



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING

HELD ON TUESDAY 19TH MARCH 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 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, OPCCN
Mr M Stokes	Chief Executive, OPCCN
Ms S Lister	Director of Performance & Scrutiny, OPCCN
Dr G Thompson	Director of Policy & Commissioning, OPCCN
Mr J Stone	Performance & Scrutiny Manager, OPCCN
Mr J Mann	Performance & Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for Assistant Chief Officer – Finance & Support Services Peter Jasper - Norfolk Constabulary and Director of Communication and Engagement Martin Barsby – OPCCN.

2. Declarations of Personal and/or Prejudicial Interests:

There were none received.

3. To confirm the Minutes of the meeting held on 31st January 2019

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

- *'For analysis of the neglect of duty complaint type and reduction strategy to be provided to the PCC'*. The Chief Constable advised that the report had been provided and the action can be closed.
- *'For the Chief Constable to report back on the assessment of risks for Beat Managers and accessing training for Taser use'*. The Chief Constable stated that a comprehensive analysis for officer injury had been completed and a business case could be shared with the Office of the Police and Crime Commissioner. **ACTION: For the Chief Constable to send the business case on risks for Beat Managers and accessing training for Taser use.** He added that Taser use had been factored into the budget for next year. The PCC asked how the Constabulary was ensuring the safety of its officers. The Chief Constable outlined that officers had been supplied with Body Worn Video cameras, which had received positive feedback, and additional Tasers for response officers. He added that there needed to be a balance and he would look at the budget and competing demands when considering which officers to equip with Tasers.
- *'For the Chief Constable to provide the PCC with injury figures for officers responding to Grade A calls at a future meeting'*. The Chief Constable reported that he had looked into this and can advise that the Constabulary did not record officer injury under the grade of call. He stated that the Constabulary could share information regarding the total number of officer injuries when attending call-outs. **ACTION: for Norfolk Constabulary to provide quarterly figures to the OPCCN on officer injuries.**
- *'For the Temporary Assistant Chief Constable to meet with senior managers in the Pupil Referral Units and report back to PCC'*. The Temporary Assistant Chief Constable (T/ACC) advised that this action was ongoing and he would be engaging with senior managers in the near future. **ACTION: for the Temporary Assistant Chief Constable to report back to the PCC after meeting with senior managers in the Pupil Referral Units.** He added that positive news would be discussed in relation to the increased precept and more funding available for Safer Schools.
- *'Temporary Assistant Chief Constable Nick Davison to find out if hate crime levels rose around the referendum date and report back to the PCC'*. The T/ACC reported that there was an increase in recorded hate crime around the referendum date in line with the rest of the country, so Norfolk was not an outlier with this increase. The PCC queried if there was a way that Norfolk Constabulary could gather intelligence to prevent copycat attacks from happening. The T/ACC advised that Special Branch would be able to gather intelligence in regards to this and Constabularies would be able to visit communities to provide reassurance. The T/ACC mentioned a fund that was accessible by religious groups for protective arrangements (such as barriers) and the Met police would allocate this based on threat and risk assessments.

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 and the 2018/19 budget monitoring report. The report presented by the Chief Constable also includes the latest Estates Strategy update at Appendix A and the performance measures for 'Good Stewardship of Taxpayers' Money' at Appendix B.

The key points discussed were as follows:

- the Chief Constable stated that the budget for 2018/19 was on track to be overspent by just £40,000, which equated to approximately 0.02% of the budget, so delivering the budget within this percentage was exceptional performance. The Chief congratulated the Chief Finance Officer John Hummersone for the work he had done to assist balancing the budget. He added that there were some variations in the budget but this could be expected for an organisation this large
- the PCC questioned the underspend of around £800,000 mentioned in the report regarding pay and non-pay inflation and asked how this affected the budget. The Chief Finance Officer explained that the figure was due to over budget provision, the provision for pay awards, pay inflation and stated that this will enable the Constabulary to support capital spend which will release the equivalent level of reserves next financial year. He added that at this current time there was no provision for local provision of funding for Tasers and this was only available in the joint space with Suffolk; however the underspend will enable Norfolk Constabulary the provisions to fund local policing Tasers. The PCC stated that there would be other costs when equipping officers with Tasers, such as equipment and training. The Chief Constable advised that training would be a major factor and would need to be taken into account when planning for the next Medium Term Financial Plan
- the PCC queried the new Police Education Qualification Framework (PEQF). The Chief Constable stated that the tender was due to be back by May and then he would find out cost to the Constabulary. He added that he would draw funding from the apprenticeship levy and predict how many officers would be lost to abstraction; however the full picture was not clear at this moment. The PCC questioned if officers would be sitting in classrooms how this would affect operational service. The Chief Constable stated that plans were in place to ensure there were enough officers available for adequate response, this was a priority and the Constabulary would be budgeting for it
- the PCC asked how much money 70 police officers would cost. The Chief Constable clarified that this would be approximately £2.8m. The Chief added that conversations had occurred between the College of Policing and the APCC in relation to the funding formula. The PCC questioned if the Chief would continue to challenge central government in relation to this. The Chief

agreed that he had been doing this and would continue to make the point that Norfolk Constabulary was facing hard challenges and wanted officer numbers to increase. He added that the PCC's decision to raise the precept was helpful, but there was still a £5.5m pound deficit in the Medium Term Financial Plan (MTFP) budget and stated that Norfolk Constabulary may have to reduce its numbers as a result of this

- the PCC queried if the Chief Constable had expressed his interest for a share of the £100m government funding to reduce violent crime. The Chief Constable stated that the government had not yet announced the bidding process, and once they had he could look at securing funds. The Chief explained that the money received through this fund would not be used to increase officer numbers, but will be used for violence reduction units in the Constabulary. The Chief also mentioned the work Norfolk Constabulary does in terms of prevention and education in schools to reduce knife crime and County Lines. The PCC asked if it would be useful to register Norfolk Constabulary's interest for the funding now. The Chief stated that the 40 other OPCCs would also have similar interest in the funding, so registering pre-emptive interest would not work
- the PCC queried the collapse of Key Forensic Services and if the Constabulary was thinking strategically in relation to the provision of forensic services. The Assistant Chief Constable (ACC) stated that conversations in relation to this were occurring in the Constabulary and OPCCN where work had been done to help stabilise and support the market. A Market Monitoring Team had been re-established to assist with this and ensure that a collapse does not occur again

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

The Temporary Assistant Chief Constable presented the report, which outlined Norfolk Constabulary's progress against Priority 2 of the Police and Crime Plan.

The key points discussed were as follows:

- the Temporary Assistant Chief Constable (T/ACC) stated that the Operation Randall newsletter was reaching a wide audience and Special Constables were doing a lot of great work in rural communities. He reported that response times for Grade A and B calls in rural communities were down; however this was in context of an increase in calls, the temporary reduction in officers that were response trained in front line roles and the backlog in driver training. The T/ACC also mentioned a business case that was to be drafted up in regards to increasing Learning and Development Driving Instructors in order to support the amount of training needed
- the T/ACC stated that there had been a Rural Dashboard created to support rural crime performance indicators. The Rural Dashboard was going through final stages of development, would enable officers to have live time access to

the current state of rural crime and act as a tool to better engage with rural communities. The T/ACC advised that the Rural Community Safety Team liaised with Beat Managers to focus on preventing crime and had worked to achieve a greater investment in drones. There were three dedicated rural Beat Managers which were described as a welcome investment to meet the Police and Crime Objectives. The T/ACC described the significant work that had been achieved by the rural Beat Managers including the 14 rural events attended by the Beat Managers, drone training and the growing presence of officers on social media where sharing of information with the public had increased

- the T/ACC stated that the Raise the Alarm campaign continued to provide protection against lead theft and Mental Health Nurses have helped to raise awareness and provide support to young farmers. He reported that the Community Rural Advisory Group (CRAG) continued to grow and had a number of key stakeholders actively involved including the Forestry Commission. The T/ACC added that engagement events were always a priority and engagement with the Fire Service was occurring to strengthen collaboration
- the PCC queried the response times in target for Grade A calls in rural areas. The T/ACC explained that there had been some challenges in relation to this as there had been a significant increase in call demand, increases in domestic violence call-outs and backlogs to driver training for officers. The PCC asked if the Rural Dashboard was hard to create and if one could be created for business crime. The T/ACC advised the PCC that as long as data can be retrieved from the Athena system the Constabulary could do this. **ACTION: For the Constabulary to produce a Business Crime Dashboard and T/ACC Nick Davison to share this with the OPCCN.** The Chief Constable added that the call volumes for the current month, compared to the same month last year, had increased by around 2000 calls and stressed that this showed a change in business with a need for more officers. The Chief stated that 101 call handling volumes had increased, an intake of officers were expected this summer and Norfolk Constabulary were in the top quarter of forces in responding to 999 calls nationally
- the PCC questioned when the CRAG meetings occurred. The T/ACC advised that the CRAG met quarterly and would have convened in January this year. The Chief Constable added that there were around 100 farmers at the last meeting and there was ongoing dialogue with these farmers in relation to any issues they had. The T/ACC stated that Operation Randall was supported by the Community Safety Team and had assisted in 14 public engagement sessions across Norfolk. The PCC queried if the Operation Randall newsletter allowed interaction and feedback from the recipients to the Constabulary and asked how interactive it was. The T/ACC advised that he could find out exactly how much the email located on the newsletter was used and report back to the PCC. **ACTION: T/ACC Nick Davison to find how often the email located on the Operation Randall newsletter is used and report back to the PCC**

- the T/ACC reported that WhatsApp was a commonly used medium of communication in rural communities; however there were significant challenges in the police using WhatsApp to communicate with rural communities. He stated that Norfolk Constabulary had set up SMS groups to communicate with communities and would be able to use WhatsApp in certain situations on standalone devices, such as in hostage situations. The Temporary Deputy Chief Constable (T/DCC) added that WhatsApp was run on an insecure network which could lead to cyber-attacks and legal issues. He added that the Information Commissioner's Office had offered guidance that the use of WhatsApp was not advisable and could lead to a heavy fine if data breaches occurred. The T/DCC stated that the Constabulary needed to work through challenges to ensure it was discharging its duties, and suggested that findings would be available within two months
- the PCC asked how the Constabulary was currently performing in terms of Special Constable recruitment and whether the Constabulary was able to recruit specialist Specials. The T/DCC advised that a strategy was developed for Special Constable recruitment and recently a pilot was completed in Great Yarmouth that led to a group of people wanting to become Special Constables. The PCC queried what the training time was for Special Constables. The T/DCC stated that the training time had been reduced and it was noted that the previous programme did not work for everyone, and so had been changed to allow a greater flexibility to trainee Specials and a reduction in mileage being claimed
- the PCC questioned what the number of hare coursing incidents were. The T/ACC advised that he could provide figures at a later time. **ACTION: For the T/ACC to provide hare coursing figures at a future meeting.** The PCC asked how the Constabulary knew the Raise the Alarm Campaign was working well. The T/ACC stated that a number of churches and the diocese had been engaged and opportunities had been presented to come on board with the campaign. The PCC stated that there were around 150 churches in Norfolk that had been identified to be at risk, some as a red risk and others as amber. He added that the red risk churches had mostly been alarmed but asked whether the amber ones would be looked at to alarm. The Chief Constable stated that he would look at provisions for providing churches with alarms that do not have them. **ACTION: For the Chief Constable to look at provisions for providing churches with alarms that do not have them**

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

The Assistant Chief Constable presented the report, which outlined the Constabulary's progress against Priority 3 of the Police and Crime Plan.

The key areas discussed were as follows:

- the PCC stated that a conversation had occurred at an Operation Impact event where someone had questioned if this was the best way to prevent young people being involved in accidents. He asked if this was something that

worked and whether the Constabulary needed to review this. The Assistant Chief Constable (ACC) advised that Operation Impact was effective and had reached a number of young people across the county. He added that despite this, evaluation work was needed to fully understand how effective the operation was, which can be done after each Impact session

- the ACC stated that enforcement was only one element to roads policing and that education was vital in reducing those Killed and Seriously Injured (KSIs) on the road. He reported that KSIs had marginally increased compared to the previous reported period, but this was in context with the increase of miles travelled in Norfolk which had also risen. The ACC advised that the reported increase in KSIs was in context of a significant reduction in fatalities, but there were still a disproportionate percentage of vulnerable road users and young people involved in KSIs. Overall it was reported that 26% related to motorcyclists, but they only make up 1% of total road users; this was similar to young people who were disproportionately represented. The PCC queried how older drivers were represented, to which the ACC advised that he did not have the data to hand, however he stated that older drivers were again disproportionately represented in KSI statistics
- the ACC explained that the Constabulary had a strong focus on enforcement and had linked in with the Safety Camera Partnership and Casualty Reduction Team. He added that there had been a reduction in activity in relation to mobile phones as a lot of modern cars were Bluetooth enabled, the Casualty Reduction Team had a focus on mobile phone use and had been using Automatic Number Plate Recognition to aid enforcement. The ACC announced that drug wipes, which were used during the last Christmas campaign, had led to a number of arrests which showed proactive prevention work from the Constabulary. The PCC asked if the drug wipes were expensive, to which the ACC clarified that they were £20 each; however the largest cost was the forensics when blood samples are sent to labs. The ACC announced that Norfolk Constabulary was the third highest user of drug wipes in the country and stated that this was key to prevention
- the ACC advised that other prevention work had been completed by Norfolk Constabulary including engagement events with the police Porsche and Evo cars, the work in regards to the Close Pass scheme and virtual reality goggles which aid in engagement work. The PCC queried how Norfolk's KSI stats compared nationally and to its Most Similar Forces. The ACC reported that nationally Norfolk was in a stable position and noted that the CRASH system, introduced in 2016, was a factor in the rise in serious injuries recorded. He added that Norfolk may not be directly comparable to its Most Similar Forces as they will have different road systems, some with motorways running through their counties
- the PCC questioned what the decision was for average speed cameras to be installed on the A149. The ACC advised that a decision had recently been taken in Norfolk County Council and is now progressing and being worked through. The PCC queried when the decision will be made and the ACC explained that it would be hard to give a definitive answer; however it would be expected in late summer. The PCC asked if there was going to be an

extension to the section of road, and the ACC stated that he would need to come back to the PCC with more information in regards to the exact decision made for the implementation of average speed cameras. **ACTION: For the ACC to confirm the extension to the average speed camera location on the A149**

7. **Emergency Services Collaboration Update**

The Chief Constable presented the update which outlined the work completed and topics discussed by the Emergency Services Collaboration Board.

- the PCC queried if the increased precept would protect the growth in police resources. The Chief Constable stated there is an ongoing debate in regards to the Funding Formula as it did not work in favour of every force and added that there were also the different precept decisions across the country to take into account. The Chief Constable stated that the evidence was there for a need in increase of funding for the Constabulary, as it would benefit from an increase in officer numbers for crime demand; however Norfolk Constabulary was still performing well in the current climate. The Assistant Chief Officer added that he was cautiously content with the current budget provisions

8. **Emerging Operational / Organisational Risks**

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

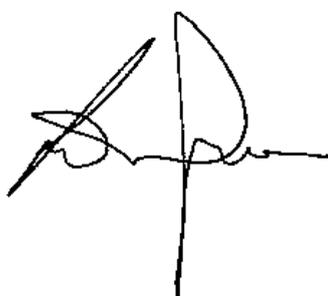
- the Chief Constable stated that County Lines was still a key topic of discussion and work was ongoing in regards to this. The PCC queried if staff were leaving the organisation on average after four to five years and if this was an issue for the Constabulary. The T/DCC advised that Norfolk Constabulary had to make savings in regards to the back office and agreed that the Constabulary had a young workforce which can provide some challenges, but that morale was good
- the PCC asked how the week of knife amnesty under Operation Sceptre went. The Chief Constable explained that he was unable to give specific numbers under Operation Sceptre, but could say that recorded violence against the person offences were up by 16%; however this was partly due to the amount of proactive work being done by the Constabulary. The T/ACC advised that he could provide the PCC with figures relating to the week of action when collation had been completed. **ACTION: For the T/ACC to provide the PCC with data from the week of Op Sceptre when collation has been completed**
- the PCC queried if cyber resources had increased in the Constabulary. The Chief Constable stated that under the 2020 model there had been an increase in investigative assets for cybercrime. He added that experts were required for

tasks such as recovering data from devices and analysing data, and that Norfolk Constabulary would be better able to do this in the future

- The PCC questioned if there was any contingency plans in place by the Constabulary for Brexit. The Chief Constable announced that ACC Simon Megicks was leading the response to Brexit and planning for whatever the outcome might be
- The PCC asked if the name for the 2020 model was going to change after 2020. The Chief Constable advised that the name would change and 2020 would be rebranded but there was a team in the Constabulary who would continue to deliver improvements and change programmes
- the Chief Constable, Chief Executive of the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and the PCC all formally thanked the Chief Finance Officer John Hummersone both for his work with Norfolk Constabulary and the OPCCN

9. **Date of Next Meeting:**

Tuesday 14th May 2019 – 10:00am – 12:00pm 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