

Norfolk Constabulary Police & Crime Commissioner Candidates Briefing



The Policing Protocol Order 2023

Relationship

“The establishment and maintenance of effective working relationships by these parties is fundamental. It is expected that the principles of goodwill, professionalism, openness and trust will underpin the relationship between them and all parties will do their utmost to make the relationship work.”



The Policing Protocol Order 2023

Police & Crime Commissioner – Main responsibilities

- Holds public accountability for policing performance on behalf of the electorate and sets the force's strategic direction with the Chief Constable. The PCC is accountable to the public; the Chief Constable is accountable to the PCC.
- Receives all policing and crime reduction funding, including government grants and the policing precept, and decides allocation in consultation with the Chief Constable.
- Has the legal power and responsibility to:
 - Set the strategic direction and priorities through the Police and Crime Plan, having regard to the Strategic Policing Requirement.
 - Scrutinise, support and challenge force performance against agreed priorities.
 - Hold the Chief Constable to account for the performance of officers and staff.
 - Set the budget, allocate resources, and determine the policing precept.
 - Appoint the Chief Constable.
 - Remove the Chief Constable in accordance with the statutory process.
 - Maintain an efficient and effective police force for the area.
- Must not compromise the operational independence of the Chief Constable or the force.



The Policing Protocol Order 2023

Chief Constable – Main responsibilities

- Leads the force and is responsible for its direction, control and operational delivery.
- Has operational independence and responsibility for policing decisions.
- Accountable to the PCC for the performance of the force.
- Provides professional advice and recommendations to support PCC decision-making.
- Is responsible for managing officers, staff, resources and assets allocated by the PCC.
- Delivers the priorities and objectives set out in the Police and Crime Plan.
- Maintains an efficient and effective police force and ensures compliance with legal and professional standards.



Changes since the Police Reform White Paper

- Role of the Home Office
- Role of HMICFRS

Force Executive



Home Office funded
Royalty Protection



CC Paul Sanford



DCC Dave Marshall



ACC Dave Buckley



ACC Julie Dean



ACO Peter Jasper



x1,876
officers



x1,405
staff



x73
specials

Joint officers: 324
Joint staff: 868
(Headcount)



Organisational Priorities



our vision

**EXCEPTIONAL
POLICING FOR
NORFOLK**

our mission

**DELIVER
EXCEPTIONAL
SERVICES**

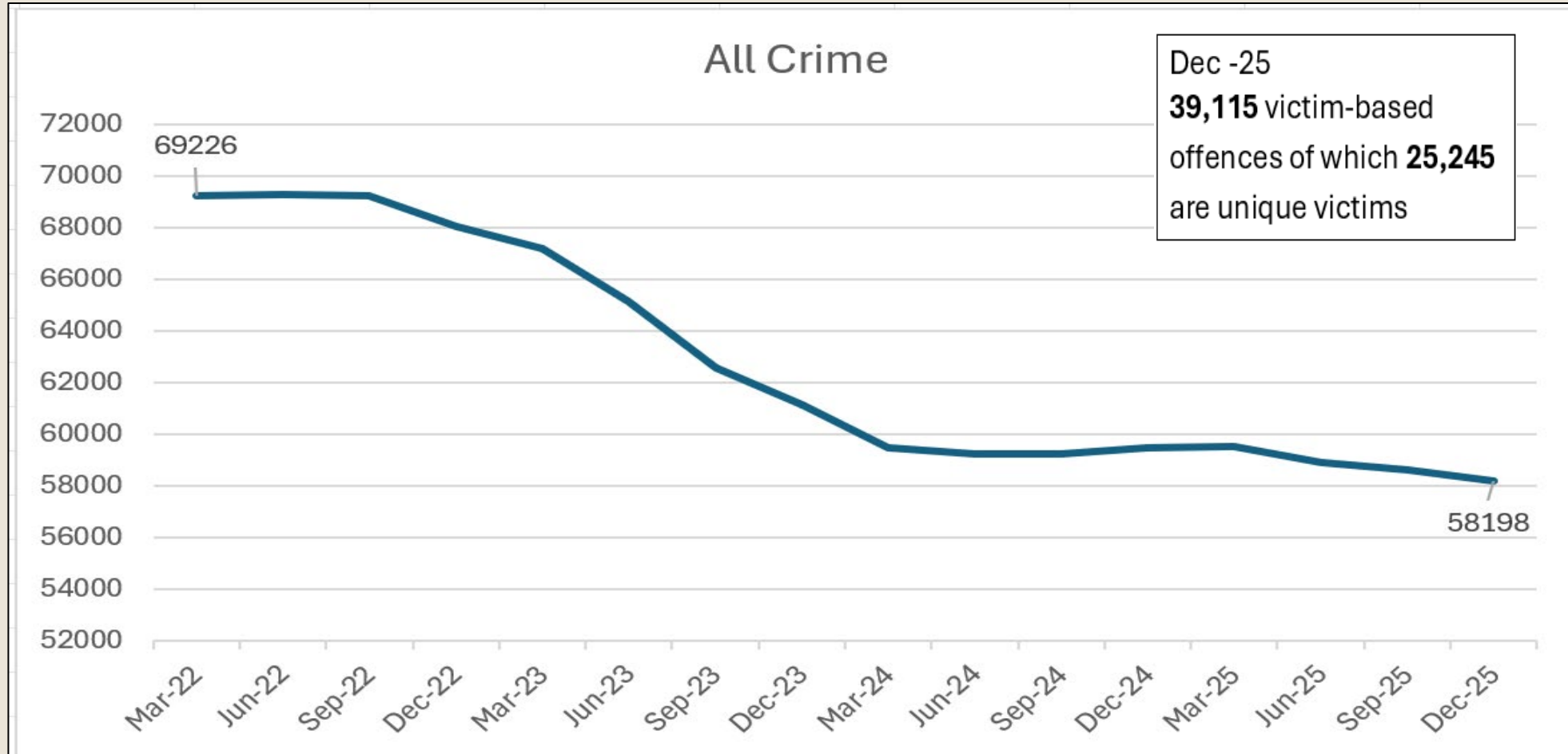
**PROTECT OUR
COMMUNITIES**

**BUILD AND
SUSTAIN TRUST**

how: prioritise core services

	Take ownership, solve problems, and prevent crime	Prioritise victims and witnesses - keep them informed	
Respond quickly and effectively		Investigate thoroughly and bring offenders to justice	
	Be visible and engage with our communities	Earn trust and confidence in everything we do	

Crime Trends



Sentencing Act and Criminal Justice Pressures

The Act mandates the suspension of short-term custodial sentences (12 months or less) except in exceptional circumstances, shifting the focus toward structured, enforceable community supervision with the aim of reducing reoffending through rehabilitation.

Key implication for policing include:

- Increased demand to monitor compliance with Community Orders (e.g. curfews, exclusion zones).
- Greater need for enforcement activity arising from breaches of court-imposed conditions.
- More offenders with complex needs managed in the community, with a potential increase in repeat demand.
- Expanded multi-agency offender management responsibilities.
- Additional pressure attributable to capacity constraints within Probation and community services.

Prisons and Probation



Crime Types

HOCR Group	Year ending 31/05/2026
ARSON AND CRIMINAL DAMAGE	5,922
Arson	225
Criminal Damage	5,697
BURGLARY	1,795
Business and Community	657
Residential	1,138
DRUG OFFENCES	1,990
MISCELLANEOUS CRIMES AGAINST SOCIETY	1,799
POSSESSION OF WEAPONS	814
PUBLIC ORDER OFFENCES	4,581
ROBBERY	432
SEXUAL OFFENCES	3,332
OTHER SEXUAL OFFENCES	2,161
RAPE	1,171
THEFT	10,966
VEHICLE OFFENCES	1,413
VIOLENCE AGAINST THE PERSON	24,538
Grand Total	57,582
Of which DA	10,752
Of which VAWG	14,287



Crime Types

Norfolk	Crime per 1000 population*	% of Total Crime	National Ranking (43 Forces – 1 the best) Dec 25
Total Recorded Crime (Excluding Fraud)	61.9	-	7
Drug offences	2.1	3.3%	9
Non-residential burglary	0.7	1.2%	7
Vehicle offences	1.7	2.7%	3
Public order offences	4.9	8.0%	8
Possession of weapons offences	0.8	1.4%	18
Criminal damage and arson	6.4	10.4%	17
Shoplifting	6.3	10.1%	12
Theft offences	15.6	25.2%	8
Burglary	2.0	3.3%	3
Knife crime	48.7	0.8%	16
Violence with injury	8.3	13.4%	23
Residential burglary	1.3	2.1%	3
Violence against the person	26.1	42.1%	10
Violence without injury	11.8	19.0%	21
Stalking and harassment	6.0	9.7%	4
Theft from the person	0.4	0.7%	20
Miscellaneous crimes against society	2.0	3.2%	23
Bicycle theft	0.8	1.4%	31
Sexual offences	3.5	5.7%	23
Robbery	0.5	0.8%	9



Domestic Abuse Demand

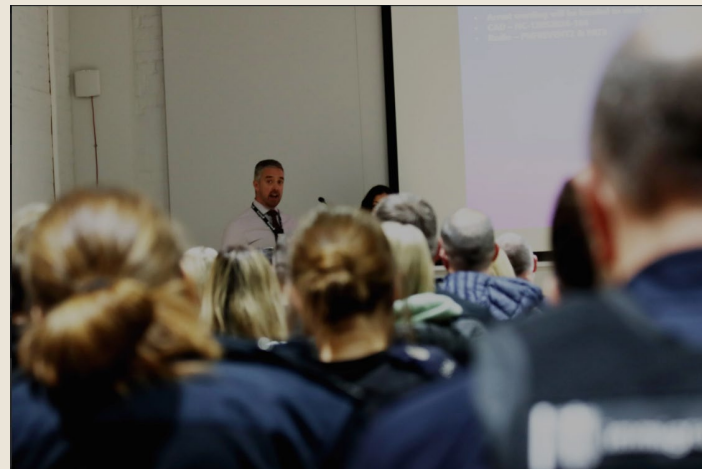
Domestic Abuse Demand May 2025 to May 2026

Offence Type	Number
Violence Against the Person	8,301
Sexual Offences	840
Arson and Criminal Damage	654
Theft	288
Public Order Offences	257
Miscellaneous Crimes Against Society	186
Possession of Weapons	79
Burglary	69
Vehicle Offences	53
Robbery	22
Drug Offences	3
Total DA Crime	10,752

Domestic Abuse Demand Measures (May 2025 to May 2026)	Volume
All Crime	57,582
DA Crime	10,752
DA % of All Crime	19%
DA Non-Crime	9,512
DA Calls into the Control Room	23,649
Total DA Demand (Crime, Non-Crime & Calls into the Control Room)	43,913

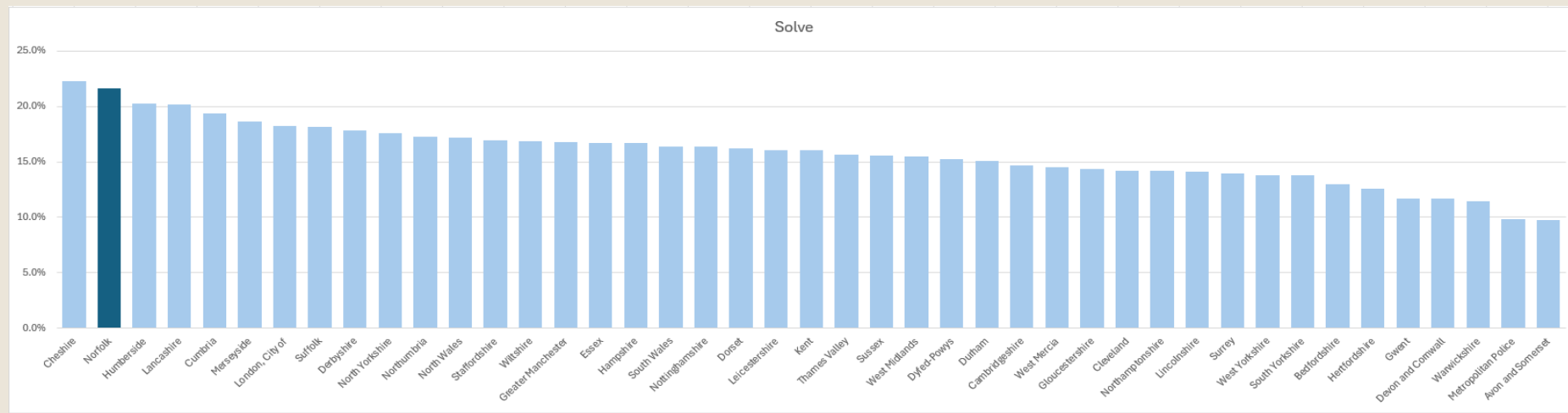


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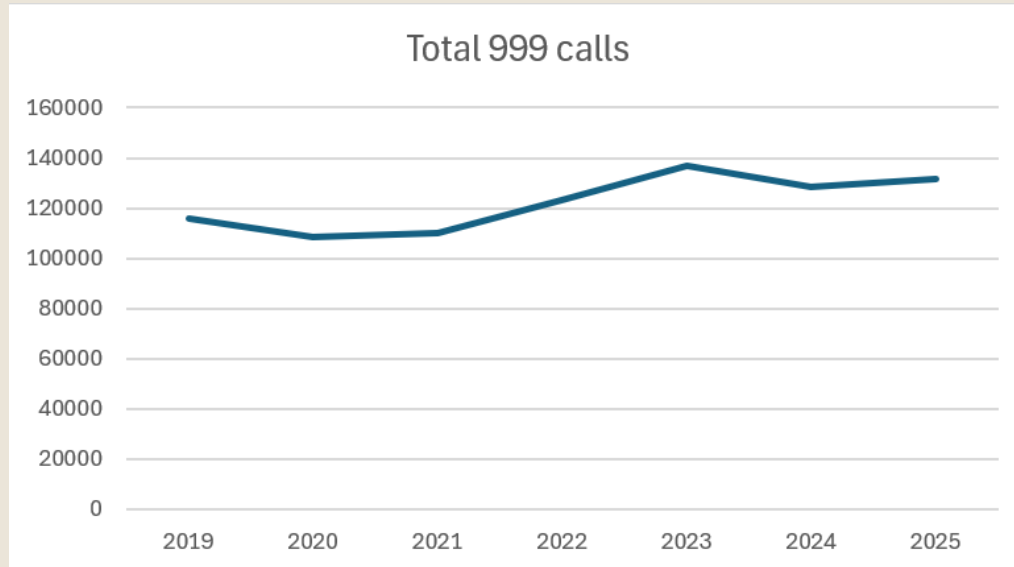


Solve Rates

Force	Solve	Rank
Cheshire	22.3%	1
Norfolk	21.7%	2
Humberside	20.3%	3
Lancashire	20.2%	4
Cumbria	19.4%	5
Merseyside	18.6%	6
London, City of	18.3%	7
Suffolk	18.1%	8
Derbyshire	17.8%	9
North Yorkshire	17.6%	10
Northumbria	17.3%	11
North Wales	17.2%	12
Staffordshire	16.9%	13
Wiltshire	16.9%	14
Greater Manchester	16.8%	15
Essex	16.7%	16
Hampshire	16.7%	17
South Wales	16.4%	18
Nottinghamshire	16.4%	19
Dorset	16.2%	20
Leicestershire	16.1%	21
Kent	16.0%	22
Thames Valley	15.7%	23
Sussex	15.6%	24
West Midlands	15.5%	25
Dyfed-Powys	15.3%	26
Durham	15.1%	27
Cambridgeshire	14.7%	28
West Mercia	14.5%	29
Gloucestershire	14.3%	30
Cleveland	14.2%	31
Northamptonshire	14.2%	32
Lincolnshire	14.1%	33
Surrey	14.0%	34
West Yorkshire	13.8%	35
South Yorkshire	13.8%	36
Bedfordshire	13.0%	37
Hertfordshire	12.6%	38
Gwent	11.7%	39
Devon and Cornwall	11.7%	40
Warwickshire	11.5%	41
Metropolitan Police	9.8%	42
Avon and Somerset	9.7%	43



Control Room Performance



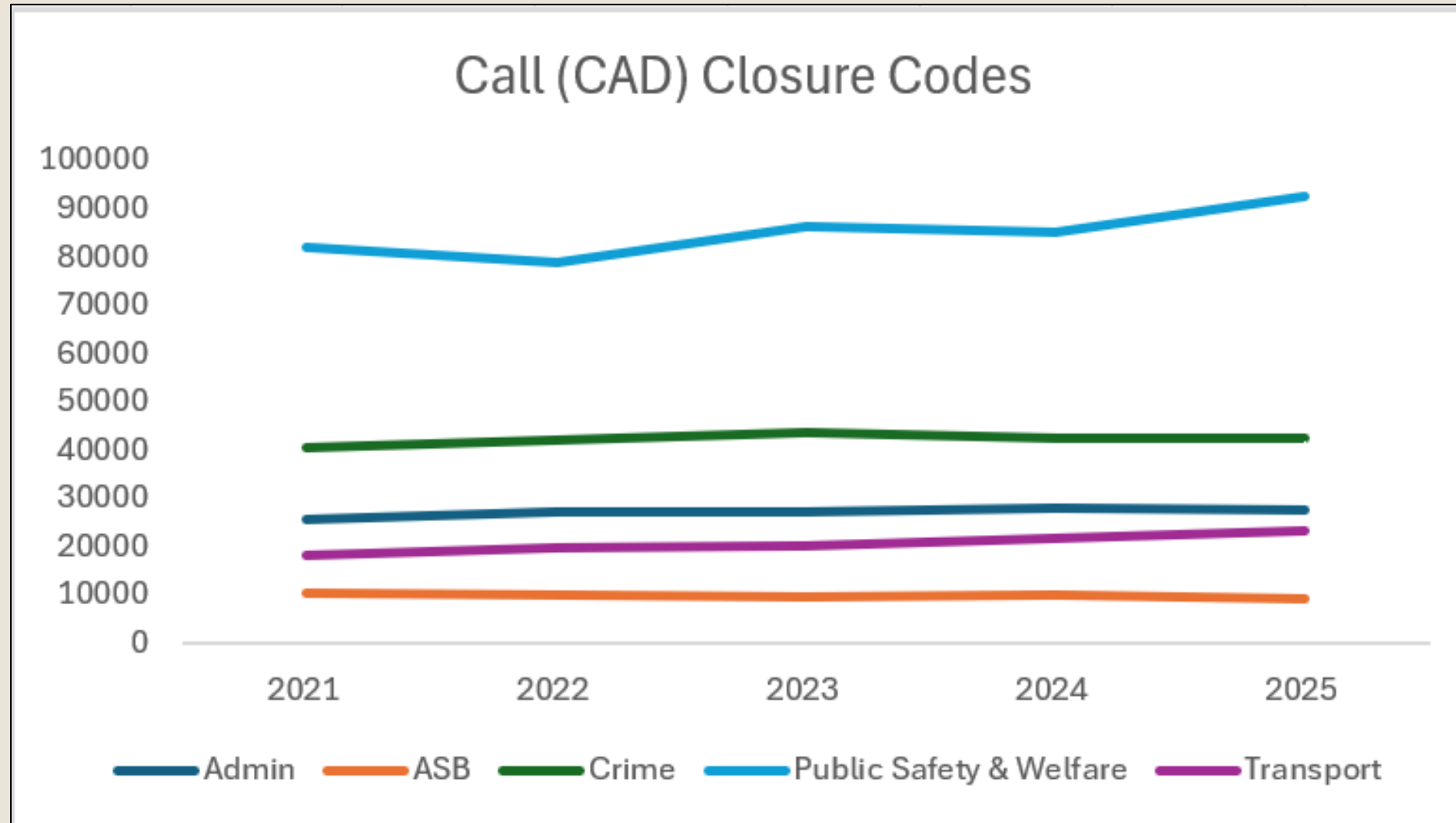
Year	Total 999 calls
2019	115988
2020	108686
2021	110106
2022	123201
2023	136800
2024	128312
2025	131703
2026 to date	52785

Measure	Year 2025	Month May-26
Number of 999 calls	131703	12339
Proportion of all calls that are 999	34.0%	34.8%
999 calls per day	361	398
% 999 calls answered within 10 seconds	90.4%	93.3%
Average answer time (seconds)	5	4
Emergencies responded to within target time	80%	81.6%

CCR Demand	Year 2025	Month May-26
999 calls	131703	12339
Total 101 calls	256036	23113
Emails	23752	1681
Live Chat	23304	2382
Digital contact via website	16820	1615
Total Demand	451615	41130



Call Closure types and Non-Crime Demand



Local Policing



ACC Dave Buckley

**Norfolk
only
resource**



T/Ch/Supt Wes Hornigold
County Policing Command



T/Det Ch/Supt Dave Freeman
Safeguarding & Investigations Command



Norwich, South Norfolk & Broadland



North Norfolk & Great Yarmouth



King's Lynn & Breckland



Child Abuse Investigation Unit



Local Serious & Organised Crime



Criminal Investigation Department



Multi Agency Child Exploitation
& Rape And Serious Sexual Offences



Safeguarding Children Online Team



Public Protection Unit



Multi-Agency Public Protection Agency



Multi-Agency Safeguarding Hub

Joint Operations



ACC Julie Dean

Shared resource with Suffolk



x 514
JS Ops & JS C&C officers



x 769
JS Ops & JS C&C staff (Headcount)



Joint Space budget £139.8m



Ch/Supt Louis Provart
Justice Command



Det Ch/Supt Becky Mears
Protective Services Command



Custody



Custody Investigation



Criminal Justice Services



Restorative Justice



Offender Diversion



Incident Management Unit



Specialist Operations (includes road and armed policing and the serious collision investigation teams)



Major Investigations



Specialist Crime & Capabilities



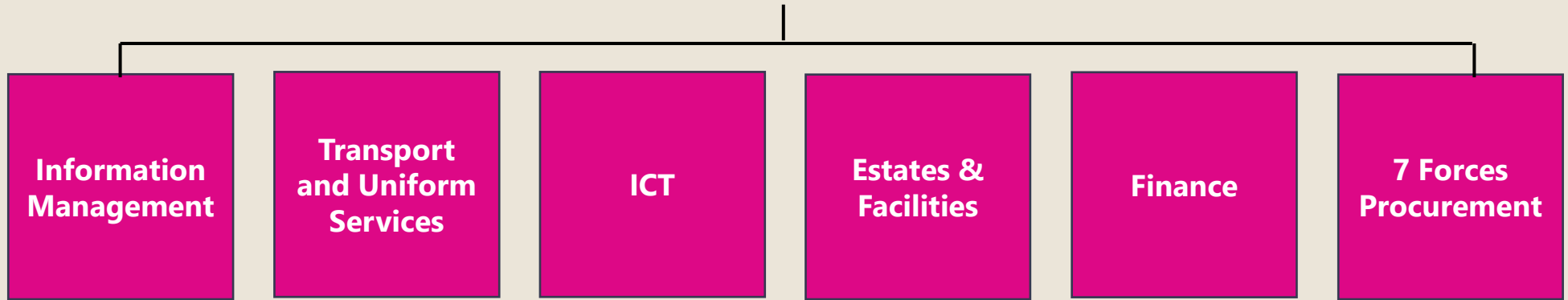
Forensic Services



Covert & Investigation Support



Support Services



- 324.12 FTE / £52.2m budget across the collaborated portfolio
- Jointly run by Norfolk and Suffolk ACOs



Royalty Protection

- Funding separate to overall Constabulary budget



Resources Shared in the region: ERSOU



Regional Organised Crime Unit

- A collaborated resource to cover Norfolk, Suffolk, Essex, Kent, Bedfordshire, Hertfordshire, and Cambridgeshire Constabularies.
- The aim of our ROCU is primarily to identify and disrupt organised criminals operating across the eastern region.
- Officers and staff in the unit tackle a range of crime – from **child sexual exploitation and modern slavery to county drugs lines, cybercrime, economic crime and counter terrorism (CT)**.
- An example of ERSOU's work in Norfolk is an investigation into a man who operated a major dark web drug vendor account from his home in the county. In November, he was sentenced to six and a half years' imprisonment.



National Responsibilities

Strategic Policing Requirement – set by the Home Secretary

- **Violence Against Women and Girls**
- **Terrorism** – work with the region ERSOU and nationally with CT Network
- **Serious & Organised Crime** – ERSOU and National Crime Agency (NCA)
- **National Cyber Event** – Cyber Security Centre and National Crime Agency
- **Public Disorder** - Threats to public order or public safety that cannot be managed by a single police force acting alone.
 - We are required to have 7 Police Support Units (PSU) (Norfolk & Suffolk)
 - 1 PSU = 1 Insp, 3 Sgts and 18 PCs
- **Civil Emergencies** – Deliver Civil Contingencies Act
- **Child Sexual Abuse**

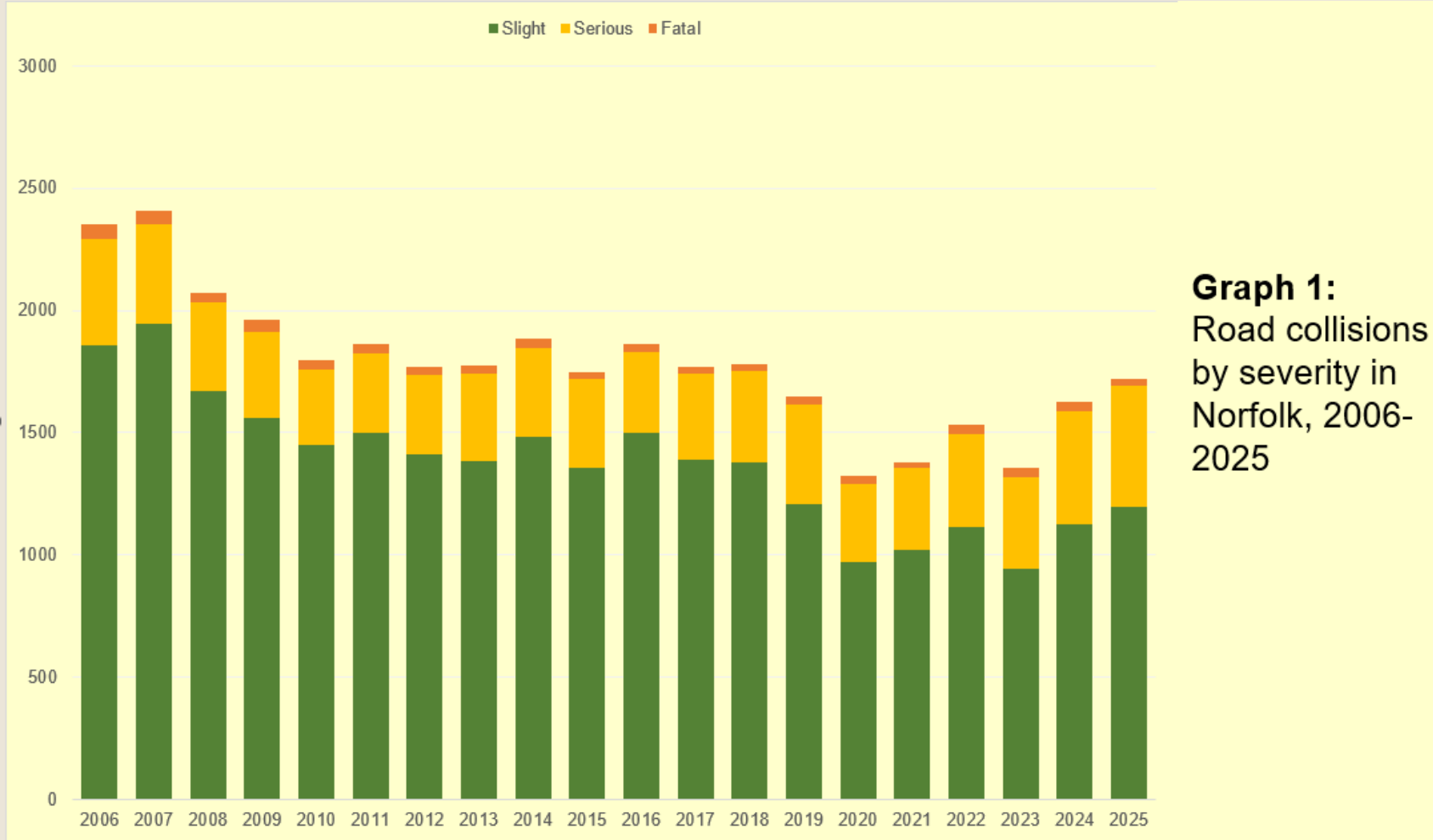


Public Concerns

- **Road Safety**
- **Anti-Social Behaviour**
- **Court Delays**

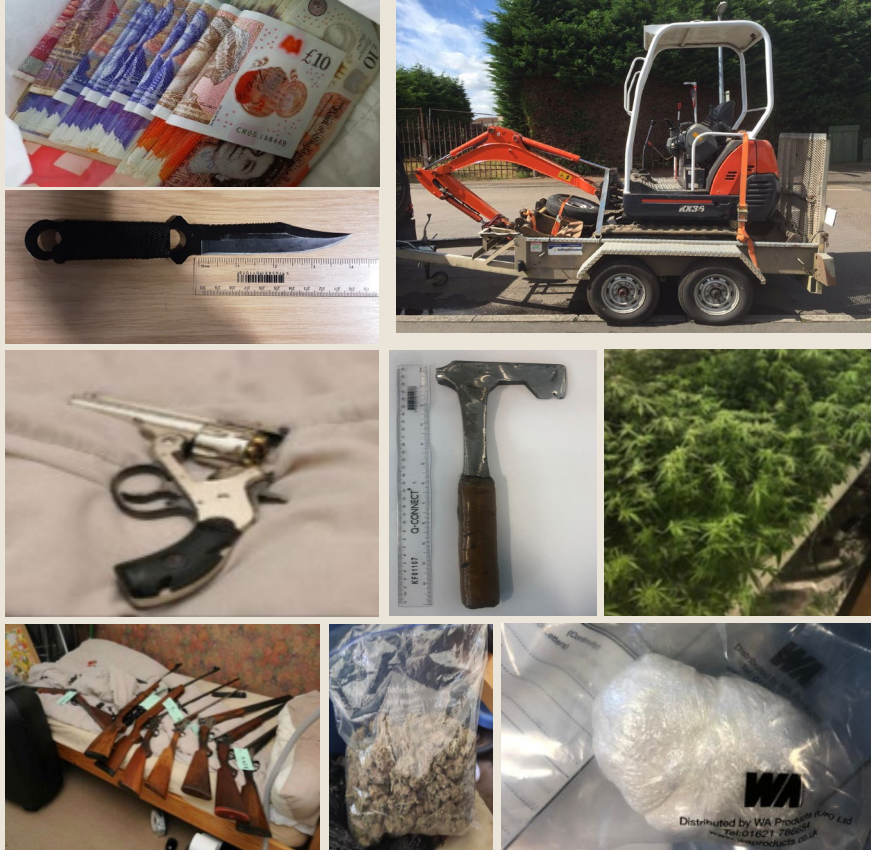


Road Safety - Road Collisions



	Fatal	Serious	Slight
2006	61	434	1856
2007	54	409	1946
2008	38	368	1668
2009	49	350	1562
2010	36	310	1450
2011	41	323	1499
2012	34	325	1410
2013	37	354	1385
2014	34	368	1481
2015	32	361	1356
2016	32	333	1499
2017	28	348	1391
2018	27	377	1376
2019	34	407	1207
2020	35	315	973
2021	19	335	1022
2022	41	382	1112
2023	35	377	942
2024	37	465	1125
2025	29	494	1197

Proactive Roads Policing productivity (2020-2025)



18k Vehicles stopped	4861 Arrests	6642 Charged Offences	2867 Vehicles seized
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£5m Property Seized	£886k Cash seized	£14m Drugs seized
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942 years
Custody (including suspended sentences)



Proactive Roads Policing productivity

Op Silent

Operation Silent is a joint operation between police and Immigration Services. Enforcement activity targets organised immigration crimes, such as illegal working, human trafficking, modern slavery and exploitation.

Op Foxtail

Operation Foxtail is Norfolk Constabulary's road-based crackdown strategy aimed at criminals who use vehicles, both improving road safety and targeting wider organised crime, fraudulent/counterfeit driving licences/documents and immigration services.

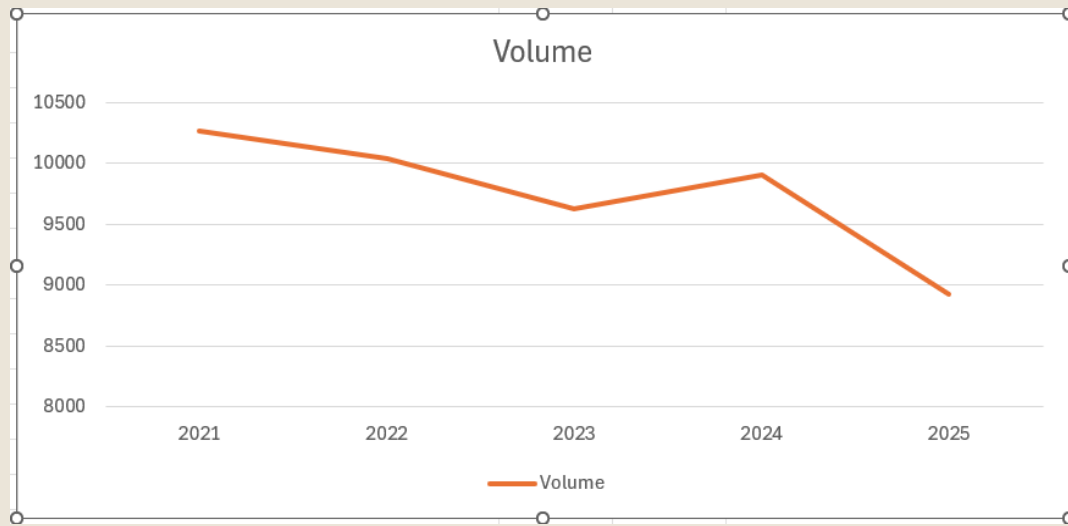


Income from Speeding Enforcement

- The Constabulary only receives income from speeding offences when drivers are eligible for and complete a National Speed Awareness Course following enforcement.
- The Constabulary receives £50 cost recovery per speeding course completed.
- After NCC have covered the cost of running courses, any surplus is paid back to the Constabulary (the partnership budget holders).
- This income funds Safety Camera operations and related back-office processing, broadly breaking even.
- Any remaining surplus at year-end is allocated through partnership bids to support road safety improvements across the County.

Anti-Social Behaviour

Reports to Norfolk Constabulary



1,337 fewer ASB incidents in 2025 compared 2021 (13 % reduction)

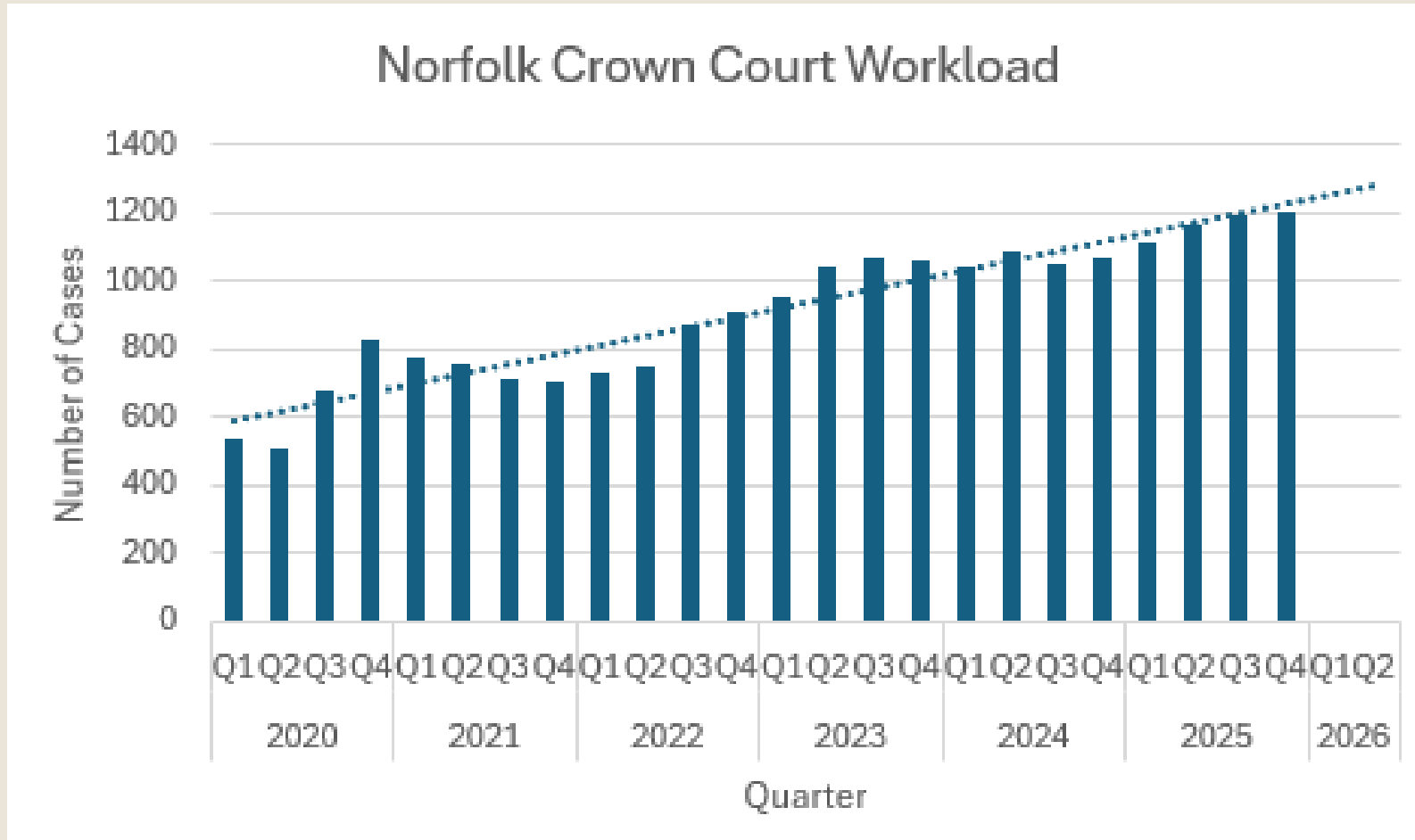
Responses by OPTs

(April 2025 to March 2026)

Intervention	Count
OPT Interventions	
ASB case reviews	33
Dispersal powers (under S34 of the ASB, Crime and Policing Act 2014)	278
Dispersal powers (under S35 of the ASB, Crime and Policing Act 2014)	1053
Community Protection Warning	170
Community Protection Notice	80
Escalations to Court	
CBO (Criminal Behaviour Order)	31
Closure Order	10
Closure Notice	9
Total	1664

Court Delays: Norfolk

Significant delays in Crown Court case progression continue to hinder the delivery of justice for victims of crime. The graph below shows an increase of 140% in outstanding Crown Court cases in Norfolk since Q2 2020 (pre-Covid baseline).



Norwich Crown Court Trials currently being booked for August 2028

Access to Criminal Justice: National Picture (England and Wales)

In December 2025:

- Magistrates' court live caseload stood at 379,437 cases. This is 19% higher than the pre-COVID baseline of 318,203.
- Crown Court live caseload: 130% higher than the pre-COVID baseline at 80,203. This caseload is combination of trials, sentences and appeals.

Highly pressurised CJ landscape with challenges for involved agencies:

- Managing offenders
- Supporting victims
- Financial and human resources

The Joint Local Criminal Justice Board oversees collaborative partnership response across Norfolk and Suffolk



Hidden Demand

Year	Sex Offenders Managed (data year ending March)	Domestic Violence Disclosure Scheme total	Missing Persons Reports	Adult Protection Investigations	Child Protection Investigations	Referrals to the Safeguarding Children Online Team (SCOLT) from NCA
2021	1163	696	4016	15452	26511	
2022	1435	922	4564	15966	27409	
2023	1184	1084	4208	14117	25204	150
2024	1240	1319	2649	11426	24308	286
2025	1293	1998	3764	11545	25873	515
2026	1326					

Sudden Death Investigations (not Homicides)
 2025 = 1287
 2026 YTD = 718



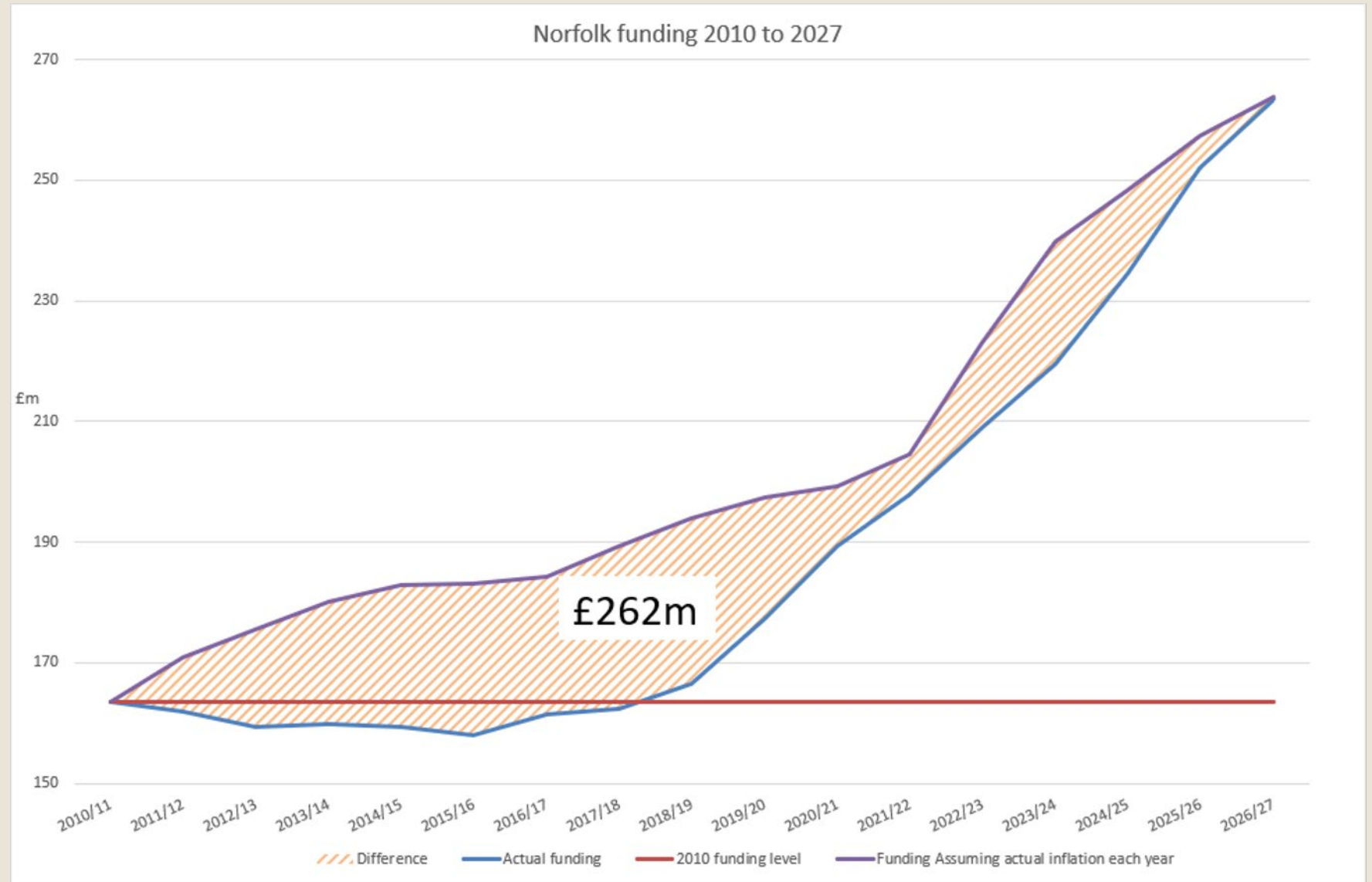
Finances



Finance

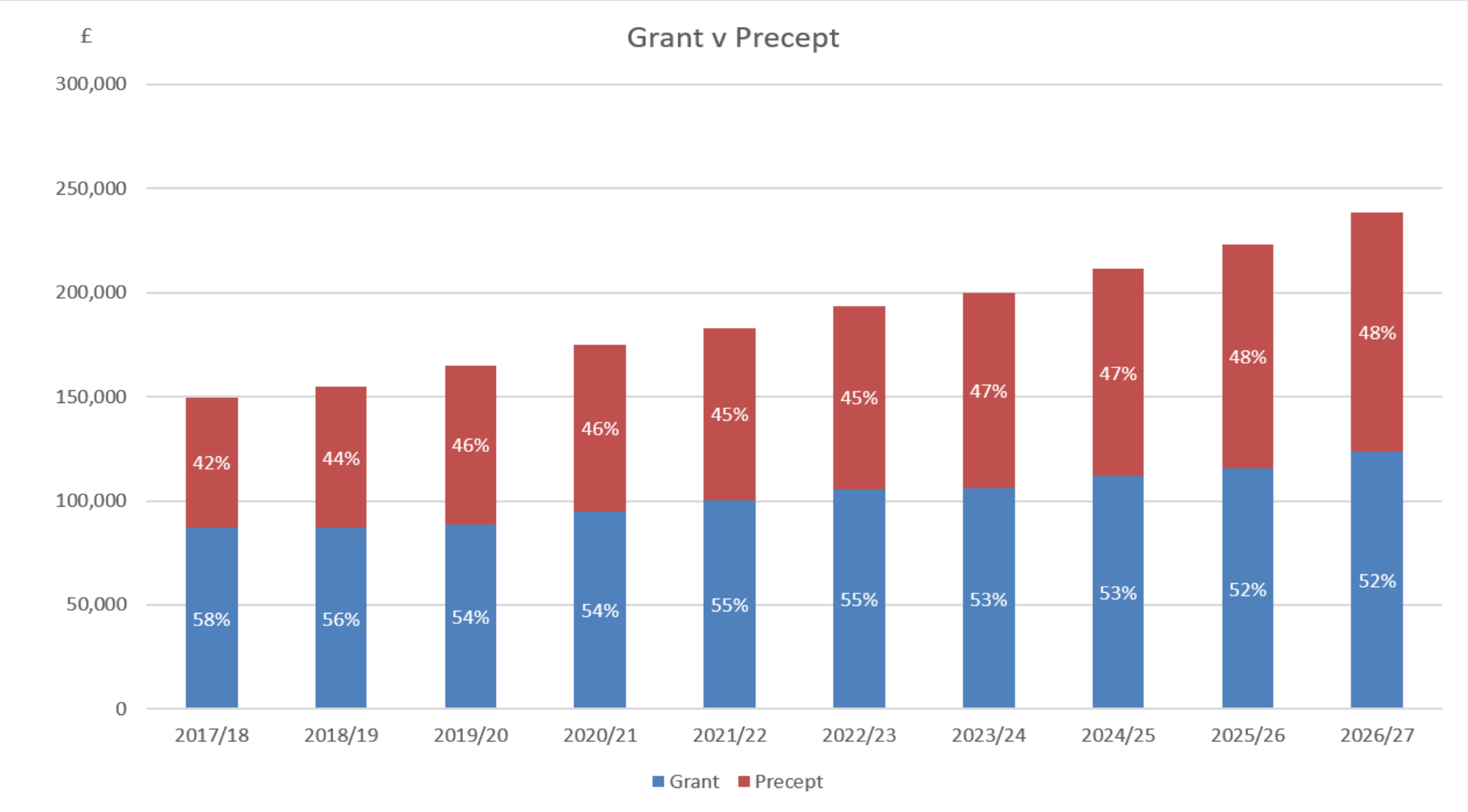
The Funding Challenge

16 years requirement to absorb significant inflationary pressures - £262m in total during that period.



The Funding Challenge – Grant v Precept

Finance



Add on additional pressures



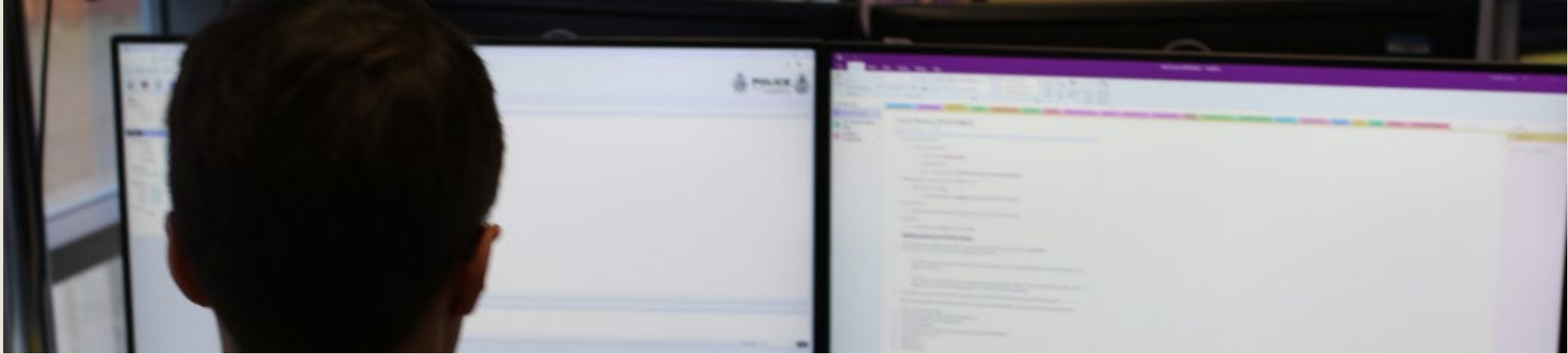
- On top of the inflationary pressures >£15m of additional per annum pressures absorbed
- £2m p.a. changes to state pension scheme
- £12m p.a. of pension related pressures (Officer Pension changes since 2015)
- Capital grant completely removed >£1m p.a.
- Legal, legislative and demand pressures £1m p.a.

Add on the changing nature of crime



- Significant increase in ICT short-life asset spending to support changing nature of crime and policing in digital world
- Body Worn Video (BWV), Automatic Number Plate Recognition (ANPR), mobile / agile technology, kit for download and storage for digital evidence, drones
- Vehicle replacement programme
- 3-to-5-year refresh required...(c£5m-£6m per year on average)

and future pressures coming



- The most significant is the Emergency Service Network (ESN) – approx. £10m capital cost expected in the future
- Other requirements around accreditation, changes to College of Policing Authorised Professional Practice (APP), carbon reduction targets

A MTFP deficit strategy is required

	2026/27	2027/28	2028/29	2029/30
Assumed council tax increase	0	£3.434m	£5.712m	£6.792m
Council tax increase excluded	£4.916m	£12.375m	£18.759m	£24.026m

Deficit Strategy Requires 3 parts



Important note: The above deficits already assume a level of council tax / grant increase.

A precept freeze would result in £25m black hole by 2029/30 requiring the reduction of c292 police officer posts.



Neighbourhood Policing Guarantee

- Government manifesto priority for 13,000 additional neighbourhood officers
- So far, nationally, 4250 part - funded
- Norfolk's allocation circa 1.2%
- Currently in Norfolk 210 officers have been categorised in Neighbourhood Policing Roles
- Funding for these posts is ring fenced



Conduct and Standards

Norfolk Officers and Staff Dismissed

Year	Officers	Police Staff	Total
2021	3	1	4
2022	3	0	3
2023	5	6	11
2024	14	4	18
2025	7	7	14
2026 (1 Jan to 31 May)	5	3	8

Misconduct Hearings and Meetings held for Norfolk Officers and Staff

Year	Officer accelerated hearings	Officer full hearings	Officer meetings	Police staff hearings	Police staff meetings	Total
2021	3	1	3	2	0	9
2022	1	2	9	0	2	14
2023	3	2	10	9	2	26
2024	3	13	6	4	1	27
2025	7	5	15	10	2	39
2026 (1 Jan to 31 May)	3	6	0	3	0	12



Police Reform Whitepaper

- National Police Service
- Force mergers including Pathfinders
- Additional Home Secretary Powers
- Risks



Risks

- Sexual Offending and VAWG
- Digital Forensics
- Criminal Justice
- Finance
- I.T. Infrastructure
- Organisational Wellbeing
- Community Confidence

