

3. To confirm the Minutes of the meeting held on 21st July 2020

The minutes were approved. There were updates for the following actions:

- Action 53 – Constabulary Diversity
An update was provided to the PCC, he was happy and the action was closed.

4. Police and Crime Plan Theme: ‘Good Stewardship of Taxpayers’ Money’

The Assistant Chief Officer (ACO) presented the report, which outlined the Constabulary’s progress on the Strategic Objectives for Priority Seven of the Police and Crime Plan, the Estates Programme and the 2020/21 budget monitoring report.

The key points discussed were as follows:

- the ACO set out the budget report and covered highlights of the papers. He stated that the Constabulary was forecast to underspend by approximately half a million pounds at the year end. The Home Office have agreed to fund medical PPE for forces which will help the Constabulary to reduce its use of reserves. The ACO highlighted that savings have been made from the Constabulary’s motor insurance contract which included telematics and dashcams alongside the driver programme. There was £15m expenditure for the Capital Programme, which was largely due to the Broadland Police Station developments and the PCC was briefed on these processes
- the PCC asked if there had been a loss of Constabulary income since the pandemic started. The ACO advised that the Constabulary had lost approximately half a million pounds from the Driver Offending Scheme and other income-based projects; however, he was looking to recover costs through claims. The PCC queried how many fixed-term contracts the Constabulary employed. The ACO stated that there were not many and added that he had asked all department heads to look at where they could reduce spending. The Chief Constable advised that he aimed to reduce redundancies to zero, but he was dealing with many challenges and savings would have to come from back office functions. The Chief Constable stated that he looked at worst case scenario plans due to the Constabulary facing a budget deficit of £7.5m. He added that metaphorically the Constabulary had one hand tied behind their backs due to the government pledging for all police forces to increase the number of police officers they recruit over the next three years. This meant that reverse civilisation would occur within the Constabulary, even though the Chief Constable stated that he did not want this, but Unison understood the position the Constabulary was currently in. There is a current hold on recruitment of police staff unless the post is business critical
- the Chief Constable stated that previously the Constabulary had looked at savings through the reduction of police officers and the addition of police staff; however, in the current climate this was not a possibility. The Chief Constable added that other forces may be able to reduce their PCSO numbers in order to

make savings, which was something that Norfolk Constabulary could not do. Norfolk Constabulary's officer numbers have been inflated as a result of this, but the Chief Constable stated that this makes it harder for him to make savings in the current climate. The PCC queried if the total cost of the additional officers was coming from Central Government. The Chief Constable stated that there were costs above and beyond officers that were needed, including recruitment, finance and HR to support the recruitment process

- the PCC questioned if natural attrition or leaving some vacancies could be a way to save money. The Chief Constable stated that he could not do this and added that the full funding for the uplift element only covered the first year and would not cover years two and three completely as the latter two years funding would only cover police officers and not police staff. The Chief Constable stated that conversations regarding the police precept will have to occur, but if the Constabulary did not bridge its funding gap then police officers would have to be taken off the streets and be used to fill back office functions. The PCC stated that the taxpayer should not be expected to subsidise this and there would be an expectation for local government to fund this if this was the case
- the PCC queried if the Chief Constable was happy with his decision to remove the PCSO post to fund officer posts or whether with hindsight he would change what has been done. The Chief Constable stated that he would not change his decision and added that proactive work had been completed by Neighbourhood Beat Managers and the Operation Moonshot team. The PCC congratulated the Constabulary on their appearance on Channel 5 for the new TV series they are involved in. The Chief Constable stated that he was proud of the team and they gave credit to the organisation
- the ACO gave a summary of the estates paper in the report, stated the Broadland Police Station is included in this and outlines areas of work the Constabulary were undertaking. The PCC asked what the growing impact of flexible working was having on the police estate. The Chief Constable stated that the Constabulary has shown it can be efficient and effective with flexible working patterns. Sickness rates have been at low levels, a review of the estates programme was ongoing and a recommendation will be provided to the PCC after the review had concluded. The PCC queried if the works on the first four classrooms at Hethersett Old Hall School had been completed and will open soon. The Chief Constable agreed and stated that that the first students will take occupancy in two weeks-time
- the PCC queried the table on page 28 of the report which showed public satisfaction rates and asked why they had gone down by such a significant amount. The Chief Constable stated that this was disappointing; however, should keep in mind that Norfolk Constabulary is still ranked joint fifth nationally in this area. He added that this didn't make it right, but the figure was dropping nationally so this was not just an issue for Norfolk. The Chief Constable outlined the perceptions survey the Constabulary completed and highlighted that out of four thousand people, 89% thought that the Constabulary was doing a good job. The PCC asked if the survey extended to the use of the 101 line. The Chief Constable stated a significant amount of data was being dealt with through Operation Solve and the PCC will be informed when this was concluded. The

Chief Constable added that there were three different surveys that would allow a wide collation of data to be available

- the PCC questioned if a satisfaction rating survey type system could be implemented after a 101 call to gain the caller's feedback on the quality of their experience. The Chief Constable stated that it was a good idea in principle but would have a cost implication and could cause problems in relation to the speed of the system. He added that he could take a look into the feasibility of the system and the cost implications and come back to the PCC. **ACTION 54 – The Chief Constable to look into the provision of a satisfaction survey at the end of 101 calls and provide findings to the PCC.** The Chief Constable stated that new switchboard arrangements in the Control Room will be established by December which will improve the Constabulary's ability to deal with 101 calls

5. Constabulary Covid-19 Update

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the PCC questioned if the new restrictions from the government on Covid-19 had an effect on policing in Norfolk. The Chief Constable stated that Norfolk Constabulary was into month six of the restrictions, the response has been good and the majority of the public have been supportive. There had been concerns relating to second home-owners but these have been dealt with well. The Chief Constable added that the Constabulary had adopted the policy of engagement and education before any enforcement takes place in relation to restrictions. He stated that Norfolk was lower in cases of Covid-19 infections than most other counties and was the lowest in the East Region, there had not been many fines issued for breaking restrictions and there was a command structure in place to minimise the risk of illness across Chief Officers in the Constabulary. The Chief Constable stated that partnership work was ongoing and working well, risks have been identified for the coming months and the Constabulary had a good link to the National Emergencies Trust
- the Chief Constable stated that he was doing everything he could to ensure security in relation to Covid-19. He encouraged staff to work from home where possible and was working to ensure the Constabulary was in the best place it could be to deal with a second wave of the virus. There had been some issues, such as with raves in Thetford Forest where police had to deal with around 500 people, but for the most part the Chief Constable was pleased with how the response had been conducted so far. The PCC queried if any fines had been issued during the recent protests in Norwich. The Chief Constable stated that two individuals received fines for the organisation of the protests
- the PCC questioned if the Chief Constable welcomed neighbours reporting the violation of more than six in a household rule imposed by the Government. The Chief Constable stated that it had been policed well by officers and the

communities of Norfolk have been mostly sensible and have respected the guidelines. He added that the Constabulary was receiving a few calls in regards to neighbours reporting a gathering of seven or more people, but the Constabulary's priority remains targeting hidden crimes. The Chief Constable explained that he had organised the command structure on a rota basis to be prepared for the second wave and would continue to educate the public regarding the rules

6. Increase Visible Policing

The Assistant Chief Constable (ACC) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority One of the Police and Crime Plan.

The key points discussed were as follows:

- the ACC outlined the three-year national plan to uplift the number of police officers announced by the Home Office and added that the allocation of police officer numbers for years two and three have not yet been released. The Home Office is working with all police forces to track numbers of officers and help deal with challenges relating to the uplift. Norfolk Constabulary are on target to be at an over-establishment of 1,772 officers by March next year. The ACC stated that the Constabulary currently had 673 applications in the system being processed and the Constabulary was tracking diversity during the recruitment processes. The Constabulary Positive Action Recruitment Advisor will support BAME candidates during the process of recruiting the additional 67 officers during the uplift programme. The introduction of the Police Education Qualifications Framework (PEQF) is being managed by the Deputy Chief Constable across Norfolk and Suffolk and will be implemented in January 2022. This will see a staff uplift as a result of the first years increase across multiple departments in the Constabulary
- the ACC stated that the Constabulary recognised the challenges Organised Crime Groups posed but reassured that the Constabulary was investing resources to tackle them. Operation Moonshot completed fantastic work in targeting criminals on roads and dealing with crimes in other areas, Operation Solve was an investment to ensure efficiency and effectiveness of the work done by the Constabulary and improvements in the Control Room will see a positive outcome to the way 101 calls are dealt with. The PCC asked how many new officers will be out on the street. The ACC stated that he needed to review where the threat was and even if the officers are not visible on the street they will be dealing with frontline crimes keeping the community safe. The PCC queried how many Beat Managers there were. The ACC confirmed that there were 100 and, in addition to this, 14 Neighbourhood Policing Sergeants
- the PCC asked if prevention was better than cure for policing. The ACC agreed and stated that he understood what roles can prevent crime and added that a balance was needed to ensure efficiency. He explained that all roles help to

prevent crime in some way and the Constabulary recognises the value of being visible in communities. The PCC stated that he understood the impact of crimes such as domestic abuse and child sexual abuse, but asked if the community at large experienced crimes like anti-social behaviour, street drinking and drugs more often, and therefore if visible policing could help prevent these types of crimes. The ACC stated that there was academic evidence to show that a uniformed presence in an area will reduce those types of crimes, but added that intelligence was needed to be effective in policing. The ACC advised that there needed to be a balance between being visible and targeting hidden crimes as these types of crimes have a huge impact on victims. There was a need for detectives who are not in uniform and intelligence officers in back office roles

- the Chief Constable added that there was a risk that the Constabulary may need to reduce the number of officers in visible roles due to financial implications. He added that there had been seven years of austerity and this would be the hardest year for the Constabulary financially, and therefore, would be faced with challenging proposals. The PCC stated that a balance between public health, mental health, social and economic factors alongside the wider context of the pandemic needed to be had. The Constabulary would have to ensure efficiency and effectiveness, but if money was an issue something will have to give. The PCC advised that the Constabulary should communicate the necessity of new investigative buildings to the public to explain why these are operationally necessary. The Chief Constable understood and explained that it would be wrong to mislead the PCC by stating that more officers would be put on the beat
- the PCC asked if the investment in prevention would produce savings in the long term and if the Constabulary was able to recruit based on specialist skills from applications. The ACC stated that the Constabulary has to follow employment laws but people with specialist skill sets would be taken into consideration. He explained that the Constabulary could not give any preferential treatment to applications but skills would be taken into consideration. The PCC asked what the percentage of candidates from BAME communities was. The ACC stated that he did not have this data to hand and would have to come back to the PCC. **ACTION 55 – A written submission is to be provided to the PCC on the ethnicity of all Constabulary officer and staff candidates and new recruits**
- the ACC explained that ethnicity splits can be different depending on how you categorise the different data sets. He added that until we get the next census data he would not know the exact ethnicity breakdown of Norfolk, but the last data indicated that it was around a breakdown of 3.5% BAME population. The Deputy Chief Constable was working on the Equality and Diversity Strategy and has developed a plan for the Constabulary workforce. The ACC added that the Constabulary often visit other forces to draw on best practice and use this to implement into Norfolk's strategies. The Constabulary works with the Ethnic Minority Police Association and within schools and colleges to encourage young people to consider a career in policing. The PCC asked what the most senior posts in Norfolk Constabulary that have BAME and female individuals were. The ACC stated that Temporary Assistant Chief Constable Julie Wvendth

was a female officer in her role, there was a Chief Superintendent who was female and there was a BAME Inspector in the organisation

7. Prevent Offending

The Chief Constable presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Four of the Police and Crime Plan.

The key points discussed were as follows:

- the PCC questioned what impact the difficulties experienced in increased case loads in courts had on the Constabulary. The Chief Constable stated that virtual courts were established, but highlighted that there was a significant amount of cases that were backlogged in the court systems which would take a while to clear; however, priority was given for certain areas such as custody, urgent applications and vulnerable victims. The PCC queried if there was a consideration for virtual courts. The Chief Constable stated that he was looking to integrate the old and new systems so the Constabulary did not lose investment and benefits
- the PCC stated that there was a table in the report that showed an increase in Domestic Abuse, online crime and rural crime and asked if the Constabulary had increased its capacity to deal with these crime types. The Chief Constable stated that the Constabulary had invested in digital investigators who are focusing their attention on rape and serious crimes. He added that there were less than two rural crimes a day, there was more recorded crimes and so there needed to be some context with these increases

8. Professional Standards Department Complaints Update

The Head of the Professional Standards Department (PSD) presented the report, which outlined the Constabulary's progress on the Professional Standards Department Complaints Update.

The key points discussed were as follows:

- the report relates to complaints, misconduct and Professional Standards information for the period 1st April 2019 to 31st March 2020. The Head of PSD stated that all dissatisfaction related incidents were now being dealt with under the new regulations and complaints could now be made regarding the service provided by the police rather than against an individual officer. She added that in order to ensure good customer service is being provided, officers are encouraged to reflect and provide local resolution with complainants. Changes to legislation replaced the right of appeal with a right to apply for a review of the outcome and responsibility sits with the local policing body

- the Head of PSD stated that as a result of the changes to the regulations, complaints had risen by 25% compared to previous year period and allegations have increased, but this was not unexpected due to these changes in recording standards. Complaints data will be submitted to the Independent Office for Police Conduct (IOPC) and when all data comes back then Norfolk's data can be compared to its Most Similar Forces. The Head of PSD mentioned that the Constabulary is working with its Operation Solve team to help reduce complaint numbers as time goes on. The PCC queried if this was resource rich for the Constabulary to deal with a change of regulations. The Head of PSD stated that this was the case, but the department had adequate staff to deal with the workload. The Director of Performance and Scrutiny in the OPCCN added that the OPCCN and PSD are working closely in regards to complaints and allegations handling
- The Head of PSD stated that she expected IOPC guidance to be released regarding timeliness for dealing with and logging complaints. Some issues received in force are handled through service recovery and low-level matters such as not being kept up to date with a case can be easily resolved through conversations with an officer. The Head of PSD added that there have been 40 internal conduct cases in this time frame out of 2,700 staff and officers. Lessons had been learnt, the organisation has looked at where behaviours could be put right and the Constabulary's 'Learning Times' bulletins have highlighted certain areas in order to share learnings and offer advice to officers and staff

9. Emergency Services Collaboration Update

- the Chief Constable stated that collaboration was progressing steadily. There was a business case in relation to community safety that was looking into collaborative opportunities and this was progressing. The Chief Constable added that workstreams for the Hethersett Old Hall School estate were on track, and added that a paper will be tabled at the Strategic Governance Board in relation to the arrangement for payments at the collaborative estates with Norfolk Fire and Rescue Services

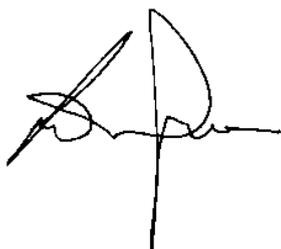
10. Emerging Operational / Organisational Risks

The Chief Constable outlined the emerging operational and organisational risks to the Constabulary, and gave updates on current processes.

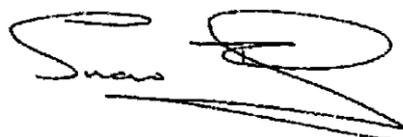
- the Chief Constable stated that the Constabulary's budget was the highest risk area and would need to work on how he would bridge the budget deficit. The ACO stated that there was a challenge panel in October to look at all scenario plans and will present findings to the Chief Officers in early November and then findings presented to the PCC

11. Date of Next Meeting:

Wednesday 25th November 2020 at 10:30am (venue TBC).



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Lorne Green
Police and Crime Commissioner



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Simon Bailey
Chief Constable