



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON THURSDAY 31ST JANUARY 2019 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 N Davison	Temporary Assistant Chief Constable, Norfolk Constabulary
Mr J Hummersone	Chief Finance Officer, Norfolk Constabulary/OPCCN
Mr P Jasper	Assistant Chief Officer – Director of Finance & Support Services, Norfolk Constabulary
Mr M Stokes	Chief Executive, OPCCN
Ms S Lister	Director of Performance & Scrutiny, OPCCN
Mr M Barsby	Director of Communication & Engagement, OPCCN
Mr J Stone	Performance & Scrutiny Manager, OPCCN
Mr J Mann	Performance & Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for Temporary Deputy Chief Constable Paul Sanford - Norfolk Constabulary, Assistant Chief Constable Simon Megicks – Norfolk Constabulary and Director of Policy and Commissioning Gavin Thompson – OPCCN.

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 Chief Constable to provide a report on serious and violent crime to the PCC.'* The Chief Constable advised that the report was being prepared and will be sent to the PCC when completed
- *'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 Chief Constable advised that a full update would be provided under the agenda item that included the Police and Crime Plan theme 'Prevent Offending'
- *'the PCC to receive an update on custody staff welfare in Police Investigation Centres (PICs) across Norfolk.'* The Chief Constable stated that custody reviews were progressing and the Constabulary was working through results of the wellbeing survey. He updated the PCC stating that a consultation for the new shift patterns had occurred, many PICs were operating on the new times, and this was progressing.
- *'analysis of the neglect of duty complaint type and reduction strategy to be provided to the PCC.'* **ACTION: Constabulary to follow up this action.**
- *'the PCC to be sent a copy of the Learning Times PS document.'* The Chief Constable confirmed that documents had been sent to the OPCCN and had been circulated to colleagues.

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 7 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 as follows:

- the Chief Constable stated that the Constabulary budget was on track and is likely to have a small overspend by the end of the year. He advised that this year had been challenging, more officers have been recruited to the organisation than in recent history and the Constabulary was up to 80% strength for the County Policing Command. The Chief added that Norfolk Constabulary was meeting training demands; even though there had been pinch points, the Constabulary were delivering a good service

- the Chief Constable advised that 14 dedicated sergeants were established and Beat Managers were in place under the established local policing model. The Chief explained that Operation Moonshot was continuing, Operation Moonshot City was delivering in Norwich with 48 shifts completed, over 100 arrests achieved and over 100 vehicles seized, and explained that burglaries were at a low across the county. The Chief added that it was coming up to the one year anniversary for the policing model and stated that we could now appreciate that Norfolk Constabulary was becoming fully established. The Chief stated that he was happy with the way the community policing model had been inputted and a review would be done to assess progress in due course
- the Chief Constable explained that Operation Solve was performing well and was relieving pressure for frontline officers. The Chief also reported that call handling stats were good and the Constabulary had improved how it answers 999 calls. The PCC stated that he thought the increase of police officer numbers was great and asked about Taser training for Beat Managers. The Chief reported that more officers have been Taser trained, and plans had been developed by officers for the next two years. The Chief added that based on threat assessments there needs to be an understanding of necessity and reported that some Beat Managers carry Tasers and not all of them need one or want to carry one. The PCC queried if a Beat Manager wanted to carry one if they would be able to, to which the Chief clarified that he would need to look at how many Tasers were requested by officers, and look at the associated costs for training that number of officers. **ACTION for the Chief Constable to report back on the assessment of risks for Beat Managers and accessing training for Taser use.** He stated that Beat Managers would rarely be called to Grade A situations; other officers would not be far away, and so we would also need to have that in mind when looking at the need for Beat Managers to carry Tasers. The PCC questioned if there was data for response officers recording injuries from Grade A calls to which the Chief advised that an assessment of this was ongoing and information could be provided to the PCC at a future meeting. **ACTION: for the Chief Constable to provide the PCC with injury figures for officers responding to Grade A calls at a future meeting**
- the PCC asked what type of mobile phones Beat Managers carried. The Chief Constable advised the PCC that they would carry Nokia phones, but would also carry tablets. The PCC queried where the officers would carry the tablets to which the Temporary Assistant Chief Constable (T/ACC) explained that there was a pocket on the inside of their jackets where they could store the tablet. The Chief added that they could be stored on police pedal cycles, but would have to review how tablets were stored and carried. The Chief reported that tablets had better utility than Nokia phones, but these phones could be used for contact by members of the public, but budgets would need to be looked into to determine how officers were equipped. The PCC queried if an officer wanted to raise a concern, could they raise it with chief officers, and the Chief Constable confirmed that officers know they can raise any concerns they had with chief officers

- the PCC questioned if Engagement Officers had a need for tablets. The Chief reported that they currently had laptops; however he could look at current processes and review if it was working. He stated that there had been no issues raised in terms of this, but would address any concerns if they arose. The PCC queried if witness statements could be taken on tablets, to which the Chief Constable advised that they could, and added that he could provide the PCC with a list of apps present on the tablets issued to officers.
- the PCC questioned if domestic abuse was the single largest current crime type and if this could be recorded on tablets. The Chief Constable advised that the Domestic Abuse Stalking and Harassment (DASH) app is being rolled out soon and was being prioritised in development. The Temporary Assistant Chief Constable added that provisions were being piloted for DASH and once this had been looked into a new, more streamlined version of the app would be available. It was also stated that DASH was a good risk assessment of domestic abuse, and acknowledged it was a timely process to complete the forms
- the PCC stated that the answering of 101 and 999 calls was still a recurring theme and requested an update on current Constabulary performance. The Chief Constable reported that the number of calls received by the Constabulary had increased over the past year. The Constabulary was performing well in regards to answering 999 calls and stated that BT was not flagging concerns with the answering of 999 calls. Norfolk Constabulary had seen slightly slower response times; however, it was still performing well and within targets. The Chief reported that by March the Control Room will be slightly over establishment in terms of numbers, but advised that we needed to try to address calls that were coming into the Control Room that were not policing related as police forces have become the 'service of last resort' and are available at all times of the day. Engagement with partners was occurring; however, there was no quick fix for this and, due to austerity and lower budgets, organisations were experiencing similar problems across the country
- the Chief Constable stated that the Constabulary had good relationships with partner agencies such as children's services, early help hubs, social care, mental health services and the ambulance service. The PCC questioned if the Constabulary needed more officers, to which the Chief Constable stated that there needed to be a whole system wide approach to emergency services and added that police forces needed to focus on high impact crimes such as child sexual abuse. The PCC asked if the Chief had looked at any good practice of other forces, to which the Chief Constable advised that there were good processes in place to manage risk, the Control Room was performing well and added that Norfolk Constabulary was the only force not to be flagged for performance of 999 call answering. The PCC questioned if there still was pressure on answering 101 calls in the Control Room. The Chief explained that he needed to look at demand and priorities in terms of call handling. He added that the new telephony system was performing well. He was increasing numbers in the control room to meet call demands but emphasised that answering 999 calls would be the priority. The Chief added that 2020 plans were in place to ensure the right performance data was gathered from the

Control Room and this would lead to increased performance of 101 call handling

- the Chief Constable reported that Operation Solve was performing well and had a number of retired officers and officers on recuperative and restricted duties. The Chief stated that this year was tough due to increasing rates of crime, and had identified another £2.2m in savings over this year. The Chief explained that Norfolk Constabulary was continuing to provide a good service and stated that this was reflected in survey statistics such as 'percentage of members of the public who think police are doing a good job' in which the Constabulary was ranked 8th nationally
- the Chief Constable expected his delegated budget to overspend at the end of the year. The PCC asked whether the Constabulary could deliver the service on budget. The Chief Finance Officer advised that the projected outturn was based on forecasts and explained that a lot of factors could change the final figure. He also stated that if the budget could be delivered to within half a percent of budget, that would be exceptional performance. The Chief Constable added that Norfolk Constabulary continued to be efficient and effective, but stated that to continue to meet demands and maintain the current level of service a larger budget would be needed.
- the Chief Constable outlined that there were no surprises coming from the estates report in the papers. He added that strategic plans were in place and renewal of old stations was occurring. The PCC questioned how sustainable the current levels of reserves were. The Chief Finance Officer reported that reserves were essential to the financial management of a large budget and explained that the Medium Term Financial Plan has predicted that Norfolk Constabulary would be at minimum reserve levels by the end of 2021. The Chief Finance Officer stated that the General Reserve could be used for high profile operational incidents and other emergency situations. The Chief Constable outlined that Norfolk Constabulary's current financial position was good, the 2020 model was being embedded and against the changing face of crime, the Constabulary was performing well

5. **Police and Crime Plan Theme: 'Prevent Offending'**

The Temporary Assistant Chief Constable presented the report, which outlined Norfolk Constabulary's progress against Priority 4 of the Police and Crime Plan.

The key points discussed were as follows:

- the Temporary Assistant Chief Constable (T/ACC) stated that since Operation Gravity had been established two years ago it had achieved 904 arrests and reduced the number of County Lines running into Norfolk from 58 to 28. The T/ACC explained that there was still the threat of the 28 lines; however, the levels of violence seen now were much less than when Operation Gravity was first established. The PCC questioned how the County Lines were shut down,

to which the T/ACC clarified that the Constabulary would disrupt the line, which would either force them to move away or reduce the levels of criminal activity considerably. The T/ACC added that Operation Gravity did not just aim to reduce criminal activity, but also protect people who have been cuckooed

- the PCC queried if violent crime levels were up. The T/ACC reported that it was; however, in terms of County Lines there was a more controlled level of violent crime. He added that common assault had to be recorded which could be very low level, but could also range to more serious offences and stated that Norfolk Constabulary was working hard to ensure the Constabulary was complying with the national crime recording standards. The PCC asked if Norfolk had a more violent community today than in previous years. The T/ACC advised that looking at 30 year cycles helped give a holistic view of violent crime as levels fluctuate over a long period of time. The Chief Constable added that there was so many variables to consider when looking at violent crime levels, including levels of sexual crimes increasing, crime recording national standards, and victim confidence levels increasing
- the PCC queried if there had been more assaults on emergency workers. The Chief Constable stated that this was the case, but crime recording statistics had a role to play in the increase. He outlined that 36 forces had seen an increase in this area, with Norfolk rising but less than the national average. The PCC stated that the Constabulary needed an understanding of what had caused increased levels of violence so they could build resilience. The T/ACC advised that in terms of County Lines there was a policy in place to aim to divert people away from the Criminal Justice System, especially in terms of younger people. The PCC queried if special attention was being paid to Pupil Referral Units. The T/ACC stated that the Constabulary did not have a dedicated presence in these schools but Beat Managers would form relationships with staff in the schools, alongside district commanders and the Child Exploitation Team. The PCC asked if the T/ACC had met with senior managers of these schools, to which he replied that he had not and it was an action for him to do so. **ACTION: For the Temporary Assistant Chief Constable to meet with senior managers in the Pupil Referral Units and report back to the PCC**
- the PCC stated that the Constabulary needed to keep the county safe. The T/ACC advised that Norfolk had good performance in reducing first time entrants to the Criminal Justice System and mentioned that Norfolk was creating youth panels to ensure there was a further reduction to criminalisation of children. The T/ACC added that the Constabulary works with the Integrated Offender Management Scheme which covers the seven pathways out of offending

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

The Chief Constable presented the report, which outlined the Constabulary's progress against Priority 1 of the Police and Crime Plan.

The key areas discussed were as follows:

- the Temporary Assistant Chief Constable (T/ACC) outlined the report and explained that the new neighbourhood policing structure had been launched which included 14 new sergeants to assist with increasing the visibility of Norfolk Constabulary. He reported that Beat Managers had been recruited and were slightly over-established for the full time equivalent, three of the five visible policing teams had been recruited and there were plans to complete the recruitment training programme. The T/ACC reported that the work of the Operation Moonshot City team had been phenomenal and plans for Moonshot East were in place and were on target to be up and running by May 2019
- the Chief Constable stated that members of the public wanted to see uniformed officers on the beat, but outlined that this was not necessarily the most efficient use of police time as the current policing environment was different than 10-15 years ago. He reported that more digital products had been created than ever before, more uniformed officers had been recruited than in recent years, and that more officers today needed to do desk work than in previous years. The PCC queried if there were fewer officers in schools than previous years, to which the Chief Constable explained that there had been an increase in tier one schools from 10 to 14, but had a presence in 42 schools across Norfolk. He added that Beat Managers in the local area would establish relationships with the staff in those schools, stated that Norfolk Constabulary had better coverage in schools across Norfolk and the T/ACC added that the Constabulary had delivered knife crime education packages and will deliver a County Lines education package for students
- the T/ACC stated that the introduction of Operation Solve had taken pressure off frontline officers and given a place for officers on recuperative and restrictive duties to work from. The PCC stated that engagement with the public was essential and officers seen in public places were good for the Constabulary. The Chief Constable agreed but advised that on social media officers were criticised for eating at fast food restaurants on their breaks; however a lot of positive feedback occurs from Engagement Officers, and the fact 32% of calls coming into the Control Room were resolved in the Control Room means that Norfolk Constabulary was more able to have a visible presence. The T/ACC reported that Special Constabulary members were lower than in previous years; however, district commanders have been directed to look at recruitment locally and develop recruitment campaigns, with some good work already occurring in Great Yarmouth
- the PCC queried how officer training packages were delivered. The T/ACC advised that training packages could be delivered locally and once Special Constables have warrants they could be used anywhere. The PCC questioned if farmers who became Special Constables could exercise their warrants on their own land, and asked if a training package could be tailored to be rural crime focused. The Chief Constable explained that the College of Policing would say there were basics that must be learned but rural officers could be deployed locally, and added that a new model for training had led to an increase of 16 Special Constables in Great Yarmouth. The PCC queried if

the Chief Constable had looked at the Fire Service for the way they recruit retained firefighters. The Chief Constable stated that retained firefighters were paid and therefore not directly comparable to Special Constables

7. Hate Crime Recommendations Update

Temporary Assistant Chief Constable Nick Davison presented the report, which gave Norfolk Constabulary's response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report on hate crime.

The key points discussed were as follows:

- the Temporary Assistant Chief Constable (T/ACC) stated that the HMICFRS report highlighted areas of good and poor performance and discussed key themes relating to hate crime. The PCC queried if Norfolk had any poor performance, in relation to hate crime, mentioned in the report. The T/ACC advised that there was no specific mention of Norfolk in the report and added that there had been good examples in dealing with hate crime and some poor practice in terms of response outlined in the report. The T/ACC advised that Norfolk Constabulary had looked at the recommendations outlined in the hate crime report, and was looking at what areas of the service could be improved through an action plan
- the T/ACC reported that it was useful to have sight of this report as it would lead to recommendations being incorporated into Constabulary meetings and processes. He mentioned that Norfolk also benchmarks well against the report and the issues raised in it. The T/ACC added that Norfolk Constabulary provided training around hate crime awareness and discussed hate crime in officers' daily processes. It was stated that any potential issues that were raised in daily tactical meetings could be addressed and actions could be taken in relation to any concerns shown. Force Analysts also produce regular reports to monitor hate crime and highlight emerging issues
- the T/ACC reported that there had been a number of recommendations in the HMICFRS hate crime report that requested forces to enable systems to be able to flag hate crimes, and stated that Norfolk Constabulary was already able to do this with the Storm and Athena systems. The T/ACC mentioned that processes were already in place in Norfolk Constabulary's Control Room for call handlers to ask specific questions in order to gain more information as to the nature of the hate crime experienced by victims. The T/ACC also announced that Norfolk Constabulary was working nationally with the College of Policing to deliver the best service possible for victims of hate crime
- the PCC questioned if there had been a spike in recorded hate crime around the date of the referendum, to which the T/ACC stated that he would find out and report back to the PCC. **ACTION: For T/ACC Nick Davison to find out if hate crime levels rose around the referendum date and report back to the PCC.** The Chief Constable stated that Norfolk Constabulary would

continue to monitor decisions in relation to Brexit to ensure Norfolk police was informed as to the current situation nationally

- the PCC queried if people expressing different political views in a public setting would amount to hate crime. The T/ACC clarified that this would be looked into as public order rather than hate crime in the first instance unless someone believed they were a victim of hate crime. He added that there were policies for responding to hate crime and there had been social media campaigns focused on forging relationships with communities in Norfolk. The T/ACC reported that the Safer Schools team could work in schools to raise greater awareness of hate crime for younger people

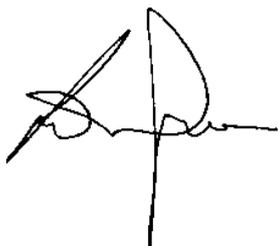
8. **Emerging Operational / Organisational Risks**

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

- the PCC asked the Chief Constable for an update on collaboration with the Fire Service. The Chief Constable reported that an Emergency Services Collaboration Board meeting had recently occurred; there were work streams in regards to collaboration and mentioned that the operational group of the collaboration board was due to meet in a week's time. The Chief Constable stated that the first meeting will set a benchmark as to where the Board is currently and will look at a programme of change moving forward
- the Chief Constable expressed his gratitude for Chief Finance Officer John Hummersone's work with the Constabulary as John was shortly due to leave the Constabulary

9. **Date of Next Meeting:**

Tuesday 19th March 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