

Summary of the PCC Accountability Meeting

Date: Tuesday 21 April 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
- Chief Executive – Mark Stokes, OPCCN
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Dave Buckley, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- 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
- Project Delivery Administrator – Hannah Hyde, OPCCN

1.1 Apologies for absence:

- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Governance – Sharon Lister, OPCCN
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary

2. Declarations of Personal and/or Prejudicial Interests

- There were none declared.

3. Confirm the Minutes and Actions of the Previous Meeting Held on Monday 19 January 2026

- The minutes from the PCC Accountability Meeting held on Monday 19 January 2026 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on page 12.

4. Public Questions

Public Question	Constabulary Answer
<p>The Police and Crime Plan 2025–2029 places a strong emphasis on building public trust and confidence as a ‘golden thread’ running through policing in Norfolk. Given the vital role of public trust in policing, how does the Chief Constable (CC) promote and enforce a culture of honesty and integrity among officers, and how does he address situations where those standards may fall short?</p>	<p>The CC outlined the national Code of Ethics and misconduct regulations which police forces across the UK are expected to adhere to. The CC added that there is great emphasis in Norfolk Constabulary on culture, peer accountability, and early-expectation setting. The CC provides a speech to all new officers where he sets out the force’s expectations. The CC commented on the forces Professional Standards Department which is shared with Suffolk Constabulary; this team embeds anti-corruption within it which is both reactive and proactive in responding to complaints. The CC stated that in recent years the Constabulary have seen a number of misconduct investigation which were reported by colleagues which indicates a healthy reporting culture within the force. During the CC’s five-year tenure there have been 30 officers dismissed for misconduct, and he stated that the Constabulary has no time for anyone that does not meet the forces standards. The CC added that outcomes of each misconduct hearing is published on their website as they invite transparency.</p> <p>The PCC concluded by stating that there is efficient scrutiny, but it is important to keep an eye on reporting levels.</p>
<p>Why do your staff not understand the meaning of a police statement?</p> <p>Taking complaint details over the phone does not constitute a statement from a member of the public especially when that member of the public did not give their consent to the wording used.</p>	<p>The CC stated that it is most common for statements to be taken in person, however, there are some instances where statements may be taken via telephone or by video conference, such as if the victim does not want officers coming to their door, or if they are out of county. At the end of any statement taking process the individual needs to be happy that what they are signing off is a true reflection and officers will do their best to ensure this. It is a requirement for the victim to review the statement. The CC added that any individual concerns relating to this question can be shared with the Constabulary so that they can look into the circumstances of the matter.</p>

Public Question	Constabulary Answer
	<p>The PCC noted that this is not an area of policing that she is familiar with and it would be good for her to meet with someone who can show her the process for taking statements.</p>
<p>Given the role of the police in enforcing road safety laws, it is important that public confidence is maintained through consistent and professional conduct behind the wheel.</p> <p>The questions I would ask would be:</p> <ul style="list-style-type: none"> • What standards and training are currently in place for non-emergency police driving? • How are these standards monitored and enforced? • Whether any steps are being taken to address concerns about declining driving standards? 	<p>The CC stated that there are mandatory driving standards training for all officers which provides support on professional decision-making and standard setting. The CC confirmed that the force uses vehicle telematics to monitor driving behaviour such as speed, harsh braking, cornering, and acceleration. The Driver Training Unit looks at these patterns and trends so that the force can intervene and offer additional training or tuition to those who are not adhering to the Constabulary's driving standards.</p> <p>The PCC asked when reviews are conducted. The CC stated that reviews typically happen following road traffic incidents, however, there is ongoing oversight of telematics data.</p>
<p>Based on local and national data, it is estimated that around 78,000 people in Norfolk are living with the impact of sexual abuse, rape, or sexual violence at any one time. The Centre of Expertise on Child Sexual Abuse estimates that approximately 7,000 children are sexually abused annually in the county.</p> <p>At Sue Lambert Trust, we supported almost 700 individuals last year. It is deeply concerning that over 60% of those who bravely come forward to us have not reported these crimes to the police.</p> <p>It is widely acknowledged and evidenced that providing adequate, specialist support for survivors increases the</p>	<p>The CC stated that 7,000 children abused in the county is a frightening figure. Child Sexual Abuse and Violence Against Women and Girls (VAWG) are underreported crimes and there is often significant delay in reporting whilst the victim deals with the trauma. The CC commented that responding to this challenge is and always will be a priority for Norfolk Constabulary. The public want to see more police officers on the streets which is understandable but set against these figures it is important that officers are also deployed into roles that tackle child sexual abuse, including online sexual abuse which is a particular challenge, and other forms of VAWG. The offences require careful and complex investigation by officers who are often not in visible roles, so, balancing these demands is difficult.</p>

Public Question	Constabulary Answer
<p>likelihood of reporting to the police. At its core, that support is about improving mental health and emotional wellbeing so that individuals feel safe and able to engage with the justice system.</p> <p>Where that support is not available, research strongly suggests survivors are significantly more likely to be re-victimised in adulthood, to experience serious mental ill health, self-harm, and suicide attempts, to use drugs and alcohol as coping strategies, and to become involved in the criminal justice system themselves. Over half of women in UK prisons have experienced abuse including sexual abuse (with some estimates up to 80%).</p> <p>If over 60% of survivors in Norfolk are not reporting, this could mean tens of thousands of perpetrators remain unidentified and able to continue offending. Research also shows that perpetrators frequently have multiple victims, meaning these are rarely isolated incidents.</p> <p>At the same time, grant funding from the PCC for specialist sexual violence services in Norfolk- including Brave Futures, the 1:1 Project, the Rowan Project, and Sue Lambert Trust - have been or is being significantly reduced, with cuts of up to 73% to Sue Lambert Trust's grant by 2027/28. There is no equivalent specialist provision within the NHS locally.</p> <p>Given this context:</p>	<p>The CC stated that processes are overseen by regular governance and scrutiny boards, and Norfolk Constabulary works closely with partner organisations within these crime types to ensure support for victims. The CC also confirmed that Norfolk Constabulary have adopted the Operation Soteria model for investigating rape and serious sexual offences. Norfolk Constabulary also has Operation Vigilant which focuses on identifying predatory behaviours in hotspot areas in Norfolk. In addition to this, Norfolk Constabulary have put resource into Operation Engage which has a small group of specialised officers who are highly skilled in working with victims in serious sexual offences cases offering support when needed. All of this is only possible if strong partnership work such as with NIDAS (Norfolk Integrated Domestic Abuse Service) exists. The CC stated that the volume creates a challenge for the Constabulary, and he estimates that in the coming year there will be a significant increase in the number of online child sexual abuse reports received from the National Crime Agency, which will also lead to more offenders needing to be managed in the community. The CC concluded by saying that this is a challenging type of criminality to investigate and it will always be a priority for the Constabulary.</p> <p>The PCC agreed with the CC and is aware of the limit on commissioning budgets. The PCC stated that she spent some time with the Public Protection Unit (PPU) and discussed some of the challenges around resourcing. The PCC commented that the work within the PPU is phenomenal and noted the ever-growing risk attached to the team, acknowledging that they are part of the machinery of keeping Norfolk safe.</p>

Public Question	Constabulary Answer
<p>What is the clear strategy from the PCC and Chief Constable to identify, disrupt and prosecute perpetrators of sexual abuse and violence in Norfolk - particularly when the majority of survivors are not reporting - and how can the public be confident that reducing investment in specialist support services will not lead to fewer reports, fewer prosecutions, and more perpetrators remaining at large?</p>	

5. Police and Crime Plan: Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
<p>The work involved in Operation Cortex is noted, given the complexity of the operation and the fact that it relates to children. What is being used to establish the effectiveness of Op Cortex with respect to both (i) the children concerned and (ii) the public and businesses in the area?</p>	<p>DCC Marshall stated that Operation Cortex concentrates on the Haymarket in Norwich City Centre which by design is an area for gathering so will attract people to that area. The Constabulary has invested a lot of assets in the operation, recognising the significance of the issues for the local community. There is an understandable public perception element, with large groups of young people congregating in the area, but it is important to acknowledge that the majority of them are not committing crime. DCC Marshall commented that it is important that when offences are identified they are dealt with robustly. In regard to confidence of local businesses, DCC Marshall confirmed that a lot of engagement has taken place to ensure that they have full understanding of the approach that the Constabulary is taking and to educate them about the perception issue of youths congregating. The best way to monitor the impact of the operation is to understand how communities are feeling. Positive meetings have been held with local business and Norwich Business Improvement District (BID) in relation to police action at the Haymarket and also how the Constabulary is dealing with shoplifting. In respect to children who are vulnerable and have access to substances and alcohol, it is important that</p>

PCC Question	Constabulary Answer
	<p>Norfolk Constabulary are capturing that element and taking measures to protect them. The force has been using Project Vigilant to monitor and intervene where appropriate. Diversion and education of young people to help them to understand when they are vulnerable is also an important element of the approach. The Constabulary is also working with Local Authorities and parents to help them to understand their responsibility for keeping these vulnerable children safe.</p>
<p>It is good to see that 150 police officers have now been trained in recognising and challenging predatory behaviour. In terms of Project Vigilant deployment specifically, are there moves to increase deployable teams (Bronze, 2 Behavioural Detection Officers, and 4 uniformed officers) in areas other than Norwich?</p>	<p>DCC Marshall stated that the force has increased the number of Op Vigilant trained officers and it is the Constabulary's desire to spread the approach across high footfall areas of the county where there are vulnerable females and children who could become victims. Ten deployments have been completed in this reporting period in Norwich. DCC Marshall stated that it is not just about deploying officers on ground, it is also about the additional training that has been delivered to officers and staff who work in the night-time economy to change their focus from preventing fights to preventing harm and raising their awareness about vulnerability. There is an opportunity to expand the use of information and intelligence to support the approach. Norfolk Constabulary are looking at deployments in Great Yarmouth over the summer when there will be higher footfall, however, realistically Norwich is the biggest night-time economy within Norfolk, and the success has been seen there. The work undertaken with venues and hotels to raise awareness has seen an increase in reports of concerning individuals, which has enabled the Constabulary to make earlier interventions.</p>
<p>The provision of a Rape and Serious Sexual Offences dashboard to help enable detection is very welcomed. It sounds as though better and quicker outcomes for victims of these crimes may well be an outcome. How will you track the effectiveness of the dashboard in its use, and how will you</p>	<p>DCC Marshall stated that he has been really impressed with the dashboard data insights. It allows supervisors to manage risk, identify patterns and repeat suspects. It also provides an ability to understand where suspects have been, whether there is no further action, and provides investigatory level supervision</p>

PCC Question	Constabulary Answer
<p>measure the impact of this intervention? Over what timescale do you anticipate enough of an uptake in its use to make a material difference both to investigators and to victims?</p>	<p>on risk. There are Clare’s Law considerations which are being made. The impact of the dashboard has been fundamental and has allowed for better engagement for victims and evidence-led prosecutions. The DCC commented on how it is a really clever tool which the Constabulary need to expand to other areas of business.</p> <p>The CC added that this is all about making better use of the data that is already at the Constabulary’s disposal.</p>

6. Police and Crime Plan: Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
<p>Introductory comments.</p>	<p>ACC Buckley introduced the Cohesive Communities papers and stated that as of 31 March 2026 a total of 31 additional neighbourhood policing posts have been delivered. Plans are in progress to deliver a further 20 posts in the next financial year; scoping work is underway via the Change Team. ACC Buckley commented on how the removal of uplift targets for officers and staff provides Norfolk Constabulary with increased flexibility in workforce deployment.</p> <p>In relation to the ‘Public Voice’ neighbourhood policing survey, ACC Buckley noted that 1,224 responses have been received to date. The data is now sufficient enough to begin identifying trends and priorities with further detailed briefings expected.</p> <p>ACC Buckley highlighted how there has been a slight increase in killed or seriously injured (KSI) collisions over the 12-month period (+2.2% compared to the previous 12 months). In relation to Commercial vehicle operations: 92 vehicles were stopped in this reporting period along with 30 arrests, including</p>

PCC Question	Constabulary Answer
	<p>24 immigration-related offences. Norfolk Constabulary established links identified to organised crime, illegal working, and unsafe vehicles. ACC Buckley noted that there have been multiple seizures of vehicles used in gig-economy work and added that Norfolk Constabulary have secured £45,000 in external funding to support further operations.</p> <p>ACC Buckley commented on Operation Foxtail with highlights including 234 vehicles being stopped and 59 arrests made with offences including: forgery, cross-border theft, immigration offences, and outstanding warrants.</p> <p>ACC Buckley noted that Norfolk Constabulary's shoplifting solve rate stands at 48.8% which is among the highest nationally. He added that there has been an increase in the appropriate use of out-of-court disposals. There is ongoing work by teams to secure additional positive outcomes through offences being 'Taken Into Consideration' by courts when sentencing prolific offenders. ACC Buckley stated there has been increased use of Criminal Behaviour Orders (CBOs) by operational teams. There is also a review underway to assess the effectiveness and enforcement outcomes.</p> <p>ACC Buckley touched upon the new Retail Crime Strategy which was presented at the previous meeting and stated that positive feedback has been received from Business Improvement Districts (BIDs), particularly in Norwich, with the retail toolkit being well received. There is ongoing work for non-BID towns and rural areas, and he noted that the Winter Action Programme delivered focused retail crime activity throughout the county.</p> <p>ACC Buckley stated that recorded hate crime decreased during the last three months of the reporting period (Oct 25–Dec 25) and that hate crime patterns in Norfolk are consistent with the same period last year. The previous</p>

PCC Question	Constabulary Answer
	<p>protest-related activity, particularly at hotels, has significantly diminished within this reporting period; however, the situation continues to be monitored.</p> <p>ACC Buckley concluded his introduction by commenting on rural crime. He stated that there has been positive engagement reported with Country Land and Business Association. The Specialist Rural Policing Team is active across Norfolk and has been involved in training events, drone deployments, and national coordination exercises. There is continued enforcement relating to illegal dog breeding and collaboration is ongoing with Forestry England. ACC Buckley noted the Operation Galileo and Operation Randall activity, with cross-border successes reported.</p> <p>The CC added that the Constabulary expect a change in crime statistics and crime recording going forward in light of the new Crime and Policing Act 2026.</p> <p>The PCC mentioned that she is keen to go out with the Roads and Armed Policing Team RAPT.</p>
<p>The achievement of the Neighbourhood Policing Guarantee (NPG) increase in police officers is welcomed and I note that we have talked before about the relatively small number of officers recruited in Norfolk due to the small size of the force. That said, do you expect there to be noticeable differences for some communities as a result of the implementation of the NPG in its entirety?</p>	<p>The CC stated that the NPG is emerging rather than fully realised. The CC commented that Operation Vigilant activity delivered by neighbourhood officers and the additional local policing presence in Great Yarmouth are current areas of impact in association with NPG.</p>
<p>The increased numbers of KSI crashes, and the increase in KSI crashes involving cyclists is seriously disturbing. I welcome the consistent effort made by the various teams who deal with</p>	<p>ACC Buckley commented that in relation to rural road safety there is continued use of Operation Snap and Close Pass with increased Community Speedwatch participation. ACC Buckley noted that there has been deployment of additional</p>

PCC Question	Constabulary Answer
<p>road safety in Norfolk and have previously said how effective the newly stood up fatal crash review board looks to be. Working in the clear knowledge that more people die and are seriously injured on rural roads, what steps is the Constabulary taking to address this rural road risk specifically?</p>	<p>speed detection equipment to rural parishes. He noted the increases among vulnerable road users, particularly cyclists and stated that the Road Casualty Reduction Team and motorcycle units delivered targeted enforcement, and the force has seen expansion of Fatal Four enforcement activity countywide.</p> <p>The CC added that Operation Foxtail is important as the figures countywide around non-crime related issues on the roads concerns him. The PCC agreed and noted that this is why partnership working is so important.</p>
<p>Some weeks ago, I attended a very useful meeting with Boots, along with two members of the Constabulary who are actively developing the response to shoplifting including the consideration of different tech responses including Auror (a retail crime intelligence and loss prevention platform). Please provide an update on how these considerations are progressing and what barriers might need to be overcome for its implementation.</p>	<p>ACC Buckley commented that Auror is a great intelligence tool and platform for direct reporting to the police. He commented that Norfolk does currently lack full system integration. The Constabulary has engaged with other forces, including Suffolk Constabulary, to learn from their experiences. There are challenges for adoption, including information security, information sharing, and governance. A meeting has been scheduled with the PCC in June at which a progress update will be provided. ACC Buckley stated that additional digital tools are under consideration to help speed up frontline reporting and responses. He finalised by saying that Auror has real opportunity if it can be integrated with the Constabulary's systems and ways of working.</p>

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

PCC Question	Constabulary Answer
<p>Introductory comments.</p>	<p>DCC Marshall started by saying that the Constabulary has seen a 65% increase in Serious and Organised Crime (SOC) disruptions compared with the long-term average over the last three years, and 120% increase over the last 12 months. He added that there is increased focus on high harm offences, including fraud targeted at elderly and vulnerable victims, such as courier fraud and doorstep</p>

PCC Question	Constabulary Answer
	<p>scams. DCC Marshall also noted that there is proactive work ongoing to identify out-of-county organised criminality.</p> <p>DCC Marshall highlighted how there is keen interest in the control room performance from the PCC, which has seen an overall increase in 999 answer times within 10 seconds for the months of January (92.6%), February (92.0%) and March (91.3%) which the Constabulary predict will decrease slightly in July and August 2026 to around 90% due to summer demand. This is based on BT data which can be about 3 percentage points lower than performance recorded by internal systems used by the Constabulary.</p> <p>DCC Marshall noted that the Constabulary have seen improvements in relation to work around Domestic Abuse which has resulted in increased solved and charged rates over the last 12 months. The Constabulary have also seen solved rates and charge rates increase against the long-term average.</p> <p>Stalking and Harassment crimes have seen a slight increase (3.3%) against the last 12 months, however, remains 8.6% lower against the long-term average. DCC Marshall commented on how there is better engagement with victims and better curiosity from officers with regards to identifying patterns of behaviour.</p> <p>The force has seen an increase in the number of rapes recorded across this reporting period (13.1%) compared to the previous 12-month period but have seen an 7.9% increase in the solved rate. The number of other sexual offences as a whole increased marginally (0.5%) in this reporting period, however, again the solved rate increased by 4.1% and the charge rate increased by 2.6% when compared with the previous 12-month period and have both improved against the long-term average. DCC Marshall identified how historic offences are a particular challenge for the force.</p>

PCC Question	Constabulary Answer
<p>The implementation of the Operation Soteria model is always of interest, and it is good to see the level of training being rolled out across different areas of business. How is the use and implementation of Soteria in practice being monitored to ensure that victims are supported and crimes investigated in the ways intended by the model?</p>	<p>The CC described Operation Soteria as embedded but not yet fully mature. He recognised that the Constabulary have more work to do.</p> <p>DCC Marshall added that understanding what vulnerability looks like is important and this links in with Project Vigilant. He noted that not all victims want a criminal justice outcome, so it is recognising the victims needs and providing them with the best service possible. More training is being provided and the Constabulary work with the wider Criminal Justice System to support victims.</p>
<p>I note the changes made to the Calabrio system which since implementation performance against the 999 and 101 Service Level Agreement has improved and the associated short-term uplift in overtime. Looking more widely, there was an EDP article published in March 2026 which proclaims that Norfolk Constabulary paid out over £5.7m in overtime in 2025. Please could you confirm whether this is a typical amount for the Constabulary to pay in overtime per year and which departments are experiencing the most overtime and why?</p>	<p>The CC stated that Norfolk Constabulary spent £5.7m on overtime in 2024/25, equating to 3.79% of pay spend. He noted that this was lower than 2023/24 and years prior to this too, despite annual pay increases. The CC added that approximately one-sixth of this overtime is linked to royal protection duties which is grant-funded. He stated that overtime is necessary and sometimes a more efficient response to unpredictable demand, which means a better use of taxpayer money. The CC finalised by saying that expenditure is closely monitored to ensure the best value for money. The PCC agreed that it is the nature of the work sometimes.</p>

8. Emerging Operational/Organisational Risks

- The CC noted the Government published a White Paper on Police Reform a few months ago which introduced a 20-week review of police force structures. The CC stated that Norfolk’s submission to the review is underway with outcomes expected later in the year.

9. Any Other Business

- None raised.

Actions

Description of Action	Action Update/Decision
<p>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.</p>	<p>The CC stated that the Constabulary are not at a point to roll out the technology as of yet. ICT need to work on enabling infrastructure to support it. Action Live.</p>
<p>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.</p>	<p>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 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 support 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>

Description of Action	Action Update/Decision
	<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.</p> <p>The PCC has a meeting booked to discuss this further on the 7 July 2026. Action closed.</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 incidents that frequently come the Constabulary's way which impact on this.</p>	<p>Information was received from Norfolk Constabulary on the 18 February 2026, which was shared with the PCC, the content was noted. Action closed.</p>
<p>Action 26 (21 April 2026): The PCC is to meet with a Norfolk Constabulary representative who can show her the statement making process.</p>	<p>New Action.</p>

Date of Next Meeting:

Tuesday 1 July 2026.

Signatures



Sarah Taylor
Police and Crime Commissioner



Paul Sanford
Chief Constable