



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING HELD ON TUESDAY 17 NOVEMBER 2015 AT 10 A.M. IN THE WROXHAM ROOM, JUBILEE HOUSE, FALCONERS CHASE, WYMONDHAM

1. Attendance:

Mr S Bett	Police and Crime Commissioner
Mr S Bailey	Chief Constable
Ms J McKibben	Deputy Police and Crime Commissioner

Also in attendance:

Mr C Hall	Deputy Chief Constable, Norfolk Constabulary
Ms S Hamlin	Assistant Chief Constable, Norfolk Constabulary
Mr B Scully	Chief Superintendent, Norfolk Constabulary
Mr K Wilkins	Head of Criminal Justice, Norfolk & Suffolk Constabulary
Mr M Stokes	Chief Executive, OPCCN
Mr J Hummersone	Chief Finance Officer, OPCCN/Norfolk Constabulary
Mr M Barsby	Business Manager, OPCCN
Ms S Lister	Performance and Compliance Officer, OPCCN
Mrs T Stevens	Business Support Officer, OPCCN

Part 1 – Public Agenda

1. Apologies for absence:

Apologies were received from Mr N Dean, T/Assistant Chief Constable.

Mr Bett opened the meeting by offering his personal condolences to the victims and families of the Paris attacks on Friday, 13th November. Mr Bett asked Mr Bailey to provide an update on the current situation. Mr Bailey advised that ongoing dialogue with Assistant Commissioner Mark Rowley, Metropolitan Police, was taking place and that daily advisory notices were sent out to all Forces nationally which assessed the current threat and took into account any new intelligence. Mr Bailey advised that the threat levels remained static at that time and that all staff were to remain extra vigilant. Scotland Yard would continue to give updates and Mr Bailey would keep the PCC and the community updated on any local developments. The county remained prepared to respond to any terrorist act and the Constabulary could meet its national policing requirement if the situation arose. Mr Bett queried if the Force was capable of responding to any terrorism order detainees in the county and Mr Bailey provided reassurance that the Constabulary were suitably prepared.

2. **Declarations of Personal and/or Prejudicial Interests**

There were none received.

3. **To confirm the Minutes of the meeting held on 16 September 2015**

The minutes of 16 September 2015 meeting were approved. In respect of the actions on page 4 and page 8 within the minutes these had been discharged. The action on pages 10 and 11 was ongoing and sat with C/Inspector David Buckley. Details of this would be provided at the next Police Accountability Forum on 18 January 2016.

4. **Budget Monitoring Report 2015/16 to 30 September 2015 (Month 6)**

Action

Mr Hummersone presented the budget monitoring report, which provided a financial overview of the PCC's budget, Constabulary Revenue Budget and the Capital Programme as at 30 September 2015, with specific reference to the following:

- a) Revenue Budget – based on the position as at 30 September 2015, the total revenue budget was forecast to overspend by £0.123m at year end. The budget for the Office of the PCC was forecast to be on target this year. It may be necessary to draw on the PCC's Reserve at the year end to finance some one-off costs, one of which was the Norfolk contribution to the setup of the national Police ICT Company, £25,000. The PCC Commissioning net budget for 2015/16 was £1.018m.

However, the PCC received a grant from the Ministry of Justice for the commissioning of victims services and this was £966k this year. In addition to the above, the PCC was asked by the Home Office to distribute £4.85m in grants for victims of sexual abuse. Some £4.4m had been allocated and the remaining £400k was now the subject of a supplementary grant round. The Home Office had also agreed to pick up the administrative costs (estimated at £100k) of the Office of the PCC. This income would be credited to the OPCC budget upon receipt (where the costs had been incurred).

- b) Pay Related Costs – The forecast overspend of £0.289m. Variances included Police Officer pay (£0.079m overspend) due to additional costs of injury pensions, Police Officer overtime (£0.237m overspend), PCSO pay (£0.329m underspend) due to an under establishment of 16 FTEs. Staff pay (£0.302m overspend) due to additional costs incurred in relation to agency costs and staff overtime, primarily within ICT, Criminal Justice and Contact and Control Room. The forecast overspend of £0.261m related to planned redundancies as a result of the change programme.
- c) Savings – the total savings requirement for 2015/16 was £7.0m, as set out in the Medium Term Financial Plan (February 2015). The current savings projection included within the forecast outturn is £6.850m. A breakdown was provided within Appendix B. The underachievement of £0.150m was primarily in relation to savings delays in Norfolk only and

reduced savings in Business Support included within the Change Programme offset by Custody changes where savings were anticipated to be achieved earlier than planned.

- d) Capital Programme – the PCC had approved a Capital Programme of £9.001m for 2015/16, plus original slippage from 2014/15 of £1.561m (total £10.562m). Changes previously approved by the PCC gave a total revised 2015/16 Capital Programme of £10.923m. Actual and committed expenditure totalled £3.064m as at the end of September. The overall forecast underspend at year-end was £3.382m. The main reasons an underspend was forecast related to slippages in the North Walsham new build; slippages in the Attleborough new build at the fire station; slippages in the Gorleston new build and the Kings Lynn re-modelling.
- e) Safety Camera Partnership – the PCC held earmarked reserves of £2.016m on behalf of Norfolk Safecam for use in on-going and new road safety initiatives. The Safety Camera Oversight and Scrutiny Board had agreed options for spending the reserve during 2015/16. A more detailed financial plan would be discussed at the Board's next meeting in November.

Mr Hummersone reported the budget support reserve was slightly higher due to some fortuitous revenue in 2014/15. Various on capital programme was due to phasing of capital schemes rather than an underspend.

Mr Bett challenged why there were slippages around underspends. Mr Hummersone said this was mainly due to planning approvals and waiting for consultant reports. Mr Hummersone acknowledged that they needed to reassess phasing of programmes each year moving forward. Mr Hummersone advised the budget was in a satisfactory position.

Mr Bailey made reference to the Eastern Daily Press media coverage on Saturday 14 November 2015 with reference to the closure of Stalham police station. Mr Bailey highlighted to the Eastern Daily Press reporter that “bricks and mortar” cost money and he had to continue to look at ways of reducing the budget in order to protect the public and the frontline. Part of the ongoing Norfolk 2020 change work programme would continue to look at areas where the Constabulary could potentially make savings. External community consultation on future closures of police stations would happen and Mr Bailey wanted to provide the PCC with reassurance around this area. Mr Bailey highlighted that the closure of Stalham police station was not taking place for another 7 to 8 months.

The PCC approved the following changes within the Capital Programme:

- *Electronic Access Control Rationalisation £0.199m (£0.352m joint). The requirement in the current year was £0.023m (£0.040m joint), the PCC approved a reduction in the capital requirement for this project of £0.176m;*
- *An additional requirement to fund the Case Management System (Information Management) of £0.040m (£0.70m joint) currently showing as overspend on budget, the PCC approved an increase to the funding available for this project.*

5. **Complaints and Professional Standards Update**

Mr Hall presented the report and highlighted that a 14% reduction had been achieved on the number of complaints recorded compared to that of the previous year. This constituted an overall downward trend in the number of complaints recorded. Mr Hall stated that the reason for the reduction could be partly attributed to the introduction of the College of Policing's Code of Ethics 2 years ago. All officers and staff had a copy of this document, the Force also ran an Ethics Board, and all supervisors had trained around complaint reduction. Mr Hall stated this was a positive message, however, to still encourage complaints if they need to, in line with guidance by the Independent Police Complaints Commission (IPCC).

Referring to the document, "Professional Standards Department Quarterly Review (1 April to 30 September 2015)" on page 47 - 10 complaints recorded came from visibly ethnic minority group – from allegations and 1 upheld, 1 withdrawn. At this stage, it was too early to draw conclusions on what actions would be taken but a further update could be provided at a future meeting.

Ms Lister asked if the tables on Page 37 could, in the future, highlight a three year trend rather than show the last two years. Ms Lister also asked for future papers if the tables on allegations could show the allegation number recorded, those resolved by local resolution and show the overall local resolution rate rather than providing this data in separate tables.

Action: Mr Hall agreed to take this as an action for future PAF paper on complaints and to ask Professional Standards Department to work with Ms Lister on this. CH

Mr Bett queried the data in Table C on page 38 and asked whether the Constabulary could provide data on the number of complaints that were de-recorded and the number of complaints transferred to Suffolk Constabulary.

Action: Mr Hall would establish this and provide an update to the PCC and ensure this was captured in future complaints papers presented to PAF. CH

Ms McKibben queried whether the introduction of THRIVE had impacted on complaints, either in a positive way (reduction) or a negative way (an increase). Ms McKibben also asked a question around disproportionality and how Norfolk compared to Suffolk performance.

Action: Mr Hall would take this action and provide Ms McKibben with an update. CH

Mr Bett highlighted that the service recovery performance outlined in the paper was very positive in that many were able to be satisfactorily resolved without having to be recorded as a public complaint.

Mr Bett would like the lessons learnt log referred to in the paper to be shared with the PCCs office.

Action: Mr Hall would ensure the log was shared with PCCs office outside of the meeting. CH

The PCC noted the report.

6. **Protective Services Command Update**

Ms Hamlin presented the protective services paper and outlined the timescales for the joint review of arrangements for managing indecent images of children investigations which would be captured under Tranche 14. Ms Hamlin ran through forensic services performance and Mr Bett asked for reassurance around performance of forensic services and issues around delay in processing fingerprints. Ms Hamlin identified that the issue related to the delay in the Home Office not moving the fingerprint server in a timely manner but this had now taken place on there were no performance issues.

The pinch-points under the ATHENA project implementation were highlighted by Mr Hall and staff needed time for the system to bed in culturally. Case Management system was difficult for officers to navigate and took a long time to process. The Investigations Management Unit was running with a four week backlog and more resources were being transferred into the Unit. All of these issues were being monitored by the Chief Officers on a daily basis.

In relation to the six cases highlighted in the Firearms Licensing update that related to allegations of domestic abuse, Mr Bett requested that additional context around these cases was sent through to Ian Sturgess within the OPCCN.

Ms McKibben queried whether there was further officer training on ATHENA. Mr Hall talked about Learning and Developing building training plans to continue and push to those parts of organisation to have training. Network of super users across the Constabulary to help other new users. Training would be provided for Specials however a small number of them did not have routine access. Mr Hall highlighted that over 5000 people were trained in four month period across Norfolk and Suffolk.

Action: Mr Hall to provide an update on progress with the ATHENA pinch-points at the next PAF in January 2016.

Mr Bett queried what measures were in place in the Automatic Number Plate Recognition (ANPR) Support Hub to address staff shortages and retention of current personnel. Ms Hamlin identified that a project manager was in place to deliver this and related to turnaround of the Back Office Function (BOF) system. Discussion then followed in relation to staff retention with specialist IT skills and why they were leaving the organisation and joining the private sector. Ms Hamlin highlighted the recent job evaluation process as one driver and that private sector provided better rates of pay. Mr Bett acknowledged those points and asked that they continue to look at market value/salary match to ensure retention of staff moving forward.

The PCC noted the report.

7. Human Resources Update

Action

Mr Hall presented the Human Resources paper and highlighted changes to officer establishment with one student officer intake during June 2015 and one during September 2015. A further intake was available in early 2016 if required. Remedial work was underway to populate data from 1st April 2015 and this would be available in the next HR PAF paper. Details of officer and staff sickness by department would be forwarded to Ms Lister after the meeting. Mr Hall confirmed that occupational health had strategies in place to deal with trying to reduce the respiratory sickness absences that could often increase over the winter months.

Action: Mr Hall to ensure that Details of officer and staff sickness by department would be forwarded to Ms Lister after the meeting

Mr Hall outlined the diversity data for the workforce and there had been national publicity around police officer diversity. Four Forces did not employ any black officers but Norfolk was not one of them.

Ms McKibben queried the sickness data and asked if there were increases in mental health absences. Mr Hall said there were a number of cases where absences were linked to psychological illness and some of those cases did progress through to ill health retirement.

Action: Mr Hall to provide Ms McKibben with the number of ill health retirement cases.

Mental wellbeing of police officers was discussed and the changes the constabulary was facing along with staff job evaluations. Ms McKibben asked if supervisors were trained to deal with complex personnel issues which officers could now be faced with. Mr Hall talked through the new HR operating model and support available to supervisors to deal with such issues.

The PCC noted the report.

8. **Strategic Performance Overview**

Mr Bailey presented the Strategic Performance Overview report in ACC Dean's absence. This was a summary of performance against the 2014/15 Policing Priorities. Mr Bailey highlighted that they were seeing a changing face of crime. Norfolk Constabulary had reported fewer than five burglary dwellings a day. However, a sharp rise in all forms of abuse had been noted and more resources were being provided in vulnerability teams and also the Multi Agency Safeguarding Hub (MASH).

Mr Bailey also highlighted an emerging statistic that over a period of 12 months they processed over 4 million images of indecency. All matters relating to abuse were being reported and Her Majesty's Inspectorate of Constabulary (HMIC) had recently graded the Constabulary as outstanding in the "PEEL: Police Efficiency report for 2015".

Mr Bett referred to the report in particular the increased confidence in policing but did not have any evidence produced to support this. Mr Bett asked for the Mr Bailey's view on this. Mr Bailey identified that since 2012 Operation Yewtree had resulted in every Force seeing an increase in demand concerning sexual and domestic and that more abuse was potentially being perpetrated. Technology was one enabler of this abuse and society had become more aware of it.

Mr Bailey highlighted the last internal audit for crime recording and data integrity was 93.4% but he wanted to see this increased to at least 95% during the next audit.

Mr Bett stated that as violent crimes were now being reported on email, he was interested to know what the future might look like and whether they may get to a point where crimes were regularly reported via social media? Mr Bailey highlighted that he was not aware of any trends but would have this researched and provide a briefing to the PCC in due course. Ms Hamlin was leading on the digital working strategy for Norfolk and Suffolk and this would pick up the organisations preparedness to online crime reporting and managing them via THRIVE with a victim centred focus.

Ms McKibben queried in relation to reports of domestic abuse whether there was any impact of THRIVE on Domestic Abuse cases? Mr Bailey had officers trained on this and the threat response was graded. Where a low risk had been assessed an appointment response would be provided. Mr Bailey also highlighted that the Domestic Abuse, Stalking and Harassment (DASH) booklet used by officers is comprehensive.

Action: Mr Bailey to provide some more information to Ian Sturgess on the positive action rate and whether low risk domestic abuse assessments via THRIVE may be impacting on detection rates.

Ms McKibben asked for an update on ATHENA at the next PAF meeting which she would like to also include an update on the 'track my crime' functionality.

Ms Lister queried whether the PCC performance tables which were not currently being populated due to data issues with ATHENA would be available for the OPCC to publish in December. Mr Bailey stated that the Constabulary would do their best to provide these.

Mr Bailey ran through the performance tables and outlined that as he had previously mentioned, more crimes were being reported and the targets set within the first police and crime plan in 2012 were not representative of the current policing demand being faced by Norfolk.

Mr Bailey highlighted in the recent HMIC inspection reports, the force had been rated as outstanding for how efficient it was at keeping people safe and reducing crime. The latest crime data integrity audit showed that crimes were being ethically recorded. Performance indicators to track progress were more helpful than singular targets.

Ms Lister highlighted that dialogue was ongoing between the PCC's office and the Constabulary to review the performance framework for policing objectives post 31 March 2016 and she was waiting for the findings of the national review of the use of Police Targets commissioned by the Home Secretary to inform this piece of work moving forward.

The PCC noted the report.

9. Transport Services Update

A revised Joint Transport Strategy that covered the period April 2015 to March 2019, produced by the Head of Joint Transport Services Department, had been approved by the Norfolk and Suffolk PCCs. The Strategy included details of the Vehicle Procurement policy, under a Vehicle Framework Agreement (RM1070) awarded on 2nd December 2014. The Strategy contributed to Constabulary performance by ensuring fleet acquisition and replacement with an optimum use of all resources.

The PCC noted the report.

10. Criminal Justice Reform – A briefing Paper

There was a wide range of action underway linked to the changes under the national Criminal Justice Reform Programme. Chief Superintendent Scully presented the paper on Criminal Justice Reform which highlighted a real drive to achieve digital working. This paper covered the wide range of activities and developments in the scope of Criminal Justice reform.

C/Supt Scully highlighted he was comfortable with the approach into ATHENA, live links and virtual courts. The Home Office were pursuing reforms on bail and this would impact on resourcing as about 28% of custody detainees were released on bail as long term bail responders. The use of the virtual courts

system would provide some efficiencies but impact on workload for the Constabulary and resourcing investigations were being assessed.

Mr Bett asked for an update on the Diversion and Liaison project and the use of Community Remedy at the next PAF meeting in January 2016.

Action: C/Supt Scully to provide a briefing on the Diversion and Liaison project and use of Community Remedy at the next meeting. Mr Wilkins highlighted that he would be attending a workshop in December and would be able to report back on these matters.

Ms McKibben queried about reform in the Magistrate and Crown Courts and the cumulative impact on the force in relation to transforming summary justice. Mr Wilkins covered these points. C/Supt Scully highlighted that digitisation would improve efficiency of investigations. The PCC based funding had assisted in terms of the majority of vulnerable victims and witnesses being able to give evidence remotely through the Sexual Assault Referral Centre (SARC).

Mr Bett requested a briefing on the key issues affecting Criminal Justice Reforms as he would have the opportunity to provide a personal briefing to Michael Gove MP during December.

Action: C/Supt Bob Scully to provide a briefing to the PCC before the beginning of December.

Mr Bailey thanked C/Supt Scully and Mr Wilkins for their ongoing work in the Criminal Justice area of business.

Ms Hamlin briefed the meeting on the use of Body Worn Video (BWV) and advised a business case was being completed. The key issue related to middle management storage solution and this was being researched. Lessons learnt from other forces on the adoption of BWV was being considered as part of the research. Procurement engagement was underway in terms of the data storage solution. A Joint Chief Officer Team (JCOT) paper was scheduled in the near future for financing the project. The implementation of BWV would link up to ATHENA and be part of the digital working strategy that Ms Hamlin led on.

Mr Bett sought reassurance that officers could wear BWV and they were not cumbersome pieces of equipment that could hamper their ability to perform their role. Ms Hamlin talked through the dimensions of the BWV and clarified that this would not be an issue.

The PCC noted the report.

11. Emerging Operational / Organisational Risks

Mr Bailey reported that the Constabulary were waiting for the outcome of the Comprehensive Spending Review due out week beginning 23 November 2015.

Part 2 – Private Agenda

12. Estates Strategy Update

Mr Potter presented the report which provided an update in respect of progress in implementing the Joint Estates Strategy and other works by the Estates and Facilities Department.

The PCC gave approval to:-

- a) **Hoveton, King's Lynn, North Walsham Police Stations** – to note the proposed timescales for the re-development projects.
- b) **Earlham Police Station Minor Works** – To note appointment of the preferred supplier to undertake the minor works.
- c) **Attleborough Police Station** – To note the offer for the old site
- d) **Gayton Police Station Mast Letting** – The PCC approves the letting to the BBC.
- e) **Hunstanton Police Station Mast Letting** – The PCC approves the letting to the preferred contractor.
- f) **Imtech Building Maintenance Contract** – To note the current position

13. Procurement and Supplies Update

Mr Hummersone presented the report which outlined the details on procurements and supplies activities by the Joint Procurement and Supplies Department.

Mr Stokes queried about contracts awarded and these should be specified on PCC's website. Mr Hummersone confirmed that they would be published on Blue Light and a hyperlink could be placed on the OPCCN website.

14. Misconduct and Professional Standards Update

A report was presented which contained details of diversity issues, most similar force data, misconduct hearings and internal investigations.

15. ICT Update

An update was provided by Ms Hamlin on the work being delivered by the Joint ICT Department and the progress of key projects in the ICT programme.

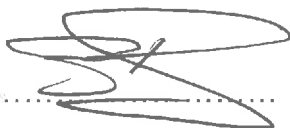
Additional Paper – Norfolk Constabulary and Norfolk Fire and Rescue Service Partnership Working:

Norfolk Constabulary and Norfolk Fire and Rescue Service had formed a joint partnership to identify the ways they could collaborate to deliver more effective services to achieve a safer Norfolk. Co-location of Norfolk Fire and Rescue Service personnel and functions at OCC would enable closer collaboration, and achieve a stronger strategic overview through which to ensure the service delivery benefits were realised into cost savings. The report was presented and sought the PCC's support for the joint partnership approach and the co-location proposals.

The PCC supported the approach in principle.

16. **Date of Next Meeting**

The next meeting would be held on Monday 18 January 2016 at 10 a.m. in The Assembly Room, Town Hall, Saturday Market Place, Kings Lynn PE30 5DQ

Signed: 

Mr Simon Bailey
Chief Constable

Signed: *A.W. Bett*

Mr Stephen Bett
Police and Crime Commissioner