



- the PCC requested for an update on the Dashcam project to be provided to him. The Chief Constable reported that the Dashcam project had been in operation now for 12 months, and was an effective system that led to a number of prosecutions. He added that the current system was suitable; however it needed engagement from members of the public in order for it to work. As there had been a significant rate of drop outs from members of the public, Norfolk Constabulary was now looking to increase efficiency of the process in order to encourage more members of the public to submit evidence. The Deputy Chief Constable added that there had been a total of 381 submitted reports since November

the PCC questioned if the videos created by use of cycle-cams would be suitable for submitting evidence. The Chief Constable stated that any footage from cycle-cam or Go-Pro like device would be useful to the police as evidence, and as these devices became more prevalent they would see more evidence being given in this form

- the PCC requested for an update on statistics for KSIs over the past ten years. The Chief Constable mentioned that he had a written report that he was more than happy to share with the PCC. **ACTION: for Chief Constable to provide report on KSI figures to the PCC.** The PCC queried the figures for the demographic of KSIs in Norfolk. The Chief Constable outlined that there had been a significant increase of road users and therefore miles travelled on roads. The PCC asked for this subject to be returned to at a later meeting. The Chief Constable added that data was collected by the safety camera partnership on demographics of KSIs, and could provide a presentation to the PCC
- the PCC asked for the Chief Constable to update him on the recruitment progress for the replacement of the #Impact initiative speaker. The Chief Constable reported that the Constabulary had found a replacement for the initiative speaker, they were in the process of securing the crashed vehicle and updates would be provided in due course
- the action for an update on hare coursing to be provided to the next Barnstorming meeting was reported as completed

#### 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 seven of the Police and Crime Plan. The report presented by the Chief Constable also included an Estates Update at Appendix A, and the 2017/18 Financial Outturn Report at Appendix B.

The key points discussed were:

- the Chief Constable reported that Norfolk Constabulary had been inspected by HMICFRS for years now and had one of the most advanced collaborative partnerships in the country. Norfolk 2020 work had been taking place for three years now and the new Evidence Based Policing Model was now live. The Chief Constable announced that 85 new recruits had joined the Constabulary since January 2018, and Operation Solve was starting to make a difference to the workload of frontline officers. The Chief Constable added that confidence levels in policing for Norfolk Constabulary was fourth in the country, and the Constabulary was proactively tackling violent crime and knife crime
- the Chief Constable outlined the estates programme for the next five years, including two new investigation hubs and refurbished stations. He also mentioned the Constabulary had invested in Office 365, a cloud based system that was continually updated and revised
- the Chief Constable stated that Norfolk Constabulary was a very efficient organisation, and HMIC had again reported Norfolk as Outstanding in this regard. It was added that Body Worn Video (BWV) and drones had been contributing to a value for money and efficient service
- the PCC questioned the figures in Appendix C of the report and asked how the figures for the public who agreed police were doing a good job, compared nationally to other forces. The Chief Constable reported that Norfolk was ninth in the country, fourth for public confidence in policing and in the top quartile in many other areas. The Chief Constable described community safety and community priorities as two areas that needed further exploration and also noted that there was always more to do. **ACTION: The PCC requested for this topic to be returned to at a later meeting**
- the PCC asked why national figures were not included as narrative next to the figures in the measures of the report. **ACTION: For performance measures to include comparisons against national figures and narrative descriptions to complement the data**
- the PCC congratulated the Chief Constable on the recent PEEL report from HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) and asked what the timescale for responding to recommendations was. The Seven Force Collaboration programme would generate savings in the medium term. The Chief Constable stated that the recommendations were constantly monitored by the HMICFRS Steering Group. **ACTION: For HMIC recommendations to be tabled as an agenda item for a future Strategic Governance Board meeting**
- the PCC questioned if there were greater efficiencies to be made. The Chief Constable reported that £32m had been saved by Norfolk Constabulary since 2010, 52% of the savings had been from collaboration with Suffolk Constabulary. The Chief Constable then went on to say that the PCC for Suffolk had made his priorities clear, Norfolk Constabulary was always trying to improve through 2020 and there were marginal gains to be made through streamlining of the Athena system and other areas of business

- the Chief Constable added that Norfolk Constabulary needed to bridge the budget deficit and find £9m by 2021/22, and stated that savings would have to be made continually. The Chief Constable also stated that exploration of further specialist capabilities was occurring, however the policing model needed to be protected
- the PCC queried if Norfolk Constabulary had taken the preferred partnership with Suffolk Constabulary as far as possible. The Chief Constable stated that there was still capability to squeeze savings; however there were not millions of pounds to be saved through collaboration. The PCC asked if there were millions to be saved if Suffolk Constabulary was willing to collaborate further and the Chief Constable replied saying that there was potential
- the PCC questioned if police stations in the county were displaying the correct opening hours and information about surgeries and if this information was publicly available. The Chief Constable said that he would check with district commanders to see if the information was up to date
- the PCC queried how well Norfolk Constabulary was tackling Antisocial Behaviour (ASB), and asked if there was any evidence to suggest ASB levels were 'through the roof'. The Chief Constable clarified that the latest statistics were that ASB numbers were going up, however these related to offences that were dealt with through local councils, such as fly tipping and noise complaints, so Constabulary ASB numbers had in actual fact remained steady. The Chief Constable added that this had a lot to do with perceptions and there were no apparent major issues with ASB in Norfolk
- the Chief Constable went on to say that some perceptions reflected concerns about the removal of the PCSO role, and announced that police officer numbers were up to strength at this moment in time. The PCC added that he had heard a considerable number of PCSOs had been reintegrated back into the Constabulary into new roles, and was pleased to see this happen
- the PCC questioned the Athena system and its stability, and asked if there were any current issues, and also asked if it could be tabled at a future Strategic Governance Board (SGB) meeting. **ACTION: for an update on Athena to be tabled at a future Strategic Governance Board meeting.** The Chief Constable reported that from the perspective of the officers on the ground there were fewer issues, and they were slowly getting used to the system. The Chief Constable added that the system was generally performing
- the PCC asked what the timeline was to hear back from the Highways Authority regarding the Attleborough Scheme. Once a written response from the Highways Authority had been received, planning application could be submitted. The Deputy Chief Constable reported that a meeting had been arranged with the Head of Norfolk Fire and Rescue Service to progress this further next week. The PCC added that he was glad to provide assets for the opening of the new station in Downham Market and added that the new station was vital to ensuring efficiency

- the PCC queried if overtime costs were being managed effectively. The Deputy Chief Constable reported that overtime costs in joint justice services were high, reducing overtime expenditure was a priority with processes and procedure being examined together with improved reporting
- the Deputy Chief Constable added that Norfolk Constabulary cannot project when it will experience operation pressures from overtime; however all opportunities to make improvements and efficiencies were being taken
- the PCC questioned the loss of service from Key Forensics, and asked if there were cost implications attached to this. The Chief Finance Officer stated £90k of the overspend was for Key Forensics, and there would be an increased cost moving forward. The Chief Constable added that this was unavoidable as forensic services, previously national, had moved to the private sector
- the PCC queried the performance measures for 'Good Stewardship of Taxpayers' Money' and asked why 'emergencies responded to in time' had reduced in the last 12 months as opposed to the long term average, also why the time to answer 101 calls had gone up by over a minute, however noted that the percentage of 999 calls answered in time had improved. The Chief Constable reported that there had been an increase in 101 calls and despite the increase Norfolk Constabulary was still meeting attendance targets, however there were increased pressures due to the volume of calls. The Chief Constable mentioned that Norfolk Constabulary was one of the ten forces not included in the BT listings for police forces not responding to 999 calls in targeted time. The PCC noted that people have been saying the force was not able to respond to calls, and added that the performance measures needed annotations or commentary alongside them in order for the figures to have context

5. **Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'**

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

The key points discussed were:

- the Deputy Chief Constable outlined the work of Norfolk Constabulary around supporting victims and reducing vulnerability. The Deputy Chief Constable reported that Norfolk Constabulary continued its work on county lines, targeting crime groups and protecting vulnerable people, including a six month operation in Norwich to disrupt criminal networks and stop the class A drug supply into the county. Search warrants had been executed, arrests have been made and a high number of officers had been involved with the operation. Automatic Number Plate Recognition (ANPR) and other enforcement techniques have been used to lead to 30 arrests and 21 people being charged in relation to county lines drug activity during the operation. The Special Constabulary had been involved with visiting victims where

enforcement had taken place. The Deputy Chief Constable also mentioned that in March 2018 there was enforcement activity in Kings Lynn over twelve months by the National Crime Agency that led to 90 people being arrested and assets being seized. The Deputy Chief Constable reiterated that intelligence gathering and good enforcement was occurring, but Norfolk Constabulary was also ensuring support was being offered to victims through victim services

- the PCC queried what the community response was to the enforcement action occurring around county lines enforcement. The Deputy Chief Constable stated that victims, who had been exploited and had suffered, had shown relief that enforcement action was occurring. He outlined the post enforcement work that had been occurring with victims who were potentially dependent on drugs, and stated that there was more work that needs to be done. There had been good feedback from officers, district command and through the media, but support agencies needed to help people who have drug dependencies
- the PCC mentioned he had been in contact with councillors who had mentioned vulnerable people being exploited and falling back into drug related activities, and asked if there was support for these people. The Deputy Chief Constable stated that this was not a police function; however Norfolk Police play a key part in assisting these vulnerable people. The Deputy Chief Constable mentioned the Integrated Offender Management (IOM) scheme which offered long term help and support for offenders. He reiterated that enforcement activity was carefully planned; they are complex and required the will of the individual to come off of the drug for rehabilitation to occur
- the PCC questioned what the overall assessment of Operation Gravity was. The Chief Constable announced there had been a peer review conducted on Norfolk Constabulary on its response to organised crime; however the Chief Constable also mentioned the need to be realistic as other criminal gangs would take over the space created by the disruption of the gang that was in place. Norfolk Constabulary was stemming the flow of organised crime into the county, but this was a constant battle that would continue. The Chief Constable also mentioned that education was needed and that officers were educating children in schools and also noted that a total of 609 arrests had been executed during Operation Gravity
- the PCC suggested the usefulness of including commentary with the performance measures for Supporting Victims and Reducing Vulnerability and questioned the first two statistics, people who did not support the prosecution for domestic abuse and serious sexual offenses, and why they had increased over the last 12 months. The Chief Constable stated that this was because of increased confidence to come forward, as more and more child sexual abuse cases are emerging, and better crime recording was also a factor that had increased these figures. The PCC noted that this was good news, but asked if there was a reason why victims do not want to take prosecution further. The Chief Constable told the PCC that academic work was occurring and the Joint Performance Analysis Department in the Constabulary was also conducting work to ascertain reasons why victims were not taking prosecution further. He

added that sometimes victims just want to talk to people, but are not prepared to support prosecution of individuals, and more crimes are being recorded but not pursuing them

## 6. **Police and Crime Plan Theme: 'Prevent Offending and Rehabilitating Offenders'**

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

The key points discussed were:

- the Deputy Chief Constable outlined the work the Constabulary was doing around preventing offending and rehabilitating offenders. He mentioned the Integrated Offender Management Scheme (IOM), the IOM scheme being a partnership arrangement with the Criminal Justice Board (CJB), with the vision of reducing reoffending by those causing the most harm to communities within Norfolk and Suffolk. The IOM scheme focused on clear information sharing, was exhibiting good progress for the Integrated Offender Model and had moved to focus more on threat and harm to reduce reoffending. Norfolk Constabulary had been working closely with the probation service, and figures pulled from the first few months of 2018 had shown a 20% reduction in offending. This led to lower costs for prosecution services
- the PCC queried the number of individuals on the schemes and how the figures compared to previous years. The Deputy Chief Constable stated the number had remained static over the past few years. The PCC went on to ask if an initial assessment was conducted. The Deputy Chief Constable clarified the individual would be referred to the IOM scheme, and if they were willing they may be transferred. The PCC asked if this would be the case for people who self-harmed. The Deputy Chief Constable stated that it would be based on sentencing guidelines
- the PCC queried if Custody Officers had to do a HART (Harm Assessment Risk Tool) assessment in Durham. The Chief Constable stated that he knew Durham Constabulary had used Checkpoint, a programme which aims to reduce the number of victims of crime by reducing reoffending, which was being looked into by the Joint Performance Analysis Department. **ACTION: for the Chief Constable to update the PCC on progress of the use of Checkpoint for offender management at a future meeting**
- the PCC asked why there were no long term averages for the performance measures. The Deputy Chief Constable clarified that the way the data was recorded was down to Athena and the figures were not available as there were different processes to draw that information. He stated that by November they would have the data. The PCC reiterated that having narrative as to why there was no information available would be useful

## 7. Emerging Operational / Organisational Risks

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

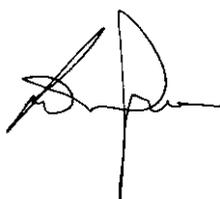
- the Chief Constable announced that the budget deficit needed to be bridged, and this was projected to reach a balanced budget by 2021/22. The Chief Constable mentioned that more efficiencies were needed to be made, and mentioned that demand was not slowing down, more crime was being recorded including an increase of cybercrime. The Chief Constable stated that he needed to ensure the workforce could deal with the increase of cybercrime cases and the increasingly complex cases coming in, and that it was a possibility for the future for people with digital skills to be recruited to deal with the demand of cybercrime cases
- the PCC referenced the EDP article that said 'police solve only one in ten burglaries' and asked if Norfolk Constabulary had lost control of solving burglaries. The Deputy Chief Constable announced he was over at the EDP to address the misleading headline with them and reported that burglaries used to make up the majority of a uniformed officer's workload, however now online crime and sexual offenses were far more prevalent, and acquisitive crimes such as burglaries were considerably reduced. The Chief Constable added that there needed to be a balance
- the PCC asked if the Constabulary had lost control of knife crime in Norfolk. The Chief Constable outlined that there was no detail in the statistics and there needed to be some context around this as there were only around 200 knife crimes a year, and noted that statistics can be interpreted in different ways
- the PCC referenced the EDP article on Norwich having one of the highest rates of heroine related deaths in any city in England, and asked if drugs were taking over the county. The Chief Constable stated that this was an increasing trend nationally, not just for Norfolk, and announced that there had been a total of 609 arrests. The Chief Constable mentioned that Public Health had a responsibility to help tackle this issue, but the Constabulary was taking this seriously
- the PCC referenced an article from the EDP that stated the number of victims had tripled in the last two years, and that vulnerable people were worried about levels of stalking and harassment. The Chief Constable outlined that this was to do with confidence of reporting and increased internet usage by the public. The Deputy Chief Constable added that wider criteria for crime recording data also played a significant factor, as more crimes could be recorded as a stalking offence, and could also be recorded alongside as burglary offences
- the PCC asked if breaking into sheds on an allotment was now classified as a single criminal act, or if one victim equalled one crime. The Deputy Chief Constable clarified that a crime to do with allotments would be classified as a

residential burglary now and one victim would equal one crime, so criminal activity involving several sites on one allotment could lead to several crimes being recorded. The Deputy Chief Constable added that there were also classifications that allow for more crimes to be recorded, as sheds were now classified as residential, where before they were not and added that crime recording data adjusts monthly and was based on Home Office data. The PCC asked the Deputy Chief Constable to confirm that a single criminal act ten years ago could potentially be six today, to which the Deputy Chief Constable agreed could potentially be the case

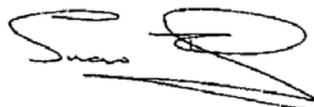
- the PCC queried if there was more that needed to be done in order to better understand crime recording. The Deputy Chief Constable explained that there were several issues including verbal abuse over the phone, which was now being dealt with as violent crime, as opposed to malicious contact which was what it used to be classified under. He added that this was one of the reasons why there had been an increase of violent crimes recorded, however noted that to get the full picture people needed to look beyond the figures, and needed the full context before they drew headlines
- the PCC argued that more effort was needed by the Constabulary in order to ensure the media understood context behind figures. The Deputy Chief Constable reiterated that there needed to be a balance between this and ensuring good relationships with the media

**8. Date of Next Meeting:**

Monday 31<sup>st</sup> July 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