

Summary of the PCC Accountability Meeting

Date: Monday 19 January 2026

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
- Deputy Chief Constable – Dave Marshall, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Director of Performance and Scrutiny – Sharon Lister, OPCCN
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Corporate Communications Manager – Laura Limbert, Norfolk Constabulary
- Sergeant – Hannah Wright, Norfolk Constabulary
- Communications and Engagement Manager – Sue Starling, OPCCN
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN

1.1 Apologies for absence:

- Chief Executive – Mark Stokes, OPCCN
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Temporary Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, 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 22 October 2025

- The minutes from the PCC Accountability Meeting held on Wednesday 22 October 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 9.

4. Public Questions

Public Question	Constabulary Answer
<p>The Police and Crime Commissioner (PCC) commented that she had received one public question which was as follows:</p> <p>“Why is it if a garage takes money, carries out no work, steals parts off your car, and leaves it in a state of disrepair that this is not seen as a police matter? Aren’t theft, fraud, and damage to property criminal offences?”</p> <p>The PCC added that she wanted to broaden the question to include:</p> <p>“What supervisory, or other, steps are taken to deduce whether the correct decisions are being made in relation to instances like this which walk the line between a civil matter and a criminal matter?” as she receives correspondence into the Office of the Police and Crime Commissioner for Norfolk which concerns areas which are a fine line between being a civil matter and a criminal matter.</p>	<p>The Chief Constable (CC) started by stating that if the person concerned wants to reach out to the Constabulary, then they can and they will take a look into their individual case. He commented that the Control Room initially make a log of any incident and then make their own assessment as to whether it is a civil matter or a criminal matter. There are, however, supervisory elements concerned with making that initial decision. Once an incident is reported and given an incident number, crime recording standards and counting rules will be applied which determine whether a crime is made out. These standards and rules are extensive, and it is a lot of information to absorb, therefore there are supervisors within the Control Room who quality assess the decisions being made. The supervisors will ensure that data is accurate and make sure the classification is correct. If a crime is recorded, it is then checked again prior to allocation. Furthermore, the CC confirmed that the Constabulary conduct regular audits to ensure consistency in decision making. He added that within the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection there is Crime Data Integrity grading which Norfolk Constabulary achieved an ‘Outstanding’ rating with over 95% compliance. The CC commented on how there are a lot of safety nets around crime recording to ensure accuracy.</p> <p>The PCC asked the CC, where there are matters that have been incorrectly recorded, what kind of lessons learned are taken? The CC stated that there is a national network of Crime Registrars which oversee the crime regime. Internal audits are conducted and feedback is provided to the Home Office on rules that could prevent incorrect recording. Stalking and controlling behaviour were examples previously where recording was problematic. The CC confirmed that they also conduct 100% audits on crime types such as rape and serious sexual offences, where immediate feedback goes back to the officers concerned. For</p>

Public Question	Constabulary Answer
	higher volume crime types, there is a feedback loop where officers are asked to re-record the crime.

5. Police and Crime Plan: Priority 2 – Cohesive Communities – Neighbourhood Policing Guarantee

PCC Question	Constabulary Answer
Introductory comments.	<p>The CC introduced the paper and started by mentioning that Norfolk Constabulary have achieved the Government's Neighbourhood Policing Guarantee Year One target of increasing Neighbourhood Policing Officers by 31. He stated that the Year Two target has now been set out which is to increase Neighbourhood Policing Officers by an additional 20 officers. The CC is concerned as this ambition does not come with full funding from the Government, so it will be challenging to do especially when Norfolk Constabulary have ambitions connected with setting up specialist teams around Domestic Abuse and Rape and Serious Sexual Offences.</p> <p>The CC added that he is also concerned with the level of Killed and Seriously Injured Collisions on the road as they are higher than the previous 12 months, which is something that the Constabulary need to focus on with partners in terms of prevention. The PCC added that the uptick of incidents involving cyclists is horrifying and noted that Norfolk is one of the deadliest areas in the East of England for cyclists. The PCC also stated that she welcomes the national Road Safety Strategy, which was a long time coming, as it sets the scene of it being a shared responsibility to reduce fatal and serious injuries as it is not an enforcement matter alone.</p>
In relation to the Neighbourhood Police Guarantee, do the Constabulary have any additional communications plans to make members of the public aware of the named, contactable police officer for every neighbourhood? Furthermore, in	<p>In relation to the 'Keeping Town Centres Safe this Summer' initiative, the Director of the Local Policing Delivery Unit (DLPDU) commented on how Norfolk Constabulary had to grow by 31 officers and there is a slight lag between recruitment and implementation, however, by the 31 March 2026 the last</p>

PCC Question	Constabulary Answer
<p>relation to the 'Keeping Town Centres Safe this Summer' initiative how would the Constabulary summarise any successes or lessons learned from this?</p>	<p>element of this growth will be the Community Policing Team in Great Yarmouth. He noted that there is some rigour around the reporting element of this growth as there are two separate mechanisms by which the Constabulary need to report into, being both into the National Police Chiefs' Council and the Home Office. Alongside this, there has been a developing performance framework which is nationally held and will be publicly available. Norfolk Constabulary have always had a named police officer for the 49 established neighbourhoods, so the Constabulary are building off a good foundation when it comes to this. There is a working group chaired by Temporary Assistant Chief Constable Buckley, so there is extra focus on pushing communications and building links with the Public Voice Survey. Furthermore, an Engagement Officer was one of the 31 posts established to try and maximise all opportunities presented. The Constabulary has just received news that the next wave of officers will be a growth of 20 by the end of the year which the Constabulary will be working through.</p> <p>The PCC added that she has always taken pride in the fact that she has been able to provide reassurance to members of the public that Norfolk Constabulary do have allocated police officers for all neighbourhoods, however, with the Government's Neighbourhood Policing plans, the expectations have increased so any way to make communications more accessible would be welcomed.</p> <p>The PCC also asked if the Constabulary know where the next cohort of officers will be allocated. The CC confirmed that he did not know at this point in time as the Constabulary have yet to get that level of detail from the Home Office. He confirmed that he would share this information with the PCC once known.</p>
<p>In relation to Operation Foxtail, do you see that continuing?</p>	<p>The CC confirmed that the Constabulary will continue with Operation Foxtail as it has been very effective at shining a light on criminals. He mentioned that</p>

PCC Question	Constabulary Answer
	there has been one police officer who has led on the operation and has done a fantastic job with it.

6. Police and Crime Plan: Priority 1 – Preventing Crime – Winter of Action Plan

PCC Question	Constabulary Answer
Introductory comments.	<p>The CC introduced the paper and started by identifying that there have been increases in the number of Domestic Abuse (DA) related offences. He questioned whether this may be due to higher confidence levels in reporting, however, the figure does shine a light on the high levels of victims experiencing DA. The CC mentioned that the Constabulary are expecting the Office for National Statistics Quarterly Crime figures on the 29 January 2026 where Norfolk is expecting a -1% decrease in overall crime volumes against the previous 12 months. The CC commented on how in March 2022 69,200 crimes were reported in Norfolk, whereas in September 2025 there were 58,700 reported. So, there has been a decrease in total crimes of over 10,000 in the last three and a half years. The CC noted that Norfolk Constabulary want to focus on the crime types that are seeing increases in reporting. The CC mentioned Operation Bokken which focuses on young people involved in group-based criminality and exploitation, which have been appropriately targeted by Norfolk Constabulary. There has also been a spotlight on Child Sexual Exploitation (CSE) both locally and nationally; Norfolk has set up Operation Steadfast to coordinate a response to children that go missing which may be a precursor of CSE, and it ensures that there is a good multi-agency response to this. The CC stated that hotspot work is ongoing in the highest crime areas in Norfolk and commented on the Winter of Action plan which was established by the Home Office. The CC confirmed that the initiative set out no more than what Norfolk Constabulary</p>

PCC Question	Constabulary Answer
	<p>were already planning to do. He added that the Constabulary always have these sorts of plans in place around the winter period.</p> <p>The PCC agreed that the Home Office's Safer Streets Summer Initiative was more powerful and had a longer period to mobilise with greater stakeholder involvement. The CC commented on how national initiatives have value, but they will not always represent the most pressing issues within the County. For example, the Winter of Action Plan coincided with their Drink and Drug Driving Campaign, and as the data within the performance papers would demonstrate, that campaign would merit a greater level of resource within Norfolk. The CC confirmed that Norfolk Constabulary will have to be flexible with national initiatives going forward. The PCC confirmed that this will be feedback which she will provide the Home Office with.</p>
<p>In relation to the renaming of the Youth Violence and Early Intervention Team to the Neighbourhood Violence and Reduction Team, are you able to say anything on how this may change Norfolk Constabulary's approach to tackling violence and vulnerability?</p>	<p>The Deputy Chief Constable (DCC) stated that violence is not just linked to juveniles, so this amalgamation brings broader scope for tackling violence and vulnerability beyond the Youth Violence Strategy. It will bring together a broader spectrum of partners and powers, giving a wider perspective and ability to tackle violence in its entirety.</p>
<p>The PCC commented on the training provided to officers and staff around suicide awareness and mental health first aid which has enabled a dedicated team of suicide responders. The PCC had members of the public contact the OPCCN asking whether Norfolk Constabulary had any suicide responders embedded within the organisation.</p>	<p>The CC stated that he was grateful for the support from the OPCCN which enabled the establishment of that team.</p>

7. Police and Crime Plan: Priority 3 – Reducing Harm – Emergency Call Performance

PCC Question	Constabulary Answer
Introductory comments.	<p>The DCC introduced the paper and started by commenting on policing interventions of Serious and Organised Crime with increases in the number of disruptions against the previous 12 months. He commented on how momentum has been generated with a better way of recording disruptions in collaboration with the Eastern Regional Special Operations Unit. The DCC turned his attention to 999 call performance, specifically those 999 calls answered in under 10 seconds. He noted that one of the key points is that the Constabulary's internal data is usually 2-3% better than what is published publicly on Police.uk due to differences in methodology. However, the DCC noted that forces nationally all experience this, so the data is comparable. The DCC accepted that Norfolk Constabulary has been falling below the monthly national target of answering 90% of 999 calls in under 10 seconds, and the DCC is driving improvement in this area. The DCC set up a continuous improvement meeting which generated 32 separate actions for the Constabulary in relation to their emergency call performance. The DCC confirmed that a second meeting had taken place which aimed to implement all these actions. There are structural issues from the Constabulary which have led to them not achieving the 90% national target, so they have now invested in additional Communications Officers who will be trained and operational ahead of the summer peak where the Constabulary experiences around 30% more calls. The DCC noted how the initial changes have made an immediate impact as Norfolk Constabulary experienced improved performance for the percentage of 999 calls answered in under 10 seconds in December 2025 (just over 91%) and January 2026 (94.4% currently). The DCC noted that 101 calls have not suffered as a consequence of this focused approach on emergency calls which is positive. The DCC finalised by stating that the predicted summer increase in emergency calls should be fielded by the</p>

PCC Question	Constabulary Answer
	recruitment of the additional Communications Officers, and new technology would aid this even further.
What are the timescales on the implementation of any new technology into the Control Room to help with demand?	The DCC confirmed that there are a number of initiatives in the pipeline, such as 'Queue Buster' and reconfiguration opportunities for existing applications. The Constabulary is also looking at software to improve customer experience. These pieces of technology will hopefully free up some capacity within the Control Room, and once in place, the Constabulary will reassess staff resourcing. The PCC asked if by late spring the staff will be more familiar with the new technology. The DCC confirmed that this would be the case as they are wanting to upscale before the summer demand.
In relation to Control Room staff and officer welfare, is this a continued line of work or are there any additional provisions?	The CC suggested that the additional recruitment will be good for staff morale and welfare as those already in position will realise that help is on the way. It may take a few months but there is a plan in place to increase resourcing and take the pressure off current staff. The CC stated that the Constabulary is investing in them. The CC also stated that SmartSTORM (a modern command and control platform designed to enhance efficiency, reliability, and user experience) is on the way and Norfolk Constabulary will be providing the best version of that to the Control Room. The CC also mentioned how the culture within the Constabulary has changed in recent years and it is made clear that if anyone needs to put down their headset and step away from their workstation then they absolutely can. The Control Room will always be a high-pressure environment, but welfare is right at the top of the Constabulary's priority list. The PCC commented on how it is striking that there is a reduction in overall crime in Norfolk yet there is a continued increase in calls handled. She noted that 'Right Care, Right Person' and work in the partnership space has been happening and seems to be going well. However, it would be helpful to get a more detailed analysis on what the disparity between crime levels and calls into

PCC Question	Constabulary Answer
	Constabulary looks like. The CC mentioned that the likes of calls on highway obstructions, missing persons and concerns for safety are contributing factors towards this disparity.

8. Emerging Operational/Organisational Risks

- The CC mentioned there is the live issue of the financial settlement which came through on Friday, so the Constabulary still has some work to do in order to digest this.
- The CC noted that there is a need for the Constabulary to know the ground rules for the Neighbourhood Policing Guarantee Phase Two and stated that the White Paper on Police Reform is due to be published soon.
- The CC stated that in the time since the last PCC Accountability Meeting there have been some significant and high-profile incidents that have been dealt with by Norfolk Constabulary which are still live. The CC stated that he is really pleased with how the Constabulary has responded, however, they did impact on demand and created pressure within the Constabulary.

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.	The CC stated that there have been various communications on Road Safety which in recent months have been linked to the NPCC Darker Nights Campaign. The CC noted that it is important to keep feeding these posts through, so this will be conducted in a business-as-usual way. Action Closed.
Action 21 (22 October 2025): Norfolk Constabulary is to break out the last row of the Killed and Seriously Injured data table	The PCC thanked the CC for breaking down the Killed and Seriously Injured data table within the performance papers to include specific vulnerable road users.

Description of Action	Action Update/Decision
so that types of vulnerable road users can be identified and explored more in future PCC Accountability Meetings.	The PCC commented that she was particularly concerned with the data on cyclists but was content that the action has been complete. Action Closed.
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.	The PCC noted that this action is deferred and will be revisited at a later date once embedded. The CC commented that the work is under way and is happy to discuss at a later date. Action Live.
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.	The CC stated that the 'DA Matters' training is incredibly positive and was long overdue. Norfolk Constabulary have partnered with 'SafeLives' which provides opportunities for officers to set out any problems associated with Domestic Abuse. The CC commented on how the Constabulary have a young workforce who are frequently stepping into challenging households and being exposed to those environments; he identified that those officers need constant support. There is a challenge to make sure the next offence is as important as the current. The CC noted that there is an issue with DA related incidents where English is not the first language of those involved. The CC confirmed that there are live translation services available for officers, however, the Constabulary is looking at how to improve this. There is a force-wide frontline policing model, which looks to move more high-risk incidents to specialist officers. The CC commented on how he would like to collaborate with counterparts within the Crown Prosecution Service to lessen those barriers to prosecution. The PCC commented on how she receives many pieces of correspondence concerning DA related matters, so she appreciates the concern and the commitment to enhancing and developing officer training. Action Closed.
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.	The Director of the Local Policing Delivery Unit stated that the Constabulary has already received upwards of 900 responses to its Neighbourhood Policing Survey. He noted that there was a sharp increase in responses following a focused communications approach mainly through Facebook. He confirmed that the Constabulary have received responses from all 49 neighbourhoods in

Description of Action	Action Update/Decision
	<p>Norfolk and they are still early on in the Public Voices Survey journey. The themes in which the Constabulary are initially seeing are speeding, drug use and parking. He confirmed that Norfolk Constabulary are starting to build up more information in order to lead operational activities.</p> <p>The PCC noted that the initial launch of the survey was provided in multiple languages; she therefore asked whether there has been completion of any surveys in non-English. The Director of the Local Policing Delivery Unit confirmed that there has yet to be any surveys completed in the other languages.</p> <p>The PCC added that it was prudent to do a soft launch of the survey and that she will be engaging with people to complete the Easy Read version. The PCC thanked the team for showing her the analytical tools behind the survey.</p> <p>The Director of the Local Policing Delivery Unit commented on how the Constabulary are already using the survey results within Neighbourhood Policing Teams. He also added that the ONS Crime Survey for England and Wales usually gets 500 responses for Norfolk, so the Constabulary's new Public Voices Survey has surpassed the level of responses in which the Constabulary would typically receive.</p> <p>The CC stated that once the initial survey results have been assessed, they will look to see how the Constabulary can incorporate it into Single Online Home, and campaigns on StreetSafe so that the Constabulary can bring it all together to obtain richer data. The PCC added that any opportunities to consolidate has to be a win. There are different ways to engage businesses and young people which she welcomes, but it is about getting the entry point right. Action Live.</p>
<p>Action 25 (19 January 2026): The PCC and CC are to meet and discuss the disparity between decreasing overall crime volumes in Norfolk and the increase in calls into the Control Room. The PCC would like to look at some of the non-crimes</p>	<p>New Action.</p>

Description of Action	Action Update/Decision
incidents that frequently come the Constabulary's way which impact on this.	

Date of Next Meeting:

Tuesday 21 April 2026.

Signatures



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Sarah Taylor
Police and Crime Commissioner



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Paul Sanford
Chief Constable