

Chief Constable agreed. **ACTION: for a report on KSI figures to be provided to the PCC at the October Police Accountability Forum meeting.** The Chief Constable also reported that levels of confidence in police doing a good job were good, and statistics showed that the Constabulary was performing well compared to previous years where previous policing models were used

- the PCC queried confidence levels of policing in Norfolk, as it was previously reported that Norfolk was ranked 4th in terms of confidence in policing, and in the top quartile for many other areas last year. The Chief Constable announced that Norfolk was now ranked 8th in terms of public confidence in policing, to which the PCC questioned why this was the case. The Chief Constable clarified that he would update the PCC later in the meeting
- the PCC requested for performance measures to include comparisons against national figures and narrative descriptions to complement the data. The PCC noted that narrative had been included with this set of performance measures in the reports and expressed his desire that that this should continue
- the PCC asked for HMIC recommendations to be tabled as an agenda item for a future Strategic Governance Board (SGB) meeting. The Chief Constable stated that this would occur at a later SGB meeting
- the PCC requested for an update on the Athena system to be tabled at a future SGB meeting. The Chief Constable replied saying that this would be tabled at a future SGB meeting
- the PCC asked for the Chief Constable to update the PCC on progress of the use of Checkpoint for offender management at a future meeting. The Chief Constable stated that this would be tabled for a future Police Accountability Forum meeting

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 includes the latest Estates Strategy update at Appendix A, the performance measures for ‘Good Stewardship of Taxpayers’ Money’ at Appendix B, and the 2018/19 budget monitoring report at Appendix C.

The key points discussed were:

- the Chief Constable outlined the current development of the Norfolk 2020 review. He reported that during the month of June, 9,518 999 calls were answered; they were answered on average in four seconds and 90.1% were

answered within target. For 101 calls the Chief Constable stated that the Constabulary answered on average in four minutes and four seconds, there were 18,620 calls in June and 37.7% were answered within target. The Chief Constable added that this was a good news story and that all challenges relating to 2020 were being addressed. The Chief Constable then proceeded to state that Norfolk Constabulary was one of the few forces to receive an Outstanding HMIC grade for efficiency. He added that this was delivered because of the new policing model introduced, and also mentioned that the new telephony system contributed towards Norfolk Constabulary's efficiency

- the Chief Constable mentioned that the Norfolk 2020 model went live on 1st April, with new officers being introduced as a result. Neighbourhood teams were nearly fully resourced, beat managers were now in post and Op Moonshot was being used in Norwich. The Chief Constable also outlined the work of Operation Solve and mentioned that the Operation Solve team was now dealing with criminal damage cases. The Chief Constable described Operation Solve as being important for officers who have restricted duties and vital for reducing the demand in the control room
- the Chief Constable announced that the Constabulary website had received a revamp which had improved usability and allowed for easier reporting of crimes online. There was now an average of 10 crimes a day being reported through the Norfolk Constabulary website which had led to a reduction in calls to the control room. The Chief Constable also announced the induction of 80 student officers who, after completion of training, would become full time police officers
- the Chief Constable reiterated how he was pleased with how Norfolk 2020 had been rolled out. He outlined that Norfolk Constabulary had one of the highest detection rates of crime, confidence levels in policing were higher than they had been for a number of years and suggested that members of the public will start to see the impact Norfolk 2020 was having. The Chief Constable stated that Norfolk Constabulary would continue to tackle emerging threats and would continue to look for collaboration opportunities where savings and efficiencies could be made. The Chief Constable added that a significant amount of work, in terms of collaboration, had gone in to early help hubs and the Fire Service control room merge, which would aim to be completed over the next few months. These collaboration arrangements would aim to create cost savings to police budgets
- the Chief Constable reported that levels of sickness in the control room were low, and credit was due to the dedication of support staff in the control room. The Chief Constable also mentioned that overtime was heading towards a positive forecast. The Chief Constable announced he was aware of the comments made by the Chief Constable for West Midlands around resourcing issues. The Chief Constable clarified that Norfolk was not in the same position as West Midlands, Norfolk was exhibiting good performance, attended every burglary and every other crime possible, and this would take longer to deliver the service but will deliver a quality service

- the PCC mentioned that in the report the Constabulary stated that it scrutinised force performance and expenditure through the strategic Planning and Monitoring Group and Organisational Board. The PCC questioned how often these meetings occurred and asked if the OPCCN receives feedback from these meetings. The Chief Constable clarified that the groups meet every four weeks and were chaired by Deputy Chief Constable Nick Dean and were attended by the two Chief Finance Officers. These meetings were linked to the Constabulary's Organisational Board which is rotated on a four week cycle. Feedback could be provided through the two Chief Finance Officers back to the OPCCs in Norfolk and Suffolk. The PCC asked if this could become a standing agenda item for future Strategic Governance Board meetings **ACTION: For updates from the Strategic Planning and Monitoring Group and Organisational Board to be reported to future Strategic Governance Board meetings under a standing agenda item**
- the PCC queried what the timescales were for replying to the Areas for Improvement included in HMIC reports. The Chief Constable advised that the HMIC recommendations board looks through everything and involves tight scrutiny of each area of recommendation. He added that the PCC could have a role in commenting on Areas for Improvement, however not for recommendations
- the PCC noted that Operation Solve is mentioned in the report. He then asked how much frontline officer time had been saved by the work of Operation Solve. The Chief Constable stated that it was too early to tell, although it had an impact in the control room. The Chief Constable added that there had been additional officers for each shift and mentioned that once the summer period is over we would be able to see the effect, but officers were already seeing the impact on the frontline. The Chief Constable also mentioned the challenge of bringing in the new telephony system, and establishing the new beat managers, so there were too many variables to answer the PCC's original question
- the PCC queried if rural crime had become more prevalent and had increased in frequency. The Chief Constable reported that crimes like theft of fuel and theft from shops were being dealt with more often, but overall crime numbers were down. The Chief Constable advised that he still needed to look at malicious communications and 'other crime' in more detail, but would analyse these in due course. **ACTION: For the Chief Constable to provide an update on officer time saved by Operation Solve and the new telephony system in the Control Room at the October Police Accountability Forum**
- the PCC questioned when the Business Crime Strategy will be launched. Dr Gavin Thompson advised that it would launch at the Norfolk Show at the end of August, and mentioned it had already been sent out to all relevant business groups
- the PCC asked, for the proposed move of Attleborough police station, when the results of the consultation involving the Highways Authority will be seen. The Deputy Chief Constable stated that a meeting had taken place and the Constabulary were awaiting a response by the fire service for planning

application. He mentioned that commitment had already been secured by the ambulance service, so even if fire did not proceed, collaboration could still occur. The PCC asked if this would deliver better efficiency, effectiveness and economy to which the Deputy Chief Constable replied saying that it would

- the PCC stated that in the report it was mentioned there had been a reduction of over a minute for the average wait time to answer 101 calls compared to the long term average. He then asked if quality of service had been affected as a result of this reduction in time to answer. The Chief Constable outlined that a system had been introduced into the control room to prioritise incoming calls. The Chief Constable explained that an administrative call about a shotgun licence coming in and a call about domestic abuse coming in after would then mean that the domestic abuse call gets prioritised over the administrative call. The Chief Constable announced that the quality of service was as good as it had ever been, if not better due to training given to the call handlers, and 50 calls were listened to and quality assured by chief officers every month. The Chief Constable clarified that the actual call times for 101 calls had gone up, however the time to answer had gone down showing each call was receiving a more quality service. The PCC questioned where the lower priority calls that get pushed to the back of the queue would go. The Assistant Chief Constable announced that pre-recorded messages were used to fit the type of call that was being received, so a call relating to administrative queries would hear an automated message about services on the Constabulary website for example. This had led to an increase of abandonment of calls; however a number of these were just after hearing a message about other services, ways of reporting crimes or other automated messages
- the PCC queried how the call went through the different options of automated messaging and how they analysed people who may have mental health issues. The Assistant Chief Constable clarified that the switchboard was operated by trained call handlers who make the first assessment of the call and can identify potential mental health issues of the caller. The Assistant Chief Constable mentioned that the extra training given to call handlers and the benefits of the new system coincide to bring about an improvement in time to answer calls and an improved service to the caller. He also mentioned that for the callers who had abandoned their calls and had been called back, a number said the reason for their abandonment was due to the automated messaging which led to them no longer needing to wait on the line, reporting through other means or seeking advice on the Constabulary website. The PCC questioned if the caller would have to wait if they needed a specific department and the Assistant Chief Constable advised that they would be transferred to the department required by the switchboard so there would be no waiting

5. **Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'**

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

The key points discussed were:

- the Assistant Chief Constable reported that there had been an increase of 2.4% in 101 calls received by the Constabulary control room, and this was a trend seen nationally in policing. The Assistant Chief Constable mentioned that the abandonment rate had increased due to the automated messaging system in place offering other places for the caller to go and other routes to take, such as reporting certain crimes through the Constabulary website. 27% of calls were abandoned in the first 30 seconds which meant that the automated messaging system had worked. The PCC queried what number of abandoned calls was due to frustration at waiting times. The Assistant Chief Constable stated that there were many reasons why calls were abandoned which were realised when the police contacted the caller back. These reasons found were nothing to do with the quality of service or frustrations at the time of waiting, but were because of reasons where the caller suddenly became busy with other concerns
- the Assistant Chief Constable announced that to make improvements the triage system was introduced and the Constabulary's website was revamped to make reporting crimes through the website more accessible. The new system commenced on the 6th June and will increase resilience to ensure that the system does not cease to function in the event of an ICT failure, it enables calls to be instantly played back to ensure they have been directed to the most appropriate areas and the system had also reduced a significant amount of demand on the control room due to the automated messaging. The Assistant Chief Constable stated that the Constabulary would like to complete an analysis after the summer period to determine the reduction of calls going to call handlers due to improvements made in the system. The Assistant Chief Constable also mentioned that performance generally was good and provided the statistics in relation to the introduction of the new telephony system. He outlined how the new system prioritised vulnerable callers and signposted less urgent callers to other avenues, such as Norfolk Constabulary's website or the correct agency
- the PCC questioned what would happen if a call for antisocial behaviour came in to the control room. The Assistant Chief Constable reported that the call would be assessed in the same way as any other call, and if a response was required a response would be sent. The PCC queried if low level crime, reported on the website, would lead to the deployment of officers and asked if they would hear back from the Constabulary. The Assistant Chief Constable stated that it was the public's choice to report the crime online; however there was an expectation that the police would contact the member of the public to be updated on the case. The Assistant Chief Constable mentioned that there was an option for the person reporting an incident to specify the method of contact they would like for the police to contact them back on, whether that was by email, phone, or not at all

- the PCC talked about a car abandonment case that had been mentioned to him, which involved holiday makers parking in areas they were not supposed to, and asked if using electronic means meant that there was less communication between members of the public and police and if this was an issue of cooperation between local councils and the police. The Chief Constable advised that if the Constabulary had the resources to police this they would; however, Norfolk does not, and he advised that the council needed to ensure someone was there to deal with the parking issues. The Chief Constable also stated that due to austerity he was aware that the police were becoming a backstop for other agencies; however officers needed to target priority crime. The Chief Constable mentioned that there have been a number of incidents such as issues with racing where police were present and dealing with this within days
- the Assistant Chief Constable concluded that the public campaign for the use of the 999 number had gone well and a short survey of online crime reporting had been completed where 72 people rated good and eight rated poor. The key concerns for these eight people who rated the online crime recording process as poor was that there was not a large enough range of crimes that you could report online. This had been fed back and would be used to improve the website for the future. The Assistant Chief Constable also reported that the website and telephony system progress had been overseen by the Digital Portfolio board and 2020 board

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

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

The key points discussed were:

- the Deputy Chief Constable outlined the progress the Constabulary was achieving on Norfolk 2020. The Deputy Chief Constable reported that there had been a significant change in police officer numbers with an increase for each shift being seen across the county. He added that 14 Beat Manager candidates had been selected and were soon to be in post. He announced that mobile devices were rolled out to the Safer Neighbourhood teams and have seen successes with Operation Moonshot across the county. The Operation Moonshot trial in Norwich had seen over 100 arrests and 100 seizures and was mentioned that none of this existed before the new policing model was in place. The Deputy Chief Constable reported that a police enquiry office had a new operating model in place which had been advertised in papers and online, and stated Operation Solve was continuing to gain momentum. The Deputy Chief Constable advised that the 2020 model had delivered £1m of cashable savings which were over the top of cuts from the previous year. He also mentioned that this was a scalable model to match changing priorities of policing and added that student officers continue to be recruited and the 2020 model continues to be rolled out

- the PCC questioned what the strength of the police force in Norfolk was today after the loss of PCSOs and recruitment that had occurred. The Chief Constable clarified that the long term averages were for an average of 3 years, so did not directly reflect last year's data. He added that the work from 2020 had led to an increase in total of 97 officers, including the addition of 17 through the precept increase. The Chief Constable stated that the figures from the long term average were skewed as they reflect a period of 3 years rather than one and outlined that the officer funded strength was significantly above what it was years ago
- the PCC stated that there was nothing in the report that showed an increase of visible officer presence, and in fact showed a net decrease of officer numbers. The Chief Constable clarified that there were fewer uniformed officers, as Norfolk Constabulary had lost 150 PCSOs and gained 97 police officers; however this was not factored against Constabulary staff. The PCC asked what the funded raise in strength of police staff was over the time of 2020, and the Chief Constable stated that there had been an uplift of 23
- the PCC asked for the narrative around 2020, any loss in officer numbers and the response the Chief Constable would conduct. The Chief Constable outlined that the Constabulary had saved around £32m since 2010, the Constabulary had bridged the savings gap and recruited more uniformed officers, alongside an additional 23 police staff. The PCC responded to say that members of the public did not appreciate savings as much as the addition of officers as they want to feel safe in the community
- the PCC questioned if the prospect of increased numbers of Special Constabulary members would assist in allowing the Constabulary to achieve a greater visible presence. The Chief Constable advised that Assistant Chief Constable Paul Sanford would soon have a completed report that looked into how the Constabulary could train Special Constabulary members differently. The Chief Constable also mentioned that longitudinal research needed to be conducted before the Constabulary could properly assess weekend demand and the challenge of filling gaps using Special Constabulary members
- the PCC asked if Body Worn Video cameras were available and equipped to all frontline officers, to which the Chief Constable replied saying that this was the case and that every officer was equipped with Body Worn Video. The PCC queried the expected timescales for the uplift in Beat Manager numbers, to which the Chief Constable replied stating that this would occur around October time. The PCC also questioned if mobile devices being introduced to frontline officers had contributed to increased time being spent by those officers in communities, and asked if some figures could be provided for this. The Chief Constable reported that he currently did not have specific figures relating to this. **ACTION: For the Chief Constable to provide figures for how much frontline officer time had been saved due to the introduction of mobile devices**
- the PCC mentioned that the report stated that the Norfolk 2020 model would bring about £1m of cashable savings between 2017/18 and 2018/19, and

asked how much of this would be delivered back into frontline policing. The Chief Constable advised that none of the savings made would be transferred back into frontline policing as the savings were used to bridge the financial gap

- the PCC questioned how many student officers Norfolk Constabulary currently have and also queried when the student officers would be able to be fully deployable. The Chief Constable explained that the Constabulary had demonstrated that the influx of new student officers was fit for purpose in dealing with Computer Aided Dispatches (CADs), call handling and other areas. He reported that police officers were coping and knew that there was an increase of officer numbers occurring
- the PCC questioned why the number of people who agree that police deal with community priorities, in the performance metrics for visible policing, had reduced. The Chief Constable outlined that this was mainly to do with communication. More work on social media was being done to show that the Constabulary were dealing with community priorities, as the work was occurring and news was being circulated through different means, but more could be done to communicate with members of the public. The PCC asked to be provided with future updates. **ACTION: for the Chief Constable to notify PCC of Norfolk Constabulary's progress on improving communication with the public**
- the PCC queried what the uptake was for the new engagement surgeries model, and asked if more work needed to be done in relation to this. The Chief Constable advised that the Constabulary were advertising the surgeries and noted that not many members of the public attended the stations. He went on to say that people engage in different ways and therefore the surgeries should provide another way the public could engage with Norfolk Constabulary

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 reported that there had recently been increases in rural crime and this was an emerging issue in Norfolk. The Chief Constable went on to advise that a lot of work had been conducted through beat managers to target prolific offenders
- the PCC queried why the subscription count for the Operation Randall newsletter had dropped recently. The Deputy Chief Constable clarified that due to the recent introduction of the General Data Protection Regulation (GDPR) members of the public had to opt in to receive the newsletter. Due to the opt in service, the number of subscribers had dropped; however the Constabulary was currently working with the NFU to increase the number of subscribers to the newsletter

- the PCC questioned why it had taken so long to receive the annual report for rural crime, and stated that it seemed like perceptions were that police had taken their foot off the pedal in relation to rural crime. He also mentioned that at the Rural Crime Summit enforcement of rural crime was made a priority. The Assistant Chief Constable reported that there had been an increase in rural crime types including theft from farms, theft of equipment and other rural crimes. An operation had been launched named Operation Kingbird which increased police activity in rural areas and allowed resources such as Operation Moonshot cameras and vehicles to be used to assist in preventing and reducing rural crime
- the Assistant Chief Constable announced that there had been many arrests recently in relation to rural crime and mentioned the measures the Constabulary were taking in regard to the increase in rural crime. He added that the message to the public would be 'tell us' but advised that the Constabulary was also taking preventative measures to strive to reduce rural crime numbers in the first instance. The Assistant Chief Constable reported that the Constabulary was continuing to encourage members of the public to sign up to the Operation Randall newsletter to stay informed about the work Norfolk Constabulary was doing
- the PCC questioned why the public did not fully realise the work the Constabulary was undertaking. The Assistant Chief Constable advised that this could be because there tend to be tightly knit communities in rural areas, so the Constabulary needed to advertise what the Constabulary is conducting around rural crime prevention, detection and enforcement more. The PCC queried if everything that could be done was being done to improve public perceptions of how Norfolk Constabulary was dealing with rural crime. The Chief Constable outlined that operationally the Constabulary were doing everything they can to prevent rural crime from occurring. In terms of communication the Chief Constable stated there was perhaps more that could be done. He also added that Norfolk Constabulary was constantly improving the way it handled communications and specifically rural communications
- the PCC acknowledged that the Constabulary was working hard to ensure communities feel safe and mentioned that he had seen appreciation from members of the public. The Chief Constable outlined that it is part of a district commander's job to ensure that members of the public feel safe and added that he needed to go away and look at how the Constabulary could address the public perception that Norfolk Constabulary had taken their foot off the pedal in terms of rural crime. The Chief Constable stated that there had been a significant amount of impactful work that had been done and added that more work could possibly be done to improve perceptions. The PCC asked if this could be a topic that would be discussed at a future Strategic Governance Board meeting. **ACTION: For the Chief Constable to provide an update on future rural operational activity**
- the PCC mentioned the letter from the Chief Constable for the West Midlands which had recently been circulated: the letter was a public apology for the service his force was providing on occasion. The letter outlined the position of

West Midlands police and stated that due to the changing face of crime and the demands on police, they were having to deal with incidents over the phone when members of the public would like to see an officer; crimes such as antisocial behaviour, criminal damage and car thefts were waiting longer to be investigated and in some cases not being investigated at all. The PCC then asked if this was the position Norfolk Constabulary was in, to which the Chief Constable clarified was not the case. The Chief Constable outlined that Norfolk Constabulary was happy to deal with demands from other agencies and recognises that they were dealing with a reduction in budgets. The Chief Constable added that Norfolk Constabulary was investigating all crimes that afforded sufficient evidence for police investigation, and explained that Norfolk faces different challenges than West Midlands and so cannot be directly compared

8. Date of Next Meeting:

Monday 1st October 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