

3. To confirm the Minutes of the meeting held on 14th May 2019

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

- *Action 44 – ‘For T/DCC Paul Sanford to provide findings of the WhatsApp review to the OPCC’.* It was stated that the review was almost complete and in approximately five to six weeks it would be rolled out in a controlled manner. This would be used to optimise communication from Beat Managers within the rural community, including with the farming community
- *Action 45 – ‘For KSI statistics on the A149 to be provided to the OPCCN’.* It was confirmed that the statistics had been received by the OPCCN
- *Action 46 – ‘For T/ACC Nick Davison to provide solved rates for rape offences to the PCC’.* It was confirmed that the data had been received by the OPCCN. The PCC queried why solved rates were down by half. The Chief Constable explained that there was no straightforward answer to this question and added that there were challenges the Constabulary needed to work through in terms of maintaining confidence of victims. He stated that there were challenges in relation to the time cases take to go through the Crown Prosecution Service (CPS) and the reduction of referred files to the CPS but these issues were being worked through by the national working groups and through his national portfolio. The Chief also reported that there had been victims disengaging due to the length of time taken for cases in the CPS and he added that the National Police Chiefs Council was completing bespoke work in relation to the reduction in referrals. Non-recent sexual assaults were also a factor as they had no forensic evidence and so were a challenge for police to deal with. The national media was raising concerns and this was being looked into at the highest level. The PCC raised the issue that there were no comparative figures provided by the Constabulary and asked if these could be provided to the next meeting. **ACTION 48: For CC Simon Bailey to provide comparative figures for solved rates of rape offences**
- *Action 47 – ‘T/ACC Nick Davison to provide an update on business fraud to the Business Crime Summit’.* The PCC queried if the summit has been changed to now be multiple ‘mini-summits’. The PCC added that as these develop there may be capability for more updates to be provided during these meetings

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

The Chief Constable presented the report, which outlined the Constabulary’s progress on the Strategic Objectives for Priority 7 of the Police and Crime Plan and the 2018/19 budget monitoring report. The report presented by the

Chief Constable 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 outlined the slight underspend by the Constabulary; however noted that this was very close to being on budget which was a good news story. He added that budgets have been developed and overspends and underspends were balancing well. The Chief stated that figures were provided in the report and the Chief Finance Officer in the OPCCN should express confidence that we are not in a bad place
- the PCC commended the Constabulary for an almost balanced budget and asked how the Constabulary was doing in relation to its reserve levels. The Chief Constable reiterated that the Constabulary was in a good place financially and that reserve levels reflected this. He stated that reserves were being used to mitigate austerity and added that this year the Constabulary was able to return some funds back to the reserves. The Chief Constable assured that the Constabulary will continue to ensure that reserves were used in an efficient way

5. **Police and Crime Plan Theme: 'Prevent Offending'**

The Inspector for the Challenge Team, Inspector Danny Kett, presented the report, which outlined Norfolk Constabulary's progress against Priority 4 of the Police and Crime Plan.

The key points discussed were as follows:

- Inspector Danny Kett provided an overview of the Integrated Offender Management (IOM) Scheme and highlighted performance over the last twelve months of the change programme. The PCC queried why there had been such large increases in violence against the person crimes. Insp Danny Kett stated that this was not an easy question to answer as the Constabulary now worked on a threat, harm and risk based agenda. A great deal of work had been completed in relation to the IOM Scheme; however the level of technology had made it difficult to commit certain crimes. He gave the example of car stereo theft being more difficult to achieve now than in previous years as car technology had moved on
- Inspector Danny Kett advised that it was difficult to make comparisons to other forces nationally in regards to acquisitive crime types as the Constabulary was proactively preventing these crime types. It was added that some crime types that would have been recorded as one crime were now recorded as two and when dealing with public order offences sometimes offences that occur were not recorded. The Chief Constable stated that Norfolk ranks as one of the highest forces in relation to drug offences due to the amount of preventative work completed through Operation Gravity to tackle County Lines. The proactive measures Norfolk Constabulary was

taking was increasing crime numbers but this showed the Constabulary was performing well in terms of dealing with these crime types and should inspire confidence in work done

- the Chief Constable reported that the Constabulary was not seeing greater admissions to hospitals, was not seeing more officers injured and better crime recording was allowing the Constabulary to be visible, efficient and effective. The Constabulary was also promoting campaigns for members of the public to report crimes, and so an increase in reports would be expected. The PCC queried if Norfolk Constabulary was successful compared to other counties. The Chief Constable stated that the high rates of offences means police were doing their job well, but could not be compared to other forces well as they may have different policing models, and there were different challenges faced by different forces. The Chief Constable added that there had been better crime recording as a result of being more visible and increased confidence in policing
- the Chief Constable stated that Norfolk was the only force to invest in their officers at the cost of PCSOs. He added that there were Early Help partnership teams within the Constabulary that would be assisting in driving a certain outcome in crime recording. The Chief Constable advised that to compare Norfolk's policing model with other forces would be misleading and not accurate. The PCC questioned if the recent EDP article on the increase of weapons carried by offenders was a success story. The Chief Constable stated that it was and added he had conversations with the EDP regarding the need to accurately portray figures in order to maintain public confidence in policing
- the Chief Constable reported that acquisitive crime was down along with some thefts; however there were national increases in reporting for some exploitation crimes - Child Sexual Abuse, rape offences and Domestic Abuse crimes. He added that there had been changes to crimes such as burglaries that have reduced when compared to statistics years ago. The Home Affairs Select Committee had reported around youth violence and officers in schools. The PCC asked if there were conversations that needed to be had with the Police Council to inform them of the statistics and to prevent misinterpretation. The Chief Constable advised that this was difficult to do and ultimately the Constabulary was not responsible for the news and what was reported

6. **Police and Crime Plan Theme: 'Increase Visible Policing'**

The Chief Constable presented the report, which outlined the Constabulary's progress against Priority 1 of the Police and Crime Plan.

The key areas discussed were as follows:

- the PCC queried if there were now 100 Beat Managers in post. The Chief Constable confirmed that this was the case and added that the 2020 policing model was almost fully established. He stated that Norfolk Constabulary was

seeing the full effect of the model in the work done by the Moonshot team and Neighbourhood Policing teams. The Chief Constable reported that Norfolk Constabulary was one of the most advanced forces in relation to combatting drugs through the work of Operation Gravity. He reported that Norfolk does not suffer from street gangs as some other counties do, Norfolk Constabulary was doing its best to deal with exploitation through the Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) process and benefits were being realised from officers posted in schools

- the Chief Constable stated that there were challenges in the Contact and Control Room as there were more and more 999 calls received by the Control Room year-on-year. This can equate to approximately 1000 calls a day for some days, but Norfolk Constabulary was doing its best to deal with this increase in demand. The Chief Constable also highlighted the difficulty in recruiting driving instructors for the Constabulary, but despite this the Constabulary was performing well
- the PCC stated that he was pleased by the Prime Minister announcing that police forces would be getting additional funding for more officers. The Chief Constable agreed that this would be welcome, but would be interested to learn more about the arrangements that would be in place. The Chief Constable added that more driving instructors had been recruited to help alleviate the bottleneck experienced in the Constabulary
- the PCC queried if there was a recruitment drive for minority officers. The Chief Constable stated that Norfolk Constabulary had driven this in many different formats but not seen great successes. There was not an instant pool of Black, Asian, Minority and Ethnic (BAME) members of the public to target recruitment towards so it was difficult to recruit from this area. The PCC queried if transfers would help to drive an increase in numbers. The Chief Constable said it would help but not as much as he would have liked. The PCC asked about new recruits, the training they received and whether a BAME officer would be useful to have as a training instructor. The Chief Constable stated that Inspector Salvarijah was head of training under Chief Inspector Keith Philpot. **ACTION 49 – The Chief Constable to find out if training inputs are done in regards to BAME and equalities and report back**
- the PCC asked if all senior female officers wore uniform and presented a good image to female Constables in the Constabulary and wider community. The Chief Constable reported that there were many senior female representatives in the Constabulary including but not limited to Chief Superintendent Julie Wwendth in the Joint Justice Services Department, Detective Superintendent Katie Elliott – Head of the Professional Standards Department and several other Chief Inspectors who wear uniform. He added that there were some that do not wear policing uniform as their role did not require them to do so. The Chief Constable advised that Norfolk Constabulary had a strong female representation across the entirety of the organisation
- the PCC queried if there was a requirement for officers to have a degree to become an officer. The Chief Constable stated that those were the aspirations

of the Policing Education Qualifications Framework (PEQF). These were welcomed and would provide officers with an opportunity to get a degree while being trained to become an officer. He stated that some mature students would find it hard to take a drop in salary while doing their qualification. The PCC asked if the Chief was worried about people leaving after they get their degree. The Chief Constable stated that it was a bespoke degree to policing and would hope that Norfolk Constabulary would make the recruits feel welcome and want to stay with them. He added that there were different tracks to enter into the Constabulary, including through an apprenticeship, through degree-holder entry and a pre-join degree where you study first at your own expense and then follow a shorter on-the-job training programme

7. **Professional Standards Department Complaints Paper**

The Professional Standards Department (PSD) Operations Manager Steven Fernandes presented the report, which outlined the Constabulary's performance in regards to complaints over the past financial year.

- the Operations Manager for PSD Steven Fernandes gave an executive summary of the report and asked the PCC if he had any questions in regards to the paper. The PCC queried why there were so many race allegations in the data. The Chief Constable clarified that these were complaints from people with protective characteristics, and they would self-define ethnicity as this was not compulsory. The PCC questioned if Brexit would have caused a spike in hate crime data in regards to this. The Chief Constable outlined that this wouldn't feature in complaints data as these are complaints against officers and a demographic breakdown of the complaints data
- the PCC asked about the timeliness of complaints and local resolutions in the paper and what was being done to improve this. The operations manager for PSD stated that the data had to be taken into context in full, because if the data was added together, Norfolk Constabulary would be performing well against its similar forces. It was added that additional support was being given to persons who complaints were in regards to
- the PCC queried what had assisted in the reduction of the number of complaints. The operations manager for PSD reported that Norfolk Constabulary had added support and training for officers and was exactly on the national average in complaints against officers, supervisors attempt to deal with these at the lowest level possible before they become formal complaints and added that complaints had been reduced in correlation with the introduction of Body Worn Video (BWV) cameras. The PCC stated that this was an intended purpose of BWV and even if the victim did not want to press charges against an offender a victimless prosecution could occur as a result of BWV

8. **Emergency Services Collaboration Update**

- the Chief Constable reported steady progress at the last meeting - the Operational Board had met since then and was looking at a number of work streams and training. Fire control room staff were now embedded in the control room and were reportedly happy there. The PCC added that there was a County Cabinet meeting to discuss collaboration on Monday
- the PCC asked about an EDP article regarding an increase in 999 calls to 300 a day. The Chief Constable reported that this was a good article. The PCC highlighted that this article outlined that officers were firefighting and there were delays in police responses. Also the Police Federation had concerns about student officers not being psychologically prepared for the job and asked how student officers were prepared in Norfolk Constabulary. The Chief Constable advised that they would need to pass through the assessment centre and would have likely researched about their career and the challenges they would face. He added that they would be taken to a post-mortem in their first 20 weeks and that appropriate support and welfare was imbedded in the infrastructure of the Constabulary. The Chief Constable stated that it was hard to prepare for an officer's first incident on the job and the only way they would really learn was by experience. The Chief Constable added that student officers cannot be prepared for every eventuality before they are deployed as police officers
- the Chief Constable reported that the Constabulary was very in tune with mental health and welfare support, with the appropriate welfare and support services already in place in the Constabulary. He added that there were more officers on the beat than experienced in previous years, and in addition would like to see a Police Covenant. The PCC reported that the conclusion of the article was that police were taking longer to respond and asked if the Chief had any words of reassurance. The Chief Constable stated that Norfolk Constabulary was hitting its response targets and Norfolk Constabulary would deploy an officer to any member of the public that needs one urgently
- the Chief Constable stated that morale was better than it has been in a long time. The PCC asked about public satisfaction rates with police. The Chief Constable stated that he had not seen the most recent statistics but assured that Norfolk had high rates compared to other forces. He added that he would build plans on crime survey data which can be shared with district commanders to assist with policing in the county. The Chief Constable reported that Norfolk Constabulary was performing well in regards to the national challenges faced

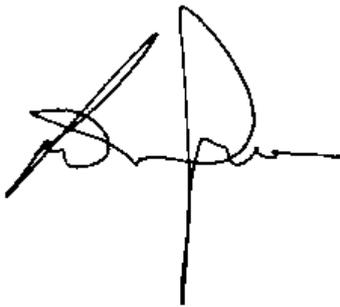
9. **Emerging Operational / Organisational Risks**

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

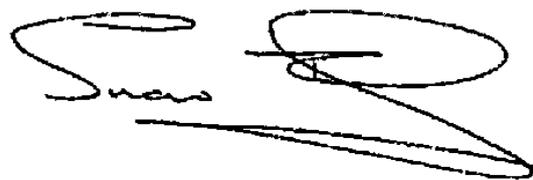
- the Chief Constable stated that demands coming into the force was a major risk, alongside the impact of increased number of calls into the control room in regards to mental health and safety
- the Chief Constable outlined that demand over summer will increase workloads. He added the Constabulary is busy but coping

10. **Date of Next Meeting:**

Tuesday 24th September 2019 – 10:30am – 12:30pm in the Filby room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.



.....
Lorne Green
Police and Crime Commissioner



.....
Simon Bailey
Chief Constable