



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON MONDAY 1ST OCTOBER 2018 AT 2:00 P.M.
FILBY ROOM, BUILDING 1, NORFOLK CONSTABULARY, JUBILEE HOUSE,
FALCONERS CHASE, WYMONDHAM, NORFOLK, NR18 0WW**

1. Attendance:

Mr L Green Police and Crime Commissioner, OPCCN

Also in attendance:

Mr S Bailey	Chief Constable, Norfolk Constabulary
Mr P Sanford	Temporary Deputy Chief Constable, Norfolk Constabulary
Mr S Megicks	Assistant Chief Constable, Norfolk Constabulary
Mr N Davison	Temporary Assistant Chief Constable, Norfolk Constabulary
Mr J Hummersone	Chief Finance Officer, Norfolk Constabulary / OPCCN
Ms S Lister	Director – Performance and Scrutiny, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Dr G Thompson	Director – Policy and Commissioning, OPCCN
Mr M Barsby	Director – Communication and Engagement, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for Chief Executive Officer Mark Stokes from the OPCCN.

2. Declarations of Personal and/or Prejudicial Interests:

There were none received.

3. **To confirm the Minutes of the meeting held on 31st July 2018**

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

- the PCC asked for updates to be provided on the following actions from the previous meeting:
 - the PCC requested for an update to be provided for KSI figures in Norfolk. The Chief Constable advised that this would be covered under item 6 of the report for this meeting
 - the PCC requested for updates from the Strategic Planning and Monitoring Group to be reported to future Strategic Governance Board (SGB) meetings as a standing agenda item. It was agreed that this will be tabled for the next SGB meeting and will be a standing SGB agenda item moving forward
 - the PCC asked for an update on officer time saved by Operation Solve and the new telephony system in the Control Room. The Chief Constable reported that there had been a reduction of calls seen in the Control Room due to the work of Operation Solve. The Chief Constable advised that the revamp of the Constabulary website had also led to a reduction of calls seen in the Control room which has in turn increased the availability of officers on the frontline
 - the PCC queried how much officer time had been saved by the introduction of mobile devices. The Chief Constable advised that a piece of work was ongoing by the Joint Performance Analysis Department (JPAD) to evaluate technology and Stop and Search processes. They were looking at the use of devices for crime recording and what calls had been made, and the Chief Constable advised that cashable savings would be known by the end of the year
 - the PCC requested for an update on how the Constabulary was improving its communication with the public. The Chief Constable explained that Corporate Communications in the Constabulary were looking at ways to increase the Constabulary's digital footprint, such as a greater presence on YouTube. It was also mentioned that Beat Managers were almost all in place, and were working with the engagement officers to raise the role of Beat Managers to the public. The 2020 model had been launched and would show improvements over the next few months
 - the PCC requested for an update on the Constabulary's future rural activity to be provided to him. The Chief Constable said that he would provide an update later in the 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 included 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 that the Constabulary was up to its strength in terms of numbers, the new sergeant for the Norwich Moonshot city team and all neighbourhood teams were in place. The Chief Constable announced that nearly all Beat Managers were in place and the 2020 Model is beginning to take shape, with benefits beginning to be seen across the force
- the Chief Constable stated that 964 of 965 999 calls were answered over the weekend and the Constabulary were only abandoning a small percentage of total calls. The Chief Constable added that response times were higher than they were previously, which when put in context with increasing demand meant that the Constabulary was performing well, but any 101 calls coming in to the Control Room to do with vulnerability would be picked up in seconds
- the Chief Constable advised that the Constabulary was working closely in collaboration with Norfolk Fire and Rescue Service, Suffolk Constabulary and Norfolk County Council in order to maximise Norfolk Constabulary's budget. He mentioned that Norfolk Constabulary had a £9 million deficit to bridge and was interested what the government would say over the next few days in terms of police funding. The Chief Constable stated that violent crime statistics are going the wrong way and were now becoming as much of a public health problem as an enforcement problem. The Chief Constable advised that Norfolk Constabulary was doing as much preventative work around violent crime as possible but needed to accept that the Constabulary were receiving more reports and violent crime was on the increase
- the PCC asked for information around the one percent increase for police pay and who was involved in those negotiations. The Chief Constable advised that officers had a body that negotiated on their behalf in terms of pay and that the increase was factored into the Constabulary's budgets. The PCC asked if the Chief Constable endorsed the decision for an additional increase to officer pay and the Chief Constable replied saying that he thought the recommendations should be accepted, and mentioned there were other police chiefs involved in the pay levy
- the PCC questioned if the precept rose again by 5.5%, would there be more police staff dedicated to schools. The Chief stated that three additional staff had been added to Safer Schools, however the Constabulary had struggled to recruit for the remaining posts. He added that due to the threat of county lines activity, two officers originally for Safer Schools would be used to tackle county lines as a pilot. The Temporary Deputy Chief Constable added there

had been difficulty finding the right skillsets for the past and further added that two posts were working with social workers to focus on prevention of county lines offending for children at the highest risk

- the PCC stated that he visited school with special measures and children who had been expelled from other schools. He mentioned that he had talked to a clinical therapist there who said that she had not seen police officers present even though there had been people parked outside school grounds trying to recruit children for use in county lines activity. The Temporary Deputy Chief Constable outlined that the Safer Schools team would work with the most vulnerable children in these schools, and stated that there may be a greater need for resource in the evenings rather than during school hours. The PCC announced that he had a different view as the clinical therapist stressed that she called 999 and was advised that she should call 101 when reporting matters of immediate concern. The Chief Constable advised that there would be times where 999 was appropriate and some times where it would not be, and added that the police uniform was not always welcome to certain people in certain schools. **ACTION: For an update on Safer Schools and their priorities within special measure schools to be provided to a future meeting**
- the PCC queried why the time to answer 101 calls had increased and asked how the Constabulary was planning to reduce the time taken to answer 101 calls. The Chief Constable outlined that the telephony system was designed to prioritise calls that required quicker attention, but stressed that 999 calls were being answered well and this was the priority for the Constabulary. He added that the most urgent 101 calls would be prioritised meaning that less urgent calls, such as calls for gun licencing, would be at the bottom of the queue. Calls for such matters as gun licencing would be informed through automated messages of other places they could go for their query, such as on the Norfolk Constabulary website
- the PCC asked why the percentage of emergencies in target had decreased in the past 12 months from the long term average and asked if this was a national trend. The Chief Constable stated that he would like to see the number higher for Norfolk, however in comparison nationally Norfolk's figures were good and advised that if we were to compare it would be best to compare with the Most Similar Forces nationally. He added that it was difficult to compare between different forces as they all had different priorities, such as Norwich which had a night time economy that was not seen anywhere else in the Most Similar Forces. The Chief Constable also mentioned that confidence and satisfaction levels of the public were good
- the PCC queried the progress of the move of the Attleborough station as the application had been submitted over a year ago. The Chief Constable advised that it was sitting with Norfolk Fire and Rescue Service and agreed that it was a long delay. The Temporary Deputy Chief Constable added that a meeting with estates and the Fire and Rescue Manager was due to occur in the next few weeks. The PCC then queried the progress of the Reepham station to which the Chief Constable stated that he was not sure and would get back to the PCC once he knew. **ACTION: For the Chief Constable to update the**

PCC on the progress of the Reepham Police Station proposals. The PCC asked for an update on the progress of the Holt station. The Chief Constable stated that there were broader plans to join police and fire stations and the Constabulary were awaiting planning permission from the district council in Holt

- the Chief Finance Officer provided an update on the Constabulary budget. He outlined that the Constabulary budget was forecast to underspend slightly and that the Constabulary was in a better position than last year. The Chief Finance Officer also reported a significant increase in vehicle fleet insurance. This was an issue nationally and the insurers had required significant improvements in driver training and claims risk reduction. The Chief Finance Officer added that vehicle telematics were important in this regard as the information would identify inappropriate driving as well as under used vehicles. He also added that there was a small budgeted contingency for exceptional pressures as well as the general reserve for financing exceptional operation costs

5. **Police and Crime Plan Theme: ‘Support Rural Communities’**

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

The key points discussed were:

- the Temporary Assistant Chief Constable outlined the report. He stated that Superintendent Jason Broome was coordinating Community Safety and was supporting Beat Managers and officers under Operation Randall. He announced that positive actions had been occurring in these areas and was pleased with the development of the team. Work was being completed in regard to the Community Rural Advisory Group (CRAG) and was receiving information back from members of the public in rural communities. He stated that work was continuing through Operation Galileo to prosecute hare coursers, and added that there had been positive media coverage in relation to the Operation
- the Temporary Assistant Chief Constable advised that the Operation Randall newsletter had recently moved to become a monthly newsletter and in the report mentioned that there were currently around 2000 subscribers, however he also mentioned that due to the work of the diocese this number may well have increased. The Temporary Assistant Chief Constable stated that there had been a survey taken from the Rural Community Network which contains a wide range of rural issues, which could be used for local rural communities in Norfolk
- the Temporary Assistant Chief Constable updated the PCC on the Special Constabulary and the hours they had completed, including that Special Constabulary recruitment continues. The Temporary Assistant Chief

Constable stated that the Constabulary provides site surveys and advice for rural properties. The Temporary Assistant Chief Constable went on to talk about the performance measures included in the report. He stated that there were currently 193 Special Constables with a number still going through vetting processes. The Constabulary was working with the Learning and Development team to improve how the Constabulary offer recruitment, and advised that more flexible training for Special Constabulary officers was being looked into

- the Temporary Assistant Chief Constable reported that the Constabulary recruitment campaign had been launched over social media platforms and the public had demonstrated an interest. He added that the plan was for recruitment to be linked to police meetings around the county where recruitment could be advertised to an audience, and so should see a rise in recruitment once this had been implemented
- the PCC questioned what feedback had been heard from rural communities in terms of policing in rural areas. The Temporary Assistant Chief Constable stated that the response had coincided with national feedback about visibility of police in rural communities. He added that rural crime and ASB were concerns to the public, so Norfolk Constabulary had recently invited 30 gamekeepers to the Sandringham estate to listen to priorities from them in order to ensure rural community priorities were being listened to
- the PCC queried how many officers were dedicated to rural crime. The Temporary Assistant Chief Constable advised that there were officers from different areas all involved in rural enforcement and prevention. He mentioned that the Operation Randall team, Special Constables and the Community Safety team all had a role to play in rural policing. The Temporary Assistant Chief Constable added that officers were dedicated to areas that include rural areas and also mentioned that half of the Beat Managers were be dedicated to rural areas
- the PCC questioned why a reduction from 23 to six special constables dedicated to rural crime had occurred. The PCC understood that a number of these officers had chosen to become full time officers, however these spaces were not filled and their expertise was not necessarily transferred to rural policing as the officers may have had new non-rural roles. The Chief Constable stressed that it was previously misleading to say the officers were entirely dedicated to rural crime, and that the PCC needed to look at the time and energy spent by the officers. The Chief Constable outlined the increased dedication to tackling rural crime since the PCC came into office. The Chief Constable went on to say that Operation Moonshot was mainly dedicated to rural areas and were doing great work. The Chief Constable stated that there was still the issue of perception of visibility of officers; however the policing model was up to full strength and was heading in the right direction, and the Constabulary needed to get the message out about the work they are doing more efficiently
- the PCC questioned if the issue with unauthorised encampments and the national legislation around encampments was now moving to a larger political

issue. The Chief Constable stated that there was political narrative to the issue and advised that the Temporary Deputy Chief Constable was working with district councils to create permanent stopping sites for travellers. The Temporary Deputy Chief Constable stated that a number of MPs had suggested that a change in law would be helpful, however mentioned that it would be more beneficial if there were dedicated sites for the travellers to move to. He added that the local perception was that police were not doing enough to move on travellers in unauthorised areas, however if there are no sites for the travellers to move to the power the police have was minimal. The Chief Constable added that there was an issue with travellers 'yo-yoing' between unauthorised sites, which had become a political problem

- the PCC requested for figures on Special Constable recruitment. The Temporary Assistant Chief Constable stated that he could find out the specifics for the PCC and provide the information to him. The Temporary Assistant Chief Constable added that analytics found that there had been a 144% increase in hits generated for the recruitment page, it was just a question of whether that could be turned into applications or not. **ACTION: For the PCC to be provided with details of Special Constabulary recruitment.** The PCC also questioned what qualifications you would need in order to join the Special Constabulary. The Temporary Deputy Chief Constable stated that the thresholds are less than regular officers, being Level 3 qualifications, however the applicant would still be required to attend an assessment centre to qualify

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

The Assistant Chief Constable 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 wished to raise youth road safety, mentioned the #Impact scheme and the increase of speed enforcement, in particular for B roads, and stated that he was interested to see how the Constabulary was performing in these areas
- the Assistant Chief Constable outlined the report. He stated that there had been 30 fatalities in the rolling year 2017/18 which was a decrease of one third from the previous year. The Assistant Chief Constable mentioned however that the number of KSIs had gone up, along with the long term average which was a ten percent increase. He put this into context by stating that according to the Office of National Statistics there are more cars on the road than in previous years and over the last five years the number of billion miles travelled by road users had increased by half a million miles, which therefore meant that there was statistically more likely to be collisions
- the Assistant Chief Constable stated that Norfolk Constabulary were currently looking at cluster sites where collisions were likely to occur; however not all of

these cluster sites needed enforcement action, but Norfolk Constabulary look to see what preventative action and education could be used to lower the risk. The Assistant Chief Constable advised that the cluster sites were primarily where enforcement action takes place, and mentioned that in the last six months 75 traffic tickets were issued, mainly for speeding

- the PCC raised the issue that the KSIs were not based on the severity of the collision and therefore the figures could contain KSIs that are severe and KSIs that are less severe, and so asked how differentiation could be established and how the risk was assessed. The Assistant Chief Constable advised that Norfolk Constabulary was working with Norfolk County Council to assess risk in cluster sites and deciding on how money could be best spent in order to increase protection of these sites
- the PCC queried who assembled the KSI figures. The Assistant Chief Constable reported that officers determined this using the aid of the CRASH system which had criteria to define a serious injury. The Assistant Chief Constable advised that the implementation of the CRASH system had a correlation with the increase in serious injuries seen. The reason for this could be that the CRASH system would define a fractured finger as a serious injury, whereas an officer might not have defined a fractured finger as a serious injury before the CRASH system introduction
- the PCC questioned if Norfolk police were assembling the figures for KSIs in the county, whether these figures were independent of County Council figures and asked if the figures could go before the Safety Camera Partnership. The Assistant Chief Constable reported that the figures could be provided to the meetings of the Safety Camera Partnership. **ACTION: For KSI figures to be provided to the Safety Camera Partnership meetings.** The PCC queried how a decision would be made on what money should be spent on for road safety as the Constabulary and County Council would both have figures for KSIs in the county. The PCC queried about the issues of speeding on the A149 to which the Assistant Chief Constable clarified that the Constabulary would continually review these areas and provide the necessary prevention measures to ensure the safety of roads in Norfolk. The Assistant Chief Constable advised that there were aspects of the data that would allow a composite view on the best ways to spend money used for road safety
- the PCC mentioned that fatalities had reduced in numbers, but the number of serious injuries had gone up. He then stated that the numbers would change every year but asked if they would have to change enforcement based on new yearly figures. The Assistant Chief Constable advised that you have to compare figures for previous years to gain the full context of KSIs in Norfolk, and in terms of enforcement the Constabulary would constantly review any enforcement action taken to ensure that the most appropriate action was being delivered for the money spent
- the Assistant Chief Constable stated that the Constabulary needed to look at who was vulnerable in terms of road users as bikers and cyclists would be more likely to have a serious incident as they would come off of the bikes. The Assistant Chief Constable mentioned that there had been a reduction in

cyclist and passenger casualties, however young drivers (17-24), who were only 7% of total licence holders, were involved in 28% of total KSIs

- the Assistant Chief Constable stated that he did not have figures to hand but could highlight that national statistics would infer that young men would be the greatest percentage of KSIs. The Assistant Chief Constable went on to report that the Constabulary was supported by the Safety Camera Partnership where a total of eight officers were dedicated to enforcement. He added that Operation Moonshot was another way in which the Constabulary provided enforcement of the Fatal 4, and have introduced a Moonshot team in Norwich city for a pilot
- the Assistant Chief Constable announced that Norfolk was the fourth highest user of drug wipes in the country, and mentioned that the Office of the Police and Crime Commissioner for Norfolk had help fund the availability of them. He reported that it was hard to measure against previous drug offence figures as Norfolk Constabulary did not previously have drug wipes and so had to conduct a sobriety test in place of these. The PCC queried if the use of drug wipes were routine or only used if the person was suspect of an offence. The Assistant Chief Constable advised that they could conduct a drug wipe test after stopping someone for any traffic offence and did not have to be due to a suspicion of drug offences. The PCC asked if the drug wipes were expensive and the Assistant Chief Constable clarified that the tests were £20 each, but the more expensive part of the tests were the blood tests that were conducted afterwards. The PCC questioned if officers also check for previous convictions when testing for drugs and the Assistant Chief Constable reported that officers did. **ACTION: For comparison data from April to October 2018 to be provided to the next PAF covering the 'Improve Road Safety' theme**
- the PCC questioned if fingerprint kits were widely used for frontline traffic officers to identify offenders. The Assistant Chief Constable advised that there were other ways in which officers could identify the offender, for example their ID or driving licence. If they were to give a different name there were powers in place to arrest the offender. The Assistant Chief Constable advised that the Constabulary had been working with Youth Offending Teams and the Office of the Police and Crime Commissioner to educate young people on road safety. This had been completed through different means, one of which was the #Impact campaign which took students through the story of a young person who survived a road collision. It was mentioned by the Assistant Chief Constable that there were two marked sports cars, the Mitsubishi Evo and the Porsche Cayman GT4 which were used to attract the attention of and educate young people on road safety
- the PCC noted that the #Impact campaign has been having an impact in schools across the county and asked if the campaign could be used in other settings such as Christmas markets to raise awareness of the dangers of drink driving. The Assistant Chief Constable stated that the message being portrayed needed to work and needed to ensure the right resource was in place. The Assistant Chief Constable explained that the Constabulary aimed to use its budget efficiently to support preventative work conducted by the Constabulary. The Chief Constable added that there had been contribution

from the Highways Authority alongside the Office of the Police and Crime Commissioner towards #Impact. The PCC queried if there was any merit in collaboration with an extension of the campaign with the wider community to which the Assistant Chief Constable replied that there was. The Chief Constable stated that there could be further exchanges had in relation to the exploration of the extension of the Impact initiative. **ACTION: The topic of the exploration into the extension of the #Impact initiative to be returned to at a future meeting**

- the Assistant Chief Constable stated that the Constabulary worked with cyclists and motorcyclists in classrooms and out on the roads to raise awareness of road safety. The PCC reported that he had heard of a motorcyclist riding at 140 miles per hour, and mentioned that he was not prosecuted. The Chief Constable assured the PCC that this was misreported and the Constabulary had received inappropriate criticism in relation to this. The Assistant Chief Constable added that the Constabulary had invested in the Close Pass initiative with cyclists on roads and would continue to deliver this scheme, and would update the PCC on its progress. **ACTION: Constabulary to provide an update on progress of the Close Pass scheme to the PCC**

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 the threat of County Lines in the county continued alongside an increase in violent crime. The PCC asked if this was resource intensive for the Constabulary, and the Chief Constable replied stating that Norfolk Constabulary was doing its best with the resources it had. The PCC queried how many reports of violent crimes the Constabulary received which the Chief Constable clarified were at times more than 55 reports a day. The PCC questioned what the Chief Constable could do to tackle violent crime and the Chief Constable reported that there was a lot of work that needed to be done in this area and noted that further discussions could be had with the PCC on this topic. **ACTION: Chief Constable to discuss tackling violent crime with the PCC at a future date**
- the Chief Constable outlined that the Constabulary still needed to address the issue of perceived lack of visibility in Norfolk Communities
- the Chief Constable stated that the budget deficit faced by the Constabulary continues to be an issue to note. He added that pension funding could make the deficit harder to bridge and so the Constabulary would need to tailor its services according to budget pressures

8. **Date of Next Meeting:**

Monday 19th November 2018 – 13:00 to 15:00 in the Filby room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.



.....
Lorne Green
Police and Crime Commissioner



.....
Simon Bailey
Chief Constable