

- The PCC asked for updates to be provided on the following actions from the previous meeting:
 - For the PCC to be provided with an update on how Neighbourhood Watch Schemes are funded before the next meeting.
 - For the Chief Constable to arrange for a report to be provided to a future meeting, outlining what each district would be doing in respect of community engagement i.e. via SNAPs, surgeries etc.
 - For a report on the evaluation of the Positive Vouchers Scheme to be brought to the next meeting.
 - For the Constabulary to provide a report providing details of the best attended SNAPs in the county.
 - For information regarding the number of appeals upheld to be provided to the PCC outside of the meeting.

The PCC has received all this information and the actions can now be closed.

- T/ACC Sanford provided an update on Operation Bodyguard in Item 8 of the report. The operation has been piloted in Kings Lynn and West Norfolk, and is planned on being rolled out in South Norfolk. **The PCC requested for an evaluation report on the pilots in Kings Lynn and West Norfolk to be provided to the next meeting.**

4. **South Norfolk District Performance Overview**

T/Chief Inspector Alice Scott presented the report, which outlined the Constabulary's recent performance for the South Norfolk district.

Key points discussed were:

- The key concerns for each area in South Norfolk were outlined. The main concerns were speeding, anti-social behaviour (ASB), road safety, drugs and burglaries.
- It was stated that a quarterly surgery is held in each of the eight neighbourhoods, and these vary in location but are prominent in the community and advertised well in advance of the event. In addition to public engagement the event is also used as a forum to listen to views and concerns, and is attended frequently by partner agencies. Priorities are collated from the top three public concerns expressed at the surgery and are announced at a formal public meeting, which invites parish, town and district councillors, and the media to attend. Priorities are also published in the neighbourhood monthly newsletter along with outcomes for the priorities from the last quarter.
- It was mentioned that South Norfolk has an established Operational Partnership Team (OPT) based at South Norfolk District Council as well as an Early Help Hub to help tackle ASB in South Norfolk. The partnerships between Norfolk Constabulary and partner agencies enable quicker sharing of information, early intervention, prevention of duplication of service and

effective problem solving as a result of direct access to representatives from each organisation.

- It was announced that the last twelve months had seen a reduction in ASB incidents and calls to the CCR in Norfolk. A possible reason why ASB has seen a reduction is that some of the ASB offences are being recorded as different offences or being downgraded.

The relatively new Anti-Social Behaviour, Crime and Policing Act 2014 brought with it a reduction in powers available to tackle ASB from 19 down to six; however it removed some of the bureaucratic hurdles that were previously faced.

Criminal Behaviour Orders (CBO) replaced the Anti-Social Behaviour Order (ASBO) and now allows the Order to be sought in relation to any behaviour. They also impose both restrictive and positive requirements upon the offender. This is of significant benefit when dealing with those suffering from mental health issues or alcohol/drug dependency, ensuring that positive requirements such as attendance at GP and mental health appointments are monitored and that those involved receive the necessary support and medical care.

- It was highlighted that Stop Searches are a significant tool in the prevention of crime, particularly offences such as the possession of drugs, weapons and items for committing crime. Forty Stop Searches have been carried out in South Norfolk in the last three months (01/07/2017 – 30/09/2017).

Between the same time period five warrants have been executed in South Norfolk, including Animal Welfare, Firearms, Offences against the person and Misuse of drugs.

- A breakdown of arrests that have been made in South Norfolk in the period 01/04/2016 – 31/03/2017 was presented. Arrests for possession and supply of drugs – Class A, B and C were outlined with 558 drug possession and possession with intent to supply offences recorded. 124 arrests relating to weapons or knives were also recorded.
- Computer Aided Dispatch (CAD) demand between 01/10/2016 – 30/09/2017 was also outlined in the meeting. For South Norfolk 21,968 CADs (average of 60 a day) were received. 6.3% have a vulnerability marker on them and 9,610 CADs were for grade A and B only.

Police response times were also outlined in the report. There was a table showing the total number of CADs, the number that arrived outside 20 minutes, the average arrival times and the percentage that were 'in target' for both grade A and B calls.

- Recorded Crime data for South Norfolk between 01/10/2017 – 30/09/2017 were outlined in the report. A total of 5160 crimes were recorded which included:
 - 228 sexual offences including 87 rapes,

- 623 domestic-related offences, 74% of these relating to violence,
 - 1556 offences of Violence Against Person,
 - 41 assaults on police officers,
 - 133 Hate crimes and 29 non-crime Hate incidents.
- The report outlined the work the Beat Managers, Safer Neighbourhood Teams and the Engagement Officer do in South Norfolk, including frequently attending fetes, schools and other community events across the district.

It was mentioned that parish and town councils have been introduced to the availability of crime data on www.police.uk, in addition to a monthly newsletter sent to each parish council, library, local newspapers and any other individuals who have requested to receive a copy.

It is also mentioned in the report that monthly/quarterly meetings are held with the local press and Facebook and Twitter accounts dedicated to South Norfolk are contributed to by numerous officers.

- It was stated in the report that Special Constables work on the district priorities in addition to specific events, pre-planned operations and road policing events. There are currently 18 Special Constables in South Norfolk, a number of whom are currently in training, with seven new officers due to start in November 2017. 270 total hours in October alone were worked by South Norfolk Specials. In the report it also mentioned that nine young Police Cadets have also recently been inducted as the first South Norfolk Cadets.
- The report also included the number of Community Speed Watch (13) and Neighbourhood Watch (43) schemes in South Norfolk. The Engagement Officer regularly advertises the Speedwatch scheme through social media and resident groups and in response to speeding complaints.
- Roads Policing and Response information was also included in the report. In the last year 950 road traffic offences were recorded including 109 using a handheld device when driving.

The PCC asked if there was an increase in hare coursing from previous years. The Chief Constable (CC) stated that it was steady with previous year's data and the Constabulary has had successes in the past few months with seizures of vehicles and dogs linked to hare coursing. Drones had been used to assist in the arrest. The CC also added that the Constabulary was doing more to address rural crime than even before.

The PCC asked if more Specials are being recruited, to which the CC replied that more specialised specials are currently being recruited, and Special Constabulary officers have worked 1652 hours from May to October this year.

The PCC queried as to what is being done about the current crime wave of lead theft in Norfolk. The CC stated that a significant number of churches have already been alarmed and there are plans to alarm more in the near future.

The PCC asked why the number of burglaries this year has increased compared to previous years. The Chief Constable said this needs to be put into context as the figures are still low, as they equate to less than 1 burglary a day across the county. The Chief Constable also reiterated that there were 91 recorded rapes in May 2017, 31 of which historic offences.

The PCC asked how the Chief Constable could increase visible policing with the Constabulary's 2020 plan. The Chief Constable said that visible policing is much more than just having 'bobbies on the beat', it's a Facebook / Twitter presence, the volunteer workforce including around 210 specials, engaging with communities through different means, the cadet workforce and encouraging community cohesion. The Chief Constable assured the PCC that although the headcount of officers may be less than in previous years, the work is being done to be more visible and accessible.

5. **Budget Monitoring Report**

The Chief Finance Officer John Hummersone 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 the income and expenditure to the end of the year based on the position at the end of September 2017.

The key points discussed were:

- The Constabulary Operational Budget is under severe pressure; the pressure arising from operational and organisational demands.
- The Police Officer pay settlement was announced this month, which is a 1% permanent uplift to pay, plus a non-consolidated 1% payment for one year. The 1% uplift was built into the budgets in line with the government's approach to public sector pay. The 1% non-consolidated pay is over and above what has been budgeted for and will put £0.360m of additional pressures on to spending in 2017/18.

The settlement for staff pay has yet to be announced. If this also exceeds the 1% budgeted increase, an additional overspend pressure will arise.

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. Some of the areas included:

- Staff vacancy freezes
 - Overtime
 - Temporary staff arrangements
 - Travel and accommodation will be limited to essential requirements
 - External training spend will be limited to critical or essential requirements
 - Any other non-pay spending will be challenged and reviewed and limited to essential items
- It was stated in the report that any actual overspend will be met with reserves, and any 'continuing' budget pressures will be picked up in the 2018/19 budget

preparation process but further savings will be required to maintain minimum reserves

- Some of the organisational and operational demands that have contributed to the overspend are:
 - The additional 1% non-consolidated pay award for police officers.
 - Police overtime
 - Ill Health Retirements currently projected as ten cases, and Injury Pensions
 - Staff pay, due to additional costs incurred in relation to staff overtime and agency costs

The PCC asked if there was an update to the implementation of the national strategy for police apprenticeship schemes. The Chief Constable stated that the Prime Minister had publicly said that police have large enough reserves to use for extra resourcing. The Chief Constable reiterated that budgets were under severe pressure due to multiple factors, including insurance costs and extra pension contributions, so external pressures only allow for so much control of the budget.

6. **Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'**

Chief Constable Simon Bailey presented the report, which outlined the Constabulary's progress on the Strategic Policing Objectives for Priority 7 of the Police and Crime Plan.

They key points discussed were:

- In the report it was mentioned that the Norfolk 2020 review was launched on the 19th October 2017 and will lead to efficiencies through evidence based approaches. The Constabulary is committed to achieving efficiencies through shared service provision and is actively exploring opportunities.
- The Constabulary is also maximising use of new legislation to achieve better outcomes, such as the Anti-social Behaviour, Crime and Policing Act 2014. Also a HMIC Steering Group has been set up to manage areas of Improvement included in HMIC reports. A number of meetings have been held so far and all Areas for Improvement and the informal actions have been progressed.
- The report states that Norfolk Constabulary is committed to supporting the work of the 7 Force collaboration project led by DCC Julia Wortley, committed to exploring initiatives with Norfolk Fire and Rescue Service and Athena and Enterprise Resource Planning (ERP) systems continue to be integrated into current ICT structures.
- It is mentioned in the report that Norfolk Constabulary uses the Collaboration Panel to scrutinise current collaboration projects and is actively exploring future initiatives through this forum.

- Norfolk Constabulary also scrutinises force performance through a number of regular internal and external frameworks, such as the Strategic Governance Board (SGB), an internal meeting held by the PCC, and the Police Accountability Forum (PAF), a public meeting where the Chief Constable and Senior Officers and staff demonstrate performance updates in a public area. Questions can also be put to senior management by members of the public in the Q&A session that occurs on the same day as the PAF meeting.
- The Constabulary has also worked hard with the Office of the Police and Crime Commissioner for Norfolk (OPCCN) to create a more diverse and skilled Independent Advisory Group (IAG). Members of IAG are to be a part of key meeting structures, such as fast track recruitment boards and the Ethics Committee. They also have a role in operational matters such as Stop Search in addition to their oversight role in the Constabulary.

The Chief Constable also stated that demand for policing at this current time is very high with demand similar to the normal summertime demand being experienced in November. He stressed that this is not unique to Norfolk and this trend is seen nationally as a result of better crime recording as well as more crimes being committed.

The Chief Constable also stated that Norfolk is a top performing force nationally. He mentioned that Norfolk received an 'outstanding' grade for understanding how it evaluates current and likely future demand for its services and is one of the seven forces to receive an 'outstanding' grade in efficiency from the recent round of HMIC inspections.

The Chief Constable also mentioned the 2020 review and how it brings savings and efficiencies, but also has its negative sides. Extra staffing would be needed to meet demands for the future, as crime trends and crime profiles show increasing demands and different challenges.

The Chief Constable announced he is looking at every opportunity to make savings and efficiencies. Local collaboration, Joint Partnership teams, having a Joint Procurement Manager and sharing space with Norfolk Fire and Rescue service are some of the ways efficiencies are being made.

The PCC asked the Chief Constable if the 2020 review was established as a result of proposed budget cuts to police forces. The Chief Constable agreed that this was the case and over that time £30m has been saved; however there is still £10m that needs to be found.

The reduction of PCSOs will save £4m, and has been done to help aid in tackling the changing face of crime. There have been more sexual offenses and online crime than even before, which includes more complex investigations and more time spent by officers to investigate these offences. The addition of 81 full time officers and 16 staff members will help tackle this challenge.

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

The Deputy Chief Constable Nick Dean presented the report, which outlined the Constabulary's progress for Priority 6 of the Police and Crime Plan.

The key points discussed were:

- It was stated in the report that the increase in Norfolk Constabulary's Automatic Number plate Recognition (ANPR) capability and rollout in investment will increase visible policing, support rural communities, improve road safety, prevent offending and deliver a modern and innovative service. Funding from the PCC has allowed for additional assets to be obtained and scoping work has now developed new additional locations for Operation Moonshot in Norwich (named Operation Moonshot City).

It was also stated in the report that the Constabulary is committed to supporting Evidence Based Policing and the Office of the Police and Crime Commissioner for Norfolk Early Intervention Fund bids for technical solutions to assist in reducing crimes and supporting victims.

The Constabulary has introduced two drones in July 2017 and the Constabulary has four qualified pilots who have all completed relevant Civil Aviation Authority permissions. The drones have been used in a number of operations so far including missing people, firearms incidents, scoping areas to conduct search warrants and taking footage of serious incidents.

- The report stated that the Constabulary has recently concluded trialling a number of mobile technical solutions, including tablets and phones. The evaluation is underway and a detailed report concerning Body Worn Video and Mobile Devices is attached as Appendix C of the report.

The domestic abuse team within the Multi Agency Safeguarding Hub (MASH) is also conducting work to identify cyclical perpetrators so appropriate safeguarding can be provided to their new partners. The perpetrators are assisted through the existing perpetrator schemes and the Constabulary works closely with the National Probation Service. The Constabulary is also looking at ways to implement a perpetrator programme locally and are working with the Office of the Police and Crime Commissioner for Norfolk to look at funding options with Ormiston Trust.

- The report mentions that the Norfolk Public Protection Forum is committed to improving information sharing between Norfolk Constabulary and Children's Services. A Centre of Excellence event will help to address these challenges.

The report also outlines the Constabulary's use of CCTV in prevention and detection of crime. It outlines the issue of the current complexity of video formats and sheer volume that makes viewing difficult and increasingly draws on significant staff time. The 2020 team is looking into how the organisation can best use emerging technologies and skills to manage CCTV.

A report summarising the current status of the Athena Development Programme and other Athena work streams is attached as Appendix B of the report.

8. **Police and Crime Plan Theme: ‘Support Victims and Reduce Vulnerability’**

T/ACC Paul Sanford presented the report, which outlined the Constabulary’s progress on the Strategic Objectives for Priority 5 of the Police and Crime Plan.

The key points discussed were:

- The report mentions the development of a draft Victim’s Strategy, which will ensure better support for victims of crime. Work is also being done by the Office of the Police and Crime Commissioner for Norfolk and Suffolk to develop a victims’ hub.

The report states that Norfolk Constabulary is committed to restorative approaches, and works to promote restorative practices. Restorative Justice training is continuing with Norfolk County Council Children’s Homes and support is continuing for the Joint Protocol to Reduce Offending and Criminalisation of Looked After Children.

The Constabulary is working with the Office of the Police and Crime Commissioner for Norfolk to look at ways to reduce the number of times a victim is contacted to alleviate the stress on a victim having to recount their experiences. The Constabulary has also introduced the MACA (Multi Agency Contribution to Assessment) form and approach, which will promote joint working and decision making and we will then look at ways to expand the process to include adult referrals.

The Constabulary has trained officers and staff to identify those who are vulnerable at the earliest opportunity, in order to complete the necessary referrals to the most appropriate agency. The Constabulary also ensures victims get the support they require, and use intermediaries to do this.

- The report outlines the Constabulary’s support for the Safer Schools Partnership Team, which currently services 51 High Schools and reaches 47,000 young people. Dedicated Safer School Officers are trained to work with young people and deal with current risks and vulnerabilities.

Norfolk Constabulary’s Cybercrime Unit also continues to support victims to reduce vulnerability with regards to Cybercrime. The Constabulary is working with a number of key stakeholders and the full report is located in Appendix D of the report.

Norfolk Constabulary continues to work with Norfolk County Council to identify the most vulnerable through data sharing and analysis of domestic abuse data. The Constabulary works with multiple partners to help support victims of domestic abuse, such as Leeway, the Independent Domestic Violence Advocate service, the Daisy Programme, and Children’s Services for Child Sexual Exploitation.

Norfolk Constabulary is developing a response to online crime, in terms of education, engaging with young people, specialist organisations and the business community. The full report is located in Appendix D of the report.

- In May 2017 the Workplace Health, Safety and Wellbeing department launched their strategy for the next 12 months to set out objectives they aimed to achieve in order to improve the health and wellbeing of the Constabulary's officers and staff in Norfolk and Suffolk Constabularies.

There are a number of other innovative projects currently being launched through Workplace Health, Safety and Wellbeing including support for officers and staff undergoing conduct and complaint procedures, services for complex mental ill health cases, specialist role support and Wellbeing Champions.

The Constabulary, supported by the Office of the Police and Crime Commissioner, has recruited a fifth Mental Health nurse into the Mental Health Team in the Contact and Control Room. In addition to providing expert advice to front line operational teams, the nurses also support a wide range of other departments, such as the Professional Standards Department, Special Branch, the Safer Schools Partnership and Roads Policing.

- The report states that Norfolk Constabulary is developing Early Help Hubs in all districts, and is currently developing performance metrics and will aim for them to be in place in the next twelve months.

The Constabulary is also continuing to work on County Lines to reduce the supply and availability of controlled drugs within the county, and are also targeting organised crime groups who attempt to supply drugs and use vulnerable young people to distribute into communities.

- The report outlines the work the Constabulary is doing to tackle under-reported crime, including modern day slavery, stalking and hate crime. The Constabulary is actively working with partner agencies such as Bridge Plus, Norfolk Alliance Gender Organisation (NAGO), Great Yarmouth Refugee Outreach and Support (GYROS), One Voice, Windows and Orphan Relief and Development (WORD), Paladin and others to support victims, raise awareness and help tackle under-reported crimes.

The PCC questioned the Chief Constable about a call into the Constabulary to do with fraud. He stated that he is becoming an ambassador for scamming after talks with key stakeholders and asked if there was anything more the Constabulary could do for the elderly community. T/ACC Paul Sanford stated that Action Fraud receives 400 reports a month, a significant number of cases occurring from overseas, making local investigations difficult. Action Fraud sends cases they believe can be solved back to the Constabulary. Operation Bodyguard is being piloted in the Kings Lynn and West Norfolk District with the aim to identify the most vulnerable victims of fraud, provide them with advice and link in with banks to check the genuineness of large withdrawals. He mentioned that prevention is the route the Constabulary need to take and partnership working is needed with banks and phone providers to help tackle scamming and fraud.

9. **Emerging Operational / Organisational Risks**

- The Chief Constable stated that the major risks faced currently by the Constabulary have been outlined in the reports. The issue of the shrinking budget and need for increased savings and efficiencies, 2020 and the amount of at risk people currently in the Constabulary putting a strain on the HR department, although they are coping.
- The PCC queried what support the at-risk members of Constabulary are receiving. The Chief Constable stated that support networks are in place. Financial advice is being offered to all at-risk staff, assistance in job applications is also being offered. As a result of the support networks many PCSOs are applying for jobs in the Constabulary; 45 PCSOs have applied to become full time police constables, a number of PCSOs have also applied for jobs within the Early Help Hubs and the Contact and Control Room. The Chief expressed his gratitude for the professionalism and understanding that the PCSOs and staff members showed when the 2020 proposals were announced.
- The PCC queried if the removal of PCSOs would put a strain on police constables. The Chief stated that a business case is being looked at and police constables will be briefed on any change in workloads.
- The PCC asked if there would be a gap in officer numbers between the loss of PCSOs and recruitment of the officers. The Chief Constable advised that the 2020 programme was designed to minimize the impact of this transition. He advised that new recruits are coming into the Constabulary every month, including 16 new recruits the following week.
- The PCC asked if there was a risk of another Cromer incident and whether the recommendations have been implemented. The Chief Constable stated that the recommendations have been implemented and a presentation, including the updates, will occur in Spring 2018.

10. **Date of Next Meeting:**

Monday 5th February 2018 – 14:30 to 16:30 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