



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON MONDAY 19TH NOVEMBER 2018 AT 1:00 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 N Davison	Temporary Assistant Chief Constable, Norfolk Constabulary
Ms K Elliott	Detective Superintendent, Norfolk Constabulary
Mr J Hummersone	Chief Finance Officer, Norfolk Constabulary / OPCCN
Dr G Thompson	Director – Policy and Commissioning, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for Chief Executive Officer Mark Stokes, Ms Sharon Lister and Mr Martin Barsby from the OPCCN, Deputy Chief Constable Paul Sanford and Assistant Chief Constable Simon Megicks from Norfolk Constabulary.

2. Declarations of Personal and/or Prejudicial Interests:

There were none received.

3. To confirm the Minutes of the meeting held on 1st October 2018

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

- the PCC requested for an update on Safer Schools and their priorities within special measure schools to be provided to a future meeting. The Chief Constable advised that this action was ongoing and would provide an update in due course

- the Chief Constable to update the PCC on progress of the Reepham Police Station proposals. The Chief Constable clarified that the work in relation to the Reepham station was ongoing. The Chief Constable added that there was comprehensive work being done by the Head of Estates in the Constabulary and the Chief Constable stated that he was due to meet with the Chief Fire Officer to discuss the Reepham station proposals
- the PCC to be updated by the Chief Constable with details of Special Constabulary recruitment. The Chief Constable advised that work was ongoing; there had been a successful campaign conducted in Great Yarmouth that produced a greater interest in joining the Special Constabulary and had consequently led to an induction of an additional 14 new Special Constables. He added that a new strategy for Special Constabulary recruitment would be rolled out for all districts in the county. The PCC requested for a breakdown of Special Constabulary recruitment demographics and the Chief Constable stated that this could be provided to the PCC
- the PCC requested for KSI figures to be provided to the Safety Camera Partnership meetings. The Chief Constable advised that this was occurring and added that income generated from speed awareness courses would be fed back into combatting primary causes for road traffic collisions. The Chief Constable reported that there was a different model that would be provided to the next Safety Camera Partnership meeting. The PCC questioned if the Chief Constable was looking into increased prices for speed awareness courses, as the PCC for Devon and Cornwall was currently doing this. The Chief Constable stated that increasing prices of the courses were being driven centrally, however the PCC would decide locally if this was something they would like to pursue. Safety Camera vans were deployed based on the profile of KSIs in the county and deployment would depend on various different factors including data gathered from Community Speed Watch volunteers
- comparison data from April to October 2018 to be provided to the next Police Accountability Forum (PAF) which covers the 'Improve Road Safety' theme. The Chief Constable advised that this would be the PAF being held in January and so the action would carry forward
- the topic of the exploration into the extension of the #Impact initiative to be returned to at a future meeting. The Chief Constable stated that there was further work that needed to be done in regards to the initiative and updates could be provided at a future meeting
- the action for the Constabulary to provide an update on progress of the Close Pass scheme to the PCC had been completed
- the Chief Constable was to discuss tackling violent crime with the PCC. The Chief Constable outlined that there had been significant increases in violent crime and the PCC questioned if this trend was seen

nationally and asked if this could be looked at in terms of Norfolk specifically. The Chief Constable stated that he needed to look at the data and how the Constabulary compares to other forces, including Norfolk's Most Similar Forces. He added that most of the violent crimes recorded were low level violent crimes that do not result in injury, and added that there had been an increase in the confidence of victims. The PCC queried if domestic violence crimes were of prevalence under the violent crime category. The Chief Constable clarified that domestic abuse incidents could be with or without injury and there had been an increase in the number of domestic abuse incidents. The PCC asked if knife crime was more frequent in the criminal community, to which the Chief Constable stated that this was the case as offenders were more likely to reoffend. The Chief Constable stated that there had been a report created on serious and violent crime based on research conducted by the Constabulary, and stated that this could be shared with the PCC. **ACTION for the Chief Constable to provide a report on serious and violent crime to the PCC**

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 reported on the progress of Norfolk 2020 and gave an overview of progress achieved. He outlined that the 2020 policing model was fully established, with Norfolk Constabulary being able to meet the policing demands of the county. The Chief Constable added that over 100 officers had been recruited during Norfolk 2020 which had put a strain on the Learning and Development department. It was stated that Operation Solve was continuing to deal with low level crimes which had reduced the demand on frontline officers. Norfolk Constabulary had advertised for scene seals to work on a zero hour contract and were currently interviewing potential officers for this post
- the Chief Constable reported that members of the public had frequently mentioned that Norfolk Constabulary was performing well, however there were not enough officers. He explained that Norfolk Constabulary have saved over £30 million and was doing the best it could with the resources it had at its disposal. Operation Moonshot had been established as a resource to reduce the threat of County Lines in Norfolk as a pilot and was due to go live in the next few weeks. The Chief Constable reported that Operation Moonshot city had achieved 160 arrests and would deliver significant benefits to help tackle County Lines

- the Chief Constable reported that there had been an increase in calls into control rooms nationally, and even though this was occurring, Norfolk Constabulary was continuing to uphold a high pick up rate of 999 calls. The Constabulary was also continuing to perform well in terms of 101 call handling as they continued to pick up calls quickly and were able to triage and manage calls accordingly. The Chief Constable stated that there had been a Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) hot debrief in which HMICFRS were happy with feedback from Norfolk Constabulary. It was reported that there was ongoing work with 2020, a review of the control room and development ongoing with the Early Help Hubs which will be able to show investment to save
- the Chief Constable stated that he had met with the Chief Constable of Suffolk Constabulary to talk about the pension deficit and appropriate plans that could be implemented. He mentioned that time was needed to plan to find savings and stated that the quality of service Norfolk was providing was good and was outperforming its Most Similar Forces
- the Chief Constable announced that detection rates nationally were seen to be down, however Norfolk was top three in the country in terms of detection rates and was performing well against the funding backdrop. There was also an emergence of the threat of online crime, the demand of which was being picked up by the criminal investigations department, which was also improving investigations into sexual abuse crimes
- the PCC queried why a parish in Norfolk had hired a security officer when the Constabulary had made a commitment towards community policing. The Chief Constable clarified that this was based on perceptions of the community rather than data, as anti-social behaviour (ASB) statistics were very low. The Chief Constable stated that there were challenges surrounding perceptions as public regularly say that police officers were not seen enough, however through the Threat, Harm, Risk, Investigation, Opportunities and Vulnerability (THRIVE) assessment the Constabulary could allocate resources based on demand in the county. The Chief Constable added that there had been an investment from the Constabulary in early help in order to stop people from entering the criminal justice system. Proactive work was being completed including delivering presentations to schools in Norfolk on the dangers of knife crime and County Lines
- the Chief Constable stated that preventative work was allocated on current funding and if funding changed then the amount of prevention work the Constabulary would be able to do would be affected. The PCC reported that the Office of the Police and Crime Commissioner was successful in securing funding for tackling youth violence linked to County Lines offending and added that he attended the Connect agency which addressed vulnerable people in domestic violence situations and aimed to prevent reoffending. The Chief Constable stated that Norfolk Constabulary was in a good place and even though the Constabulary experienced a busy summer, it was still experiencing positive indicators in relation to detection rates and call handling

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

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

The key points discussed were as follows:

- the Temporary Assistant Chief Constable (T/ACC) reported that the Constabulary had been linking in with the Child Criminal Exploitation team in the County Council to tackle the impact of County Lines. The T/ACC stated that the team were looking to gain an additional two constables and would be interviewing shortly for the positions. The Child Criminal Exploitation team’s main objectives are diversion, enforcement and awareness. It was announced the team would run for a twelve month period as a pilot, which would end in May 2019, and during this time an evaluation would take place to understand what dedicated resource was needed
- the PCC queried if there was an issue of county councils not providing care for young people aged between 16-18 years old. The T/ACC reported that there were recovery plans in place for Children’s Services and that questions around this subject would be best directed to them. The T/ACC stated that accommodation was clearly a factor in safety of younger people and can prevent challenges. There were occasions where the Constabulary would have to attend and assist Children’s Services, such as when a child would become violent, or if there was a missing person reported to the police
- the PCC stated that he had met with a head teacher at a Special Schools Pupil Referral Unit and reported that she had raised concerns regarding cars parked outside a school and suspected these cars were linked to County Lines offending. She had called police on 999 and call handlers had advised her that 101 was the number she should be calling, and the PCC asked if there were issues similar to this one county wide. The T/ACC advised that he was not aware of the specifics countywide, however he could provide an update to the PCC with how the Constabulary was currently performing in Norfolk in regards to the threat of County Lines, and in particular with the Special Schools Referral Units at a future date. The T/ACC also mentioned that it would be good practice for district commanders to build relationships with these units and the head teachers for information regarding County Lines. **ACTION for the PCC to be updated on current Constabulary performance in regards to County Lines offending and in specific regard to Special Schools Pupil Referral Units in the county**
- the PCC questioned if there were cases where victims were not supporting prosecution. The Chief Constable reported that victims had more confidence than ever before and this was creating an increase in court cases, but there were many plausible explanations for the uplift in prosecutions not being supported. The Chief Constable gave the example that there had been many

recent high profile cases of historic abuse that had received a lot of media attention, which had then in turn allowed victims to have greater confidence in reporting. He also reported that crime data integrity had been improved and advised that the statistics of how many cases were reported by a third party and how many people disengage on first contact with police. The Chief Constable stated that more research was needed to better understand the reasons for non-support of prosecutions, but evidence would suggest that waiting times for prosecution and victims wanting to move on with their lives were major factors affecting this

- the PCC reported that outcome rates were better in Norfolk than in other Constabularies across the country. The Chief Constable agreed but stated that Norfolk Constabulary still needed to give victims the best service it could. He reported that conversations with the MASH and the Police Chiefs Council were taking place in relation to this topic and stated that even though Norfolk was one of the higher performing forces, more work needed to be done. The PCC raised the issue of members of the public having the perception that they would not report crimes as the Constabulary would not respond or would respond too late. The Chief Constable explained that academic research would not support this claim. He added that the Constabulary nearly always get things right, but did not every time, and added that Norfolk Constabulary did the best it could; however, there were external factors that occur outside of the Constabulary's control that could affect response times

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

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

The key points discussed were:

- the Chief Constable reported that there was a huge scale of change for the ICT programme in the Constabulary. ERP, forensic capability, shared services, records management, mobiles for frontline officers, Body Worn Video and the smart Storm system were all areas under the ICT programme. The Chief Constable explained that there had been a large investment in virtual courts which would allow for efficiencies to be made, and an investment in Office 365 which would come at a cost to the Constabulary. The PCC queried if all the projects under the ICT programme were budgeted for the Medium Term Financial plan. The Chief Constable stated that they were and mentioned that drones in particular were an example of good investment and would only grow in size. The PCC questioned if this was budgeted for, to which the Chief Constable agreed that it was, but stated that it was only a small amount of money in relation to other programmes such as ERP and Body Worn Video
- the PCC queried if the increased investment in drones would reduce the need for NPAS services that the Constabulary was receiving. The Chief Constable advised that there were limitations to drones such as flight times and not being able to fly in certain weather. The PCC queried if the change from enAct

to Apex systems would affect Constabulary performance. It was assured that performance would not be affected by the transition in systems

- the PCC questioned if the Constabulary had received new Tasers and whether the Constabulary would have to replace old Tasers and provide training for officers. The Chief Constable clarified that the new Tasers had been received, training was being provided and response teams were to be equipped with the new Tasers. The PCC asked if mobile fingerprint devices were widely used for frontline officers and were being invested in. The Chief Constable stated that they were currently used on one system that will soon be replaced by a newer one so the Constabulary was not currently investing in the system. The PCC queried the changing shift patterns in the Norfolk Police Investigation Centres (PICs). The Chief Constable stated that the shift patterns had changed to align Custody Sergeants' and PIC staff shift patterns. The PCC asked what morale of the staff was like in the PICs to which the Chief Constable updated that morale was good in some and could be improved in others. The Chief Constable mentioned that this was being worked on through the alignment of shift patterns and reviewing of officer posts. **ACTION for the PCC to receive an update on custody staff welfare in PICs across Norfolk**

7. Professional Standards Department Complaints Update

Detective Superintendent Katie Elliott presented the report, which outlined the current progress of the Constabulary's Professional Standards Department in regards to complaints, misconduct and Professional Standards information.

The key points discussed were:

- Detective Superintendent (D/Supt) Elliott reported that there had been a decrease in complaints into the Professional Standards Department (PSD) this financial year, and added that allegations had remained consistent despite this. D/Supt Elliott explained that there was not a strict pattern of complaints year-on-year and nationally these change and fluctuate, and added that Norfolk followed this trend. She reported that the primary category of complaints was neglect of duty, which was a wide ranging category, and could include areas such as the extent to which a crime was investigated. D/Supt Elliott stated that analysis of this category was ongoing in order to reduce this complaint type and announced that this would be able to be provided to the PCC in the next reporting period. **ACTION for analysis of the neglect of duty complaint type and reduction strategy to be provided to the PCC**
- D/Supt Elliott outlined legislation around complaints recording, Independent Office for Police Conduct (IOPC) guidance, and stated that there were processes the Professional Standards Department and the Constabulary had to follow when recording complaints and deciding whether they should be recorded or not. She reported that Norfolk Constabulary receives quarterly scrutiny from the IOPC on the way it handled complaints and explained that this led Norfolk Constabulary to have very effective service recovery, which

could be a reason contributing to the lower level of local resolutions for Norfolk shown in the data when compared to national statistics

- D/Supt Elliott gave more detail around service recovery. She explained that service recovery could occur from low level complaints being referred to PSD around areas such as an officer not getting to an appointment on time. For example the Constabulary could contact the complainant to explain that a road was blocked and if this was an adequate explanation for the complainant this would count as service recovery. D/Supt Elliott added that if the complainant was still dissatisfied with the Constabulary's response they could formally complain and this would be addressed by the Constabulary
- the PCC queried if PSD was prepared for the upcoming legislative changes around complaints and asked if liaison was occurring with the Office of the Police and Crime Commissioner for Norfolk (OPCCN). D/Supt Elliott stated that PSD was ready for the changes, had been liaising with the OPCCN and was ready to train the OPCCs in Norfolk and Suffolk when the legislation came into effect
- D/Supt Elliott announced that a complaints reduction group had been established and included staff from departments across the Constabulary to which the PCC queried if the Independent Advisory Group could be involved. D/Supt Elliott advised that the complaints reduction group was due to meet shortly and the first meeting would determine which attendees would need to attend, but added that staff from the OPCCs in Norfolk and Suffolk were welcome to attend. D/Supt Elliott reported that the aim of the group would be to focus on learning and improvement found from complaint handling and mistakes that may be made when handling complaints. The PCC questioned how learning would be disseminated to the rest of the Constabulary. D/Supt Elliott advised that learning would be disseminated through one to one meetings with heads of department, who would feedback to managers who would share with officers on the frontline. She added that there was a PSD document called the 'Learning Times' which was disseminated throughout the Constabulary. The PCC requested to see a copy of this document. **ACTION for the PCC to be sent a copy of the Learning Times PSD document**

8. Emerging Operational / Organisational Risks

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


- the Chief Constable reported that financial pressures continued to be a factor experienced by the Constabulary and stated that he hoped the Home Office would be able to raise the precept cap, however Norfolk Constabulary would have to bear whatever the decision would be. The Chief Constable added that the message heard from members of the public was that more officers were needed, but officers were doing a good job despite this. The PCC stated that there would be an expectation that forces would continue to look at all possible efficiencies that could be made. The Chief Constable advised that efficiencies would be taken as far as they could, mentioned that the

collaboration with Suffolk was one of the most advanced in the country and stated that Chief Constables were continuing to ensure efficiencies were being found

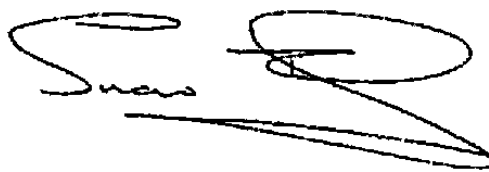
- the PCC asked about specialist resources and queried if any efficiencies could be made in this area. The Chief Constable reported that the bulk of specialist capabilities are regional at this moment in time and included areas such as procurement and estates. He stated that cost pressures continue to be a factor, however the Constabulary was performing well against a backdrop of increased call demands and an increase in resource intensive investigations
- the Chief Constable stated that the scale of change needed to be delivered by the Constabulary was also an area of concern. He added that the Constabulary was stretched in terms of resources and so some projects had to be postponed if the Constabulary did not have the capacity to deliver them. The PCC queried if the Constabulary was a last resort service and questioned if they could bill other services when they assist due to unavailability. The Chief Constable stated that the Constabulary would not bill other services in this regard and advised that all services experience budget pressures so the Constabulary would assist if someone was in need. He added that police would not pick and choose what to respond to and would assist anyone who needs the police

9. **Date of Next Meeting:**

Thursday 31st January 2019 – 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