

3. **To confirm the Minutes of the meeting held on 1st August 2019**

The minutes were approved. The following updates were provided to the actions arising from the previous meeting:

- Action 48 – *‘For CC Simon Bailey to provide comparative figures for solved rates of rape offences.’* The Chief Constable stated that the figures had been provided to the OPCCN. He added that there was a year-on-year national increase in reporting which was partly down to increased confidence to report. The Chief Constable outlined that detection rates were low and the Criminal Justice Board (CJB) was conducting a review to understand why this was the case. The national average was said to be 5% for these offences and the reason was explained to be multi-faceted and included non-recent allegations. There were challenges facing the Crown Prosecution Service (CPS) in regards to reviewing cases and this had led to victims disengaging with the process which also led to the charge rate being low. The Chief Constable stated that there were challenges experienced in all services; however, the CJB was working to improve the service provided to victims. The PCC queried if there was a high percentage of assailants known to victims in these cases. The Chief Constable clarified that this was the case and added that there were rarely cases where the assailants were strangers to the victims
- Action 49 – *‘The Chief Constable to find out if training inputs are done in regards to BAME and equalities and report back’.* The Chief Constable advised that a significant amount of work around BAME and equalities had been done by the Constabulary and to help with this a Recruitment Advisor was being recruited to assist with the uplift in officer numbers which was expected to occur. The PCC queried if positive action could be used to assist in recruiting a BAME officer for the post of Recruitment Advisor. The Temporary Deputy Chief Constable (T/DCC) stated that 27 people had already applied for the role and the Constabulary were using staff support networks to promote the post internally and externally. He added that these networks were important to promote the post to communities in Norfolk. The PCC questioned if the Independent Advisory Group (IAG) was aware of the post to which the T/DCC confirmed that it was aware

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

The Assistant Chief Officer presented the report, which outlined the Constabulary’s progress on the Strategic Objectives for Priority seven of the Police and Crime Plan and the 2018/19 budget monitoring report. The report presented by the Assistant Chief Officer also included the latest Estates Strategy update and the performance measures for ‘Good Stewardship of Taxpayers’ Money’.

The key points discussed were as follows:

- the Chief Constable reported that the Constabulary was awaiting the spending review which was an uncertainty in regards to how it will be collected. He added that the national recruitment of 20,000 additional officers will not just be the cost of those posts but also the infrastructure behind them including training and recruitment costs. The PCC asked if the Chiefs' Council was having discussions in regards to the uplift. The Chief Constable advised that there was a central group, the Association of Police and Crime Commissioners in discussions along with the College of Policing in regards to the uplift. He added that he was involved in bi-weekly conference calls and the Constabulary was recruiting key posts to deliver this including driver training and an uplift in HR
- the Chief Constable stated that conversations had occurred with the preferred provider in relation to the introduction of the Police Education Qualification Framework (PEQF); however, there was still a significant amount of uncertainty around the uplift in officers provided by the government and the funding needed for this. He went on to say that due to all of these uncertainties it was difficult to have conversations in regards to the precept and he would need comprehensive figures. He added that the Constabulary was continuing to explore every opportunity to make savings and efficiencies
- the Assistant Chief Officer advised that the Constabulary was awaiting the settlement from the Treasury which the Constabulary would get a portion of. The PCC stated that he did not wish for the Norfolk taxpayers to be paying for the uplift in officer numbers. The Chief Constable assured that no stone would be left unturned in regards to making efficiencies; however, there were significant cost pressures at this moment in time and added that £36m had been saved by Norfolk Constabulary already. He outlined the strong collaboration with Suffolk Constabulary and enterprise solutions that were being found to make savings but reiterated that there were significant cost pressures and not significant amounts of further savings to be made
- the T/DCC outlined the forecast overspend of just over £1m was supported by the use of reserves and was partly due to the expected uplift in officers and PEQF. He added that there could possibly be government funding received by the Constabulary for the uplift of officer numbers but the method of distribution was still unknown. The PCC queried the figure of the current Constabulary deficit. The Chief Constable stated that considerable work had been done to reduce the deficit, it had started at £10m when he started in post and was now down to £7.2m. The Challenge Panel was finding additional cost pressures and a solution of 10% savings over the next few years. It was added that the Constabulary was preparing for the worst-case scenario and was making savings to address cost pressures
- the PCC questioned if the Constabulary would be able to achieve a balanced budget with the conflicting cost pressures. The Assistant Chief Officer stated that there was a plan in place for the next four years and that the Medium-Term Financial Plan (MTFP) had shown the Constabulary was on track to deliver a balanced budget for the next year. The PCC queried if the overspend figure would be added to the total Constabulary deficit to which the

T/DCC clarified that this was not the case. The Chief Constable added that it was a conscious decision to provide the uplift in officers

- the PCC stated that at the most recent Police and Crime Panel (PCP) the Chief Constable had announced that he would be putting a case forward to support a precept increase. The PCC asked when the Chief would be able to provide that information to help inform the budget consultation in November. The Chief Constable stated that he always provides an honest assessment of the state of policing to the PCP and will continue to do so. He added that Norfolk was one of the three forces recognised by Her Majesty's Inspectorate of Constabulary and Fire Service (HMICFRS) for being 'outstanding' in terms of efficiency and further stated that Norfolk Constabulary had one of the strongest collaborations in the country with Suffolk Constabulary. The Chief Constable stated that the 2020 Team had created savings and the work done by them was being realised
- the Chief Constable stated that crime statistics were increasing around areas such as public order, drugs and bladed articles; however, this was changing constantly. He reported that there had been increases in demand in terms of calls received in the Control Room, the number of cases where mental health is involved and the number of cases of exploitation seen. To address this an increase in Constabulary establishment will be needed and business cases have reflected this. He added that communities understand the challenges faced by the Constabulary but there was a balance required between the areas of crime to be addressed and areas that the community want the Constabulary to focus on
- the PCC queried if the Constabulary had maxed out its spending. The Chief Constable stated that the Constabulary had been through austerity and were looking at a continually growing organisation. He added that he would be lobbying for a precept increase due to cost pressures. The PCC queried if this would be used to address the Constabulary's debt. The Chief Constable clarified that this was not the case and went on to say that if the Constabulary received a good settlement the debt would be addressed; however, if not the £7.2m could potentially get worse. The Chief Constable stated that there were processes in place to ensure good progress in relation to this and the precept rise would help to achieve this
- the PCC questioned if the 10% savings would allow the Constabulary to achieve a balanced budget. The Chief Constable stated that there were significant challenges that coincide with these savings. With increases in demand and complexity of cases alongside an increase in officers, staff and pressures experienced in the back office. The Chief Constable cautioned that the Constabulary could be put in a position where it would have to stop doing certain things, and would have to prepare for the worst-case scenario. The Chief Constable stated that the Constabulary would need to have the infrastructure for the increase in officers and stated that there are weekly Outcome Based Budgeting meetings to understand the impact of 10% savings plans

- the Chief Constable stated that a significant amount of money had been spent on tackling County Lines and added that he was a great believer in early help; however, other services needed to assist in providing proactive support. The PCC stated that there was an increased workload on OPCCN staff and the precept had increased year-on-year without an increase to the PCC commissioning budget. The Chief Constable stated that the Constabulary budget was set by the PCC and so he would need to ensure that he was satisfied the organisations were doing everything they could to ensure they were providing a good public service
- the PCC questioned if there should be a Norfolk focused Criminal Justice Board and asked what the timeline would be for Constabulary efficiency plans to be made regarding the budget consultation. The Assistant Chief Officer advised that there was an outcome-based budgeting process where they will be gathering information and they will present the case when this had occurred. The PCC stated that the settlement needed to be looked at in order to tackle the deficit. The Assistant Chief Officer hoped for a mid-November deadline for the funding settlement
- the PCC queried if there would be a high rate of abstraction for the Police Education Qualifications Framework (PEQF). The Chief Constable stated there was an abstraction calculator to ensure sufficient numbers of officers within the Policing model to allow for PEQF abstractions. The PCC asked what the cost was for PEQF for Norfolk Constabulary. The Assistant Chief Officer stated that this would be a part of the deficit cost, but would cost the Constabulary £4m including the officers and associated costs. The T/DCC stated that student training was in need of reform as the challenges faced by policing had changed over the past ten years and the current ten-week training course for new officers needs to be 15 weeks
- the Assistant Chief Officer provided an update in relation to Constabulary estates and stated that there was ongoing construction work in regards to the Policing Hubs including purchasing of the sites and work on the Hub in Swaffham starting soon. He also mentioned that collaborative work between the emergency services in Attleborough was ongoing and a review of the estates strategy was to occur. The Chief Constable added that moving forward the Constabulary needed provisions and infrastructure in place for new staff. The PCC stated that the OPCCN was moving premises to enable the fire service to grow and for closer collaboration with the police. The Assistant Chief Officer stated that the Constabulary would need revenue to fund capital costs when the capital receipts were gone. He added that there was £4.5m of earmarked reserves for the capital programme and it was the remit of the PCC to decide the appropriate levels of reserves
- the T/DCC gave an overview of the performance measures outlined in the report. The PCC queried why the percentage of public who agree police are doing a good job had decreased over the last 12 months when compared to the long-term average. The Chief Constable clarified that the percentage was third highest in the country and highest when compared to Norfolk's Most Similar Forces

- the PCC asked what the Constabulary's plans were to improve the percentage of rural emergencies attended within the target time. The Chief Constable stated that training abstractions had an effect on this ability and once the bulk of recruitment was finalised this would improve. Algorithms have shown that certain rural areas needed an uplift in officer deployment and so this would be improved in time. The T/DCC added context by stating that in August the Constabulary received 11,900 calls into the Control Room with increases occurring every year. This increased demand on the Control Room was seen in other forces as well as Norfolk. The PCC queried if 25% of calls received into the Control Room could be redirected to other organisations. The T/DCC stated that a percentage of calls come from people with ill mental health and although some of these calls were appropriate for police, some could have gone to another organisation. It was also mentioned that a significant number of calls that come into the Constabulary were not crime related. The PCC mentioned the 55-number provided by BT and stated that it would be an opportunity to advertise this service wider during the annual focus on Domestic Abuse in November

5. **Police and Crime Plan Theme: 'Support Rural Communities'**

The Chief Constable presented the report which outlined Norfolk Constabulary's progress against Priority two of the Police and Crime Plan.

The key points discussed were as follows:

- the Chief Constable stated that the Constabulary had met with a group of farmers and was due to meet them again in spring next year. He added that they had no complaints, the reports of hare coursing were low and received positive feedback in regards to the police response to raves this year. The Chief Constable went on to say that churches had been alarmed and there were funds set aside to alarm the remaining 'amber risk' churches. The PCC asked if drones would be a good use for preventing hare coursing in Norfolk. The Chief Constable advised that the Constabulary were awaiting receipt of two drones and have provided Special Constables with training in order to allow them to fly the drones. **ACTION 50: Chief Constable to share dates of future meetings so the PCC can be invited to attend**

6. **Police and Crime Plan Theme: 'Improve Road Safety'**

The Temporary Deputy Chief Constable presented the report, which outlined the Constabulary's progress against Priority three of the Police and Crime Plan.

The key areas discussed were as follows:

- the T/DCC stated that a significant amount of work had been completed under Operation Moonshot and Operation Showdown. The objective was to deny

criminals the use of Norfolk's roads and ensure that they were safe for the public using Automatic Number Plate Recognition (ANPR) technology. The PCC queried if this was expensive and the T/DCC said that it was but it was effective in preventing crime. He added that the operations had achieved 1604 arrests and have seized a similar number of vehicles. The PCC questioned what happened to the cars that are seized by the Constabulary. The T/DCC advised that they were either returned or crushed, but they were often lease hired and so would not present an opportunity for any income generation for the Constabulary

- the T/DCC reported that the use of drug wipes and breathalysers was effective in providing an instant indication, but the forensic testing afterwards for drugs was a higher cost and at this point in time no costs come back to the Constabulary. The PCC queried why no costs came back to the Constabulary and the T/DCC clarified that there was currently no mechanism for courts to fund back to the Constabulary. The Chief Constable added that this was the same with alcohol and the idea was good but was not practical in current processes
- the Chief Constable stated that Norfolk was the third greatest user of drug wipes in the country and added that drug offences were overtaking alcohol for convictions locally. The PCC queried if this was the case with drug and drink related KSIs. The T/DCC advised that the context of the increase in number of millions of miles travelled needed to be taken into account alongside other factors. He also mentioned that the testing for drug use could take between four to six weeks, but drivers could be added to hotlists for repeat occurrences. The PCC asked if there was a waiting list issue for the forensic analysis conducted. The Chief Constable reported that the forensic marketplace had seen recent challenges but assured that the Constabulary was doing its best to remove disqualified drivers from the roads
- The PCC asked why the number of KSI collisions had increased over the past twelve months when compared to the long-term average. The Chief Constable advised that a review was ongoing in regards to this through the Safety Camera Partnership, but added that the number of millions of miles travelled in Norfolk had increased alongside the number of bicycles and motorcycles on the roads

7. **Emergency Services Collaboration Update**

- the Chief Constable stated that the next meeting was to occur this afternoon, adding that workstreams were working well and updates could be provided after the meeting. He reported that shared resources were being used effectively and collaboration was being improved. The Chief Constable stated that Fire Service staff were reportedly happy in the Control Room and steady progress was being made

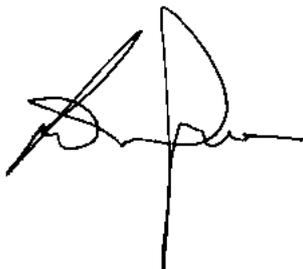
8. **Emerging Operational / Organisational Risks**

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

- the Chief Constable stated that managing the Constabulary's budget was a challenge that would continue, that there was an increase in crimes involving vulnerable people and people with mental health issues. The PCC acknowledged the increasing demand of hidden crimes and added that a number of members of the public were unaware of the extent of the work done by the Constabulary in relation to these hidden crimes. The Chief Constable reported that Norfolk Constabulary was rated third highest force in terms of public confidence in the country and was continuing to perform well

9. **Date of Next Meeting:**

Tuesday 12th November 2019 – 10:00am – 12:00pm in the Filby room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.



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Lorne Green
Police and Crime Commissioner



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Simon Bailey
Chief Constable