

- the Breckland District Performance Overview was carried over to the Question and Answer meeting in Watton on the 7th March. As the Police Accountability Forum meetings have now changed format, all future district performance papers will now be tabled at the public Question and Answer meetings
- the PCC requested a demonstration from the Constabulary on how it measures its visibility and engagement to be provided to the meeting. The Chief Inspector for Community Safety provided an update:
 - it was stated that there is an engagement officer for each district in the county
 - engagement has occurred through social media, including Twitter and Facebook. 22,500 people have already been reached through Facebook in the Broadland district alone
 - communities have been engaged through the police cadets
 - the Constabulary uses a community safety predictive calendar with categories of upcoming engagement events
 - development of data around engagement used to help develop neighbourhood policing
 - it was stated that the Constabulary is committed to a focus on engagement with a diverse network of people
 - there is a platform used by the Constabulary to record engagement data **ACTION: The PCC requested information for the platform used by the Constabulary to record engagement to be provided to the July meeting**
 - It was also stated from the Chief Constable that Norfolk Constabulary is the fourth highest ranking force in the country in terms of public confidence in policing
 - the PCC asked about posters that will outline the local beat managers and their contact details. The Chief Constable stated that due to printing costs it is more cost effective to wait for more beat managers to be in post so printing of posters and business cards can be done in bulk. The Chief Constable also stated that he would need the response teams to be in place before this occurs
 - the OPCCN and Constabulary communications teams have been in conversation about an engagement strategy for the posters for beat managers
- the PCC requested a report regarding Special Constabulary recruitment to be presented to the next Barnstorming event. The Chief Constable stated the report will be available for the next Barnstorming meeting
- the PCC requested for a report on rural crime statistics to be provided to the next Barnstorming meeting. The Chief Constable stated the report will be available for the next Barnstorming meeting. The Chief Constable also mentioned that over the past year there has been 415 rural crimes recorded which is equivalent to less than one and a half per day. There have been many initiatives around prevention of rural crime and a lot of work has taken place which could have led to a reduction in recorded numbers

4. **Budget Monitoring Report**

The Chief Finance Officer gave a summary of the report which outlined the financial overview of the Group Revenue Budgets for the current year, 2017/18, and the forecasts for income and expenditure to the end of the year based on the position at the end of January 2018.

The key points discussed were:

- the Constabulary operational budget remains under severe pressure arising from operational and organisational demand

all areas of spend are being monitored and scrutinised by Commanders / Heads of Department to ensure that costs are controlled and reduced as far as possible

- the forecast overspend for the total Group Revenue Budget is £1.6m at year end. This is due to the operational and organisational demand faced by the Constabulary, such as the unbudgeted additional 1% pay awards for police officers and staff, which amounted to an additional £600,000. Ill health retirements overspend of £660,000 was another contributory factor

the Home Office had approved the Special Policing Grant of £0.8m for Norfolk and Suffolk Constabularies for Operation Phonetic. Norfolk Constabulary would receive a total of £450,000 which will be used towards reducing the overspend

it was also mentioned that the implementation costs of 2020 will be met by reserves, and major improvements for the capital programme have been deferred

- the Chief Finance Officer reported that the PCC's budget was expected to be on target for the end of the year
- the PCC asked why the cost of ill health retirements was so high for this year. The Chief Finance Officer explained that there were an unusually large number of retirees this year, ten to eleven officers. The reason for the ill health retirement of the officers was mostly mental health and muscular-skeletal related conditions

the Chief Constable added that in previous years the overspend would have been covered by under spends elsewhere in the budget. It was also noted that some officers of higher ranks were retiring due to ill health. This led to higher charges to the revenue account

- the Chief Constable reported that the Constabulary was using officers on restricted duties, such as duties within Operation Solve that include slower time workloads. Occupational Health was also ensuring officers were fit for duty

- the PCC asked for an update on the settlement of police pay. The Chief Finance Officer stated that the Unions had gone out to ballot. There has been no change to the offer of 1% permanent increase of pay and a non-consolidated 1% payment for one year

5. **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 seven of the Police and Crime Plan.

The key points discussed were:

- the Chief Constable outlined the many financial challenges faced by Norfolk Constabulary this year:
 - the 1% permanent pay rise and 1% non-consolidated payment for police officers and staff
 - the large operational demands of Operation Phonetic and Operation Graduate (the missing airman Corrie McKeague and the East Harling murder of the elderly dog walker)
 - the apprenticeship scheme budgeted for next year
 - the unpredicted volumes of ill health retirements for this year
- the Chief Constable reported that there have been a number of anomalies caused by a hard financial year, but despite this the Constabulary has had a good year in terms of stewardship of finance. The Constabulary has received an outstanding grade from HMICFRS in terms of its efficiency. The Constabulary continues to explore the seven force collaboration for efficiencies. It was also mentioned that the Constabulary has one of the most advanced collaboration partnerships in the country with Suffolk police. The Constabulary had developed the Norfolk 2020 policing model to increase the efficiency of the force and had led to efficiencies being made in estates, the removal of the PCSO role and the integration of the Fire Service into the Contact and Control Room (CCR)
- the Chief Constable outlined the processes in place to scrutinise the Constabulary to ensure they were being efficient and effective. He made reference to the Police Accountability Forum, a meeting where the Chief Constable provides updates to the PCC in a public setting, and the Strategic Governance Board, an internal process to hold the Chief Constable to account for performance against the Police and Crime Plan Objectives
- the Independent Advisory Group (IAG) was also mentioned as an internal framework to ensure the Constabulary is compliant and effective, and members of IAG were already a part of key meeting structures such as fast track recruitment boards and the Ethics Committee

- the PCC asked when the next HMIC Steering Group meeting would be. The Chief Constable outlined that there was a constant rolling programme; however there is a meeting every month. HMICFRS are coming to inspect Norfolk Constabulary and have released their inspection programme for 2017/18. The PCC asked what progress had been made with HMICFRS recommendations. The Director for Performance and Scrutiny stated that a report had been provided to the Strategic Governance Board meeting and areas for improvement were being addressed
- the PCC asked for an update on the communications strategy for 2020. The Chief Constable reported that internal messaging and updates about the progress of 2020 have been occurring. There have been updates for the public through press releases and interviews on Radio Norfolk, and the Chief Constable added that members of the public were understanding of the process
- the PCC asked for an update on the work programme for seven force collaboration. The Chief Constable stated that the Eastern Region Special Operations Unit (ERSOU) had been in operation for several years now and was delivering specialist capabilities. ERSOU had a regional procurement manager and aided development of officers in the criminal justice system. They had a huge array of work, including roads policing across the seven force areas and had a commitment to exhausting every opportunity for collaboration they could

the PCC questioned when the taxpayer would see the benefits of the collaboration. The Chief Constable answered this by suggesting they may start to see benefits over the next few years

- the PCC queried the performance measures for 'Good Stewardship of Taxpayer's Money'. The Chief Inspector for the CCR elaborated on the figures and outlined that the long term average was the past three years
- the Chief Inspector for the CCR outlined the performance measures and what the current situation for the CCR was in terms of calls, and also gave an overview of how calls were graded and how grading works in the CCR. Calls from the public, partner agencies and other Emergency Services into the Norfolk CCR were graded for attendance in accordance with the threat, risk and harm as identified by the call taker. The calls are graded A-D with grade A reflecting the more imminent level of risk requiring an emergency response
- the Chief Inspector stated that one of the biggest factors that needed to be taken into consideration was the year on year increase in emergency response calls graded A, which could be generated from 999 or 101 calls. The previous twelve months indicated a 2.4% increase in demand on call takers and onward to the frontline, which equates to an additional 1004 grade A Computer Aided Dispatches (CADs) than the three year average
- the PCC questioned why there were more people waiting for 101 calls to be answered, as according to the performance measures the time for call

handlers to answer 101 calls had increased by more than a minute over the last twelve months, as opposed to the long term average. The Chief Inspector for the CCR outlined that the call handlers were now trying to resolve issues over the phone. This meant an increased amount of time was being taken to gather more information and perform a robust risk assessment using the Threat Harm Risk Investigation Vulnerability and Engagement (THRIVE) assessment to achieve the best service. This inevitably meant that call handlers were spending more time on each call, and this had a knock on effect for other persons ringing the 101 number

- the PCC asked if this would cause frustrations to people trying to contact the 101 number but waiting on the line, and how the Constabulary would resolve this problem. The Chief Inspector for the CCR explained that the Constabulary was currently working on a process named 'channel shift', which was essentially a means to directing the caller to the exact place they need to go to spread demand across other platforms rather than 101. This is because only around a third of total calls to 101 had recorded a CAD, so most callers do not necessarily need the 101 number
- the Chief Constable stated that the Constabulary was happy to deal with the overspill from other organisations, and noted that every organisation had to deal with budget reductions. He also announced that he was proud to say that Norfolk was still doing a good job as they did not feature on the BT listing for forces that met the criteria for not answering 999 calls in the required time
- the PCC questioned what the police would do if someone called about antisocial behaviour in their area out of normal office hours. The Chief Inspector for the CCR explained that the call handler would have to look at the situation and decide if it includes a vulnerability factor that would require a police response
- the PCC asked if police were becoming the last resort, and questioned why they were not billing other organisations for the work undertaken on their behalf. The Chief Constable explained that it would not be appropriate to bill other organisations as it was vital to maintain good relationships
- the PCC queried what the percentage for satisfaction in policing was in Norfolk, and the Chief stated that it was good but could always be improved. The actual statistics come from internal surveys and surveys commissioned by the Home Office. The Chief Constable mentioned that Norfolk was fourth in the country in terms of confidence rates according to a national survey

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

The Inspector for Roads Policing presented the report, which outlined the Constabulary's progress for Priority three of the Police and Crime Plan.

The key points discussed were:

- the PCC stated that he thought Community Speedwatch (CSW) volunteers were doing a fantastic job, he was pleased that the Constabulary was taking CSW seriously and the volunteers should receive praise for what they do. He raised an issue with the signage not being clear enough for areas that CSW operated in and said that if it was more obvious it could act as a deterrent to speeding
- the Inspector for Roads Policing outlined the work the Constabulary conducted around roads policing. He stated that the Constabulary did not want any Killed or Seriously Injured (KSI) cases; however it was almost inevitable that some would occur, despite work on prevention done by the Constabulary
- the Inspector for Roads Policing explained that under the Dashcam project, members of the public could submit Dashcam evidence to assist Norfolk Constabulary in investigations. This project had received national recognition. He also outlined the work of Operation Ringtone - the campaign to stop people using their mobile phones while driving, the drink and drug driving campaigns, Operation Close Pass - the operation to spread the message of safe passing distance for cars to give cyclists when overtaking, and the Citizens in Policing support to roads policing through engagement days with the public

the Inspector for Roads Policing also mentioned the Porsche initiative and #IMPACT - the crashed car initiative to raise awareness of the dangers of driving for young drivers which had great successes and had been delivered to 13 colleges across Norfolk

- the PCC asked for an update on the Dashcam project. The Inspector for Roads Policing reported that the Constabulary had seen improvements in the process and were looking forward to more 'user friendly' processes that would hopefully provide more public engagement. The PCC queried the numbers of charges that the Constabulary has had as a result of Dashcam evidence. The Inspector for Roads Policing stated that he did not have the figures to hand and the PCC asked if this could be a discussion tabled for a future meeting. **ACTION: For an update on the Dashcam project to be provided to a future meeting**
- the Chief Constable stated that the PCC needed to understand what the number of KSIs was showing us and that there was a context behind it. The Chief Inspector for Roads Policing added that there were more vehicles on the road than there has ever been and the PCC needed to understand the demographic behind the statistics. He also mentioned that there had been a reduction of KSIs over the last ten years in Norfolk. **ACTION: For the Chief Constable to update the PCC on statistics for KSIs over the past ten years**
- the PCC queried what classified someone as a vulnerable road user. The Inspector for Roads Policing clarified that this would be a cyclist or pedestrian. The PCC also questioned if lack of speed would be a prosecutable offence and if the Constabulary had any statistics they could share relating to this.

The Inspector for Roads Policing stated that lack of speed would not in itself be a prosecutable offence, however causing an obstruction in the road would be, although he did not have any statistics to hand

- the PCC asked if there was a scheme that could be offered to someone who may require it to do with safe driving. The Inspector for Roads Policing outlined that there was a gold scheme for older drivers that could assist with keeping them safe on the roads. The Constabulary aimed to assist road users and keep them on the roads; however the road user may reach a point where they are deemed unsafe to drive
- the PCC questioned how the Constabulary would continue the #IMPACT campaign now that the young driver who spoke to the audiences had left the scheme. The Inspector for Roads Policing stated that work was in progress for the Constabulary to find a replacement and was currently engaging with Family Liaison Officers. **ACTION: For the Chief Constable to update the PCC on recruitment progress for the replacement for the #Impact initiative speaker**

7. Police and Crime Plan Theme: 'Support Rural Communities'

The Chief Inspector for Community Safety and Citizens in Policing (CIP) presented the report, which outlined the Constabulary's progress for Priority two of the Police and Crime Plan.

The key points discussed were:

- the PCC asked for an update on the Police and Crime Plan objective, Supporting Rural Communities. The Chief Inspector for Community Safety gave an update to the PCC and outlined the work the Constabulary had been conducting around Support Rural Communities
- the Chief Inspector for Community Safety stated that the Operation Randall team were continuing to tackle rural crime and were also attending the Community Rural Advisory Group meetings to provide updates on rural crime in Norfolk. It was also mentioned that Norfolk Constabulary was now taking the lead for convicting petrol theft from garages and had a national portfolio for this

Norfolk Constabulary were conducting cross border work with Operation Galileo, an operation with the aim to tackle hare coursing, they had introduced the use of drones which had positive publicity, and had introduced a fast SMS system to quickly communicate with key partners in the prevention of hare coursing. Norfolk Constabulary were also involved with Operation Traverse, the targeting of illegal fishing and fish theft, Operation Chronos, which was identifying, targeting and protecting locations at risk of 'nighthawking', and Operation Einstein, the targeting of led theft from heritage sites in Norfolk. There had been successes with all these operations and work in these areas would continue to occur

the Chief Inspector for Community Safety also updated the PCC on the Special Constabulary. There were seven Special Constables and six Officers dedicated to Operation Randall focusing on rural crime and outlined that Beat Managers were currently working on rural crime and have engaged with communities

- the PCC questioned if the Constabulary should have rural beat managers, as Norfolk was a rural county. The Chief Constable clarified that many of the beat managers were rural beat managers in the sense that they have often dealt with rural crime
- the PCC asked for an update on the recruitment strategy for the Special Constabulary. The Chief Constable stated that in an ideal world each parish council would have their own dedicated Special Constable, however this was not realistic. He also stated that the Constabulary was working towards this, but will need to look more towards training of Specials
- the PCC questioned if social media plays an important part in updating members of the public in terms of what initiatives or programmes the Constabulary was involved with. The Chief Inspector for Community Safety responded by stating that it did play an important part in keeping members of the public updated; however it was not for everyone and it was acknowledged that there needed to be other means of engagement than just social media
- the PCC asked for an update for the Rural Crime Norfolk Twitter account. The Chief Constable provided an update stating that it was one of the many ways Norfolk Police have engaged with the public; however there had been successes with the use of Rural Crime Norfolk on Twitter. The Chief Constable also mentioned that he received weekly performance reports on communication strategies
- the PCC asked for an update on hare coursing numbers. The Chief Inspector for Community Safety outlined that there had been a significant rise in reports of hare coursing, which could potentially be a result of awareness and greater prevention measure in place. **ACTION: The PCC asked for an update on hare coursing to be provided at the next Barnstorming meeting**

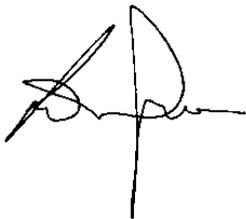
8. Emerging Operational / Organisational Risks

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

- in the context of previous discussions on the financial outturn the Chief Constable highlighted the £9m which the Constabulary would need to save by 2020/21 to meet the budget deficit
- the Chief Constable reiterated the strain call takers in the Contact and CCR were feeling due to the call demand, as they were bridging the gap in other services

9. **Date of Next Meeting:**

Monday 14th May 2018 – 14:00 to 16:00 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