessment called DARA which had better academic findings and this was incorporated into Norfolk Constabulary in 2023.</p> <p>The PCC commented on how there is too much reliance on the risk assessment process when making operational decisions and there is a human factor associated with this.</p> <p>The CC noted that they are all good points, and the Constabulary are reliant on the person going through the assessment. The PCC added that she sees things that encourage her, but there are areas that need improvement.</p>

PCC Question	Constabulary Answer
	<p>T/ACC Balmer highlighted Operation Redline and the innovation of best practice by identifying domestic abuse offenders and victims who keep coming back into the system. Norfolk Constabulary assess whether interventions can be made in the person's life to break the cycle.</p> <p>T/ACC Balmer turned to stalking and mentioned the Sue Lambert Trust and the support they provide which the Constabulary access. T/ACC Balmer expressed his gratitude to the OPCCN for funding towards Restorative Justice (RJ). He added that Norfolk are one of few forces where all Out of Court Disposals are triaged for the opportunity for an RJ intervention, and about one in every four cases take up the RJ offer. Furthermore, the Constabulary have seen offenders who are in prison refer themselves to the RJ process which is an incredibly positive approach to the system.</p> <p>T/ACC Balmer stated that Norfolk Constabulary have a dedicated oversight group which looks at how victim and witness communication can be improved, and the Constabulary are seeing more compliance with the Victims' Code. T/ACC Balmer noted that there is a big impact on the caseloads that sit within the Victim and Witness Care Teams due to court backlogs.</p> <p>The CC finalised by stating that Norfolk is the only county in the Eastern Region where the Crown Court backlog is not starting to reduce. The CC stated that the Constabulary continue to support victims, however it means that victim and witness care officers are unable to move on to the next case. The CC stated that the team do an incredible job at supporting victims.</p>
<p>As an office we receive a number of queries and concerns regarding harassment where the correspondents are highly distressed, can you detail some of the ongoing work within the Constabulary in relation to stalking specifically that which was</p>	<p>T/ACC Balmer noted that the Domestic Abuse Partnership Perpetrator Approach (DAPPA) team have a vital role in all stalking work, including identifying cases, however he highlighted that sometimes, unhelpfully, stalking gets grouped with harassment. The team flag cases of most concern and provide support and signposting for victims. Norfolk Constabulary have Vulnerability Champions who</p>

PCC Question	Constabulary Answer
<p>generated off the back of the 2024 HMICFRS super-complaint titled 'The Police Response to Stalking'?</p>	<p>are upskilled in all strands of vulnerability, including domestic abuse. Furthermore, there is a working group set up to address every recommendation from the super-complaint, to ensure the Constabulary gets those completed.</p>
<p>Off the back of the recent BBC Panorama programme which exposed misogyny, racism and inappropriate use of force captured through undercover filming in a Metropolitan Police custody suite, please could you detail Norfolk Constabulary's stance on behaviours that fall below what is expected of officers and staff?</p>	<p>The CC commented on how an overwhelming majority of the Norfolk Constabulary workforce are good people who want to do a good job, and they want any negative behaviours weeded out. The CC noted that there is a level of acceptance that there will be people in the organisation who do not hold the same values. There have been significant increases in dismissals from the Constabulary during the CC's tenure and he is sure that additional people will be added to this. The CC confirmed that the most frequent source of information leading to that outcome has been information reported by colleagues flagging inappropriate behaviours. As difficult as some of these outcomes are, the CC stated that he would rather it this way round than being an organisation that does not address such behaviours. He added that the vetting process is just a check at a moment in time so it can only do so much however, Norfolk Constabulary has increased resources in the Vetting department and within the Professional Standards Department. In partnership with Suffolk Constabulary, there is a prevention lead to educate staff and analyse any data that the force holds to spot the early signs of misconduct and act and intervene before they become more serious behaviours.</p> <p>The CC stated that new recruits know exactly what is expected of them and he personally meets with every new intake. He added that significant damage has been done to policing in last few years, but the police service is in a better place now as standards have been raised.</p> <p>The PCC echoed the words of the CC on the evident drive in the service and the standards of most police officers and staff. Engagement in scrutiny panels is really good to see, and the PCC concluded by thanking the volunteers and those involved in those panels.</p>

8. Emerging Operational/Organisational Risks

- None raised.

9. Any Other Business

- None raised.

Actions

Description of Action	Action Update/Decision
Action 16 (16 April 2025): The CC is to look to refresh the Constabulary communications on Road Safety specifically linked to the Highway Code changes implemented in 2022.	Reopened.
Action 20 (8 July 2025): The force is to include updates on fly-tipping and the victim's perspective of stalking (non-DA related)	Fly-tipping and victim's perspective of stalking (non-DA related) updates added to the PCC Accountability Meeting papers for the October 2025 meeting. Action closed.
Action 21 (22 October 2025): Norfolk Constabulary is to break out the last row of the Killed and Seriously Injured data table so that types of vulnerable road users can be identified and explored more in future PCC Accountability Meetings.	New action.
Action 22 (22 October 2025): T/ACC Balmer is to brief the PCC on the new trauma tracker once embedded with specifics on the efficacy of that.	New action.
Action 23 (22 October 2025): Norfolk Constabulary is to provide the PCC with an update regarding the feedback gained through the 'DA Matters' training programme, with a focus on the continuous learning endeavour.	New action.

Description of Action	Action Update/Decision
Action 24 (22 October 2025): Norfolk Constabulary is to discuss how much utility and usage the Public Voices Survey has at a future PCC Accountability Meeting in Spring 2026.	New action.

Date of Next Meeting:

Monday 19 January 2026.

Signatures



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Sarah Taylor
Police and Crime Commissioner



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Paul Sanford
Chief Constable