



# OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

## MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING HELD ON WEDNESDAY 16 SEPTEMBER 2015 AT 10 A.M. IN THE FILBY 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
Mr N Dean	Assistant Chief Constable, Norfolk 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 C Buckley	Senior Business Support Officer, OPCCN

### **Part 1 – Public Agenda**

#### 1. **Apologies for absence:**

Apologies were received from Ms Hamlin, Assistant Chief Constable.

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

There were none received.

#### 3. **To confirm the Minutes of the meeting held on 14 July 2015**

The minutes of 14 July 2015 meeting were approved. All actions within the minutes had been discharged.

#### 7. **Police Led Prosecutions (Court Presentation) – Results from 2014/15**

A request had been made by the Constabulary for this report to be moved up the agenda. The PCC approved the change to the agenda.

Mr Wilkins presented the report, which set out the results from the Police Led Prosecutions Team for 2014/15. The team had been established on the basis of a self funding model and generated sufficient income during 2014/15 to meet its income target, operating costs and delivered a surplus. The surplus of £32,377

had been made available to the PCC for spending on commissioning or other services as previously agreed.

Mr Wilkins provided an overview of the work carried out by the Team. It had been anticipated that the presentation of traffic cases would be followed by an extension to include other crime related cases. This had not materialised as expected and the main focus of the team was around traffic cases. The report highlighted that national reforms within the Criminal Justice System were likely to impact on the way in which straightforward cases were presented at court, with a single justice expected to be given the authority to deal with cases in a more administrative way rather than sitting in open court. These developments, and any impact of the Police Prosecution Team, were being closely monitored by the Head of CJ.

Ms McKibben identified that it would be useful for more detail around the sustainability of the team to be included in any future reports. She queried the structure of the team (i.e. staff or officer posts) and whether the team could be sustained in the future. Mr Wilkins advised that the team was made up of staff posts and that £100k had been set aside towards the winding up of the team, should that be required, to cover costs such as redundancy payments etc. Any posts that occurred within the team in the short term were filled on a temporary basis on zero based contracts.

Ms McKibben queried whether it was anticipated that a contribution to commissioning would be forthcoming in 2015/16. Mr Wilkins advised it was expected that this would be achievable.

SH

Mr Bailey highlighted that with the number of changes being carried out in the criminal justice world in areas such as magistrates courts and crown courts including live links, **he felt that the PCC would benefit from a paper being brought to the next PAF meeting by ACC Hamlin and time to be set aside at the meeting for a presentation to be given to understand the developments in this area.**

#### 4. **Budget Monitoring Report 2015/16 to 31 July 2015 (Month 4)**

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 31 July 2015, with specific reference to the following:

- a) Revenue Budget – based on the position as at 31 July, the total revenue budget was forecast to overspend by £0.406m at year end. The PCC revenue budget was expected to be fully spent in 2015/16. It was highlighted there may be a need to draw on the PCC's reserves at the year end to finance some one-off costs, one of which was the Norfolk contribution to the setup of the PCCs ICT Company of £25,000. The PCC Commissioning net budget for 2015/16 was £1,018m and an additional grant of £966k was also received from the Ministry of Justice for the commissioning of victims services. This gave a total budget of £1,984m. It was anticipated that there would be an overspend of £28k.

- b) Pay Related Costs – an overspend of £39k was forecast, mainly due to police officer strength being 5 full time equivalents (FTEs) over establishment; to police officer overtime and to PCSO pay, due to an under-establishment of 16 FTEs which had occurred due to natural turnover.
- c) Savings – the total savings requirement for 2015/16 was £7.0m as set out in the Medium Term Financial Plan. The current savings projection was £6.850m. The underachievement of £0.150m was in relation to savings delays within Norfolk only and 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. In addition to that, £1.561m of slippage was approved to form part of the 2015/16 programme following a review of the 2014/15 outturn. After review, this was amended to £1,572m due to £0.008m required for the cybercrime project and £0.003m adjustment to slippage for the Bethel Street Scheme. Mr Hummersone identified there were a number of further schemes which now required the PCC's approval as indicated within the report. Actual and committed expenditure totalled £1.750m at the end of July and the overall forecast underspend at year end was £3.033m. The main reasons a 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.

Mr Hummersone provided clarification around the changes which had been introduced around the way the Constabulary dealt with the capital programme, namely Table A Schemes, which required no authorisation, Table B Schemes, which required a business case or further report to the PCC for approval and Table C Schemes which were longer term projects.

- 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 will be discussed at the Boards next meeting in October.

Mr Bett queried whether the £100k from the Home Office in relation to the administration of the Victims of Sexual Abuse Support Fund had been budgeted. Mr Hummersone clarified that this had not yet been budgeted but would be credited to the PCC commissioning budget. However, real costs incurred by the OPCCN (such as legal advice, overtime etc) would be credited back to the OPCCN budget.

Mr Bailey highlighted that historically they had posted underspends in the area of police officer pay, due to keeping the police officer profile significantly below the actual establishment. A conversation had been held earlier in the year to keep the strength to support the front line above the actual strength to take

into account the flux in officers leaving and bringing in officers to fill the gaps. Mr Bailey advised that it had been planned to be slightly over budget in this area as it was imperative to protect the front line and continue recruiting as they currently were.

*The PCC noted the report and approved the following recommendations:*

- a) *The additions to the Capital Programme as follows:*
- *£25k (£44k joint) moved from Table B for the Constabulary Intranet project*
  - *£23k (£40k joint) for the Cybercrime project funded from revenue contributions to capital budget.*
  - *£80k for the purchase of an office at Fakenham funded from revenue contributions to capital budget*
  - *£10k moved from Table B (£500k budget) for feasibility work at Hurricane Way, Norwich*
  - *£5k for feasibility work at Sprowston, Norwich which was funded from revenue contributions to capital budget – brought forward from the £50k budget earmarked in 2017/18*
  - *£130k for Hoveton police station funded from revenue contributions to capital budget – brought forward from 2016/17*
  - *£113k (£200k joint) for ERP system project funded by transfer from Invest to Save reserve i.e. using the contingency for the project as agreed by the PCCs.*
- b) *An amended Capital Programme totalling £8.878m for 2015/16 for Table A projects.*

## 5. Human Resources Update

Mr Hall presented the report which provided an overview of establishment, strength and recruitment profile; a profile of Fairness at Work (FAW) activity; diversity training and workforce profile update; and Performance Improvement Unit (PIU) update all data as at 30 June 2015.

Specific reference was made to the following:

- Establishment – at 30 June 2015, officer strength was 1549.22 full time equivalent (FTE) which was 21.07 FTE over establishment. One student officer intake of 14 FTE joined on 1 June 2015 with another recruit intake of 12 FTE planned for September. A further intake would be available in early 2016 if required, but this would be dependent upon budgets. PCSO strength was 176.93 FTE. There had been no recruitment of PCSOs for two years and the Constabulary were trying to balance the remaining PCSOs across the force.
- Fairness at Work (FAW) cases – there had been six new cases raised in quarter one compared to the same period the previous year. Two related to officers and four related to staff. There were no apparent trends being highlighted. There was a robust process in place to resolve these cases, with most being resolved at Stage 1 of the process.

Mr Hall highlighted that due to irregularities in the data currently being produced by the new Enterprise Resource Planning (ERP system), the sickness data and e-learning data was unavailable. The Constabulary were working hard to rectify the problems and it was anticipated that the ability to extract data from the ERP system would be resolved within the next 4-6 weeks. Reassurance was provided to the PCC by the Chief Constable that sickness management at a local level was not being affected by the lack of Management Information.

Mr Bailey sought to provide clarification around the introduction of the ERP system, which had been brought in to bring together back office functions with a view to drive out savings. The Constabulary were aware that the implementation of any such system would be a challenge but Cap Gemini had provided an exemplary service. There had previously been concerns raised at JNCC meetings and from Unison but these had now been resolved and had come off their agenda. As indicated by Mr Hall, there were challenges around obtaining management information but there were solutions to resolve this, which would be put into place over the next 4-6 weeks. Mr Bett advised that when he visited local stations, he had not received any comments/complaints around the new system.

*The PCC noted the contents of the report and congratulated the Constabulary for implementing the ERP scheme in time and on budget.*

## 6. **Strategic Performance Overview**

Mr Hall presented the report to the meeting, which provided a summary of performance against the 2014/15 policing priorities, with specific reference made to the following:

- a) The results of the Crime Survey for England and Wales had been released on 16 July 2015 for the year ending March 2015, and they reported an overall fall in crime in England and Wales of 7%.
- b) Priority Crime – over the last twelve months, the Constabulary recorded 4.9% (446) more priority crimes than in the previous twelve months. The largest percentage increase was recorded in Breckland where priority crime rose by 20% (226 additional crimes compared to the same period in the previous rolling twelve months). Burglary dwelling and violence against the person account for the largest proportion of this increase (88 and 152 additional offences respectively). Across the county, recorded priority violence had increased by 31% (881 additional offences) compared to the previous 12 month period. Total priority violence had risen every month since February 2014 and it was anticipated that a number of factors influenced the increase, one being the continued impact of changes to the National Crime Recording Standards (NCRS) and Home Office Counting Rules. The Constabulary had also put in more robust audit and administration procedures which would also impact this change.
- c) Anti Social Behaviour (ASB) – The Constabulary recorded 14.4% or 3,896 fewer ASB incidents in the last twelve months compared to the previous year. The introduction of Malicious Communications as a crime banding



continued to have a significant impact on the levels of anti-social behaviour. Since April there had been 293 offences recorded as malicious communications which would have been previously recorded as ASB. These offences accounted for around 7.5% of the reduction in ASB across the county but in consequence have increase violent crime records.

- d) Killed or Seriously Injured (KSI) collisions – There had been 355 KSI collision over the twelve months to the end of April, an increase of 1% (two collisions) compared to the previous twelve months.
- e) Priority Crimes Committed by Prolific Offenders – there had been a 63.6% reduction in priority offences committed by offenders on the Integrated Offender Management (IOM) 180° Norfolk Scheme. There were 828 priority crimes committed pre-adoption on to the scheme, against 301 post adoption. The Constabulary routinely reviewed the cohort that they dealt with through the scheme as they took on new people whose offending was responsible for some of the peaks and troughs indicated in Figure 1 of the report. **The PCC requested that in future reports, the table at Figure 1 needed to be annotated to reflect the changes in the cohort. Mr Hall would ensure this amendment was reflected in future reports.** CH
- f) Serious Sexual Offence Detections –this priority measured the detection rate for Serious Sexual Offences (SSO) and the detection rate achieved over the last twelve months was 29.2% (356 detections and 1,220 crimes), 1.5 percentage points higher than the same time last year despite an increase in offences of almost 50%. The trend represented a persistent increase in workload and was more likely to continue with the Constabulary's commitment to victim-focused crime recording and investigation. Over the last year, there had been 421 SSO reported more than twelve months after the offence occurred which accounted for just over a third of offences in this period.
- g) Serious Violence Offence (SVO) Detections – the detection rate was 54.5% two percentage points lower than last year.
- h) Satisfaction – the rolling twelve month satisfaction rate (to the end of June) where respondents indicated they were either very or completely satisfied was 77.6%. 89.2% of those surveyed judged themselves fairly, very or completely satisfied with the service provided by the constabulary, a 1.4% increase from the previous twelve month period.
- i) Violence and Sexual Crime within Key Night Time Economy Areas – during the past twelve months, there had been 582 offences, an increase of 41 offences when compared to the previous twelve months. Great Yarmouth and Norwich had experienced increases over the past year. The use of Scannet within the Prince of Wales Road area of Norwich provided a robust system to tackle violence within licensed premises.
- j) Domestic Abuse Detection Rate – the rate achieved in the most recent rolling twelve month period was 40.2%, which was 8.5 percentage points lower than the same time the previous year.

Mr Bett referred to the reported increase of incidents involving knives and queried whether there was any reason for the increase. Mr Dean identified that whilst the percentage figure (19%) indicates a dramatic increase this might only reflect an increase of one or two incidents.

Mr Bett queried whether the use of the Scannet software in licensed premises had made a significant difference. Mr Dean advised that officers felt more confident since using the software and it had helped improve working relationships within the Night Time Economy (NTE). A recent major investigation had taken place using the Scannet software which had reduced officers time spent on the investigation. Mr Bailey advised that there would be an academic evaluation but it was clear that the number of under-age people getting into nightclubs was non-existent. Mr Bett queried whether there were any plans to extend the scheme to other areas within the county, for example Great Yarmouth. Mr Dean advised this was something being considered but they would wait for the academic evaluation to be published before extending the scheme wider.

Mr Bailey highlighted four important issues around strategic performance:

- National Crime Recording Standards (NCRS) compliance – the Constabulary had been at 87% but now at 97%.
- More victims had confidence to come forward and that accounted for violence and sexual reports.
- Believed that more abuse being perpetrated
- The Constabulary were focussing assets within the right place. A Rape and Serious Sexual Offence (RASSO) Lawyer was now embedded within the rape and sexual offences team.

Mr Bett highlighted that the reductions achieved in South Norfolk around decrease in burglary other than dwelling (BOTD) were very positive and he congratulated the Constabulary on this performance.

Mr Bett identified that serious injuries of cyclists and pedestrians continued to increase which was accounting for the increase of KSI's across the force. He asked the Constabulary to provide an update on the actions being taken to address this with partner agencies. Mr Dean advised he had met with Chief Inspector Chris Spinks to obtain an update on the work the Vulnerable Road Users Group were carrying out. The Group had met on 2<sup>nd</sup> September 2015 and an action plan had been prepared and circulated for consultation. The Constabulary were represented at the Group by the Norwich County Policing Command (CPC) Inspector and the work they were undertaking tied into the 'Keeping Mind on Road' campaign. The latest KSI figures showed 136 compared with 148 the previous year. There had been 1 cyclist fatality in June and 1 pedestrian fatality in August. There was an action under the Vulnerable Road User Group to target cyclists, mainly focussing on Norwich, which was why representation on the Group was from the Norwich CPC.

Ms McKibben queried what the latest position was with regard to Breckland which had been showing an increase in figures. Mr Dean provided an overview, which included details of two operations:

- Operation Nuneaton – a joint operation with HMP Wayland which resulted in the arrest of 4 people for bringing drugs into Breckland from outside.
- Operation Clampdown – an operation focussing on burglaries which resulted in 14 arrests in a short period of time, with 10 people charged with burglary and other offences.

Ms McKibben highlighted in previous reports, cross border roving crime had been reported, and as the Constabulary developed more opportunities for regional collaboration, there would be a need for more collaboration regarding this area. Mr Dean clarified that the Constabulary were working on this area with their regional colleagues and there was a willingness between forces to share intelligence.

*The PCC noted the contents of the report and specifically congratulated the Constabulary for the performance of the South Norfolk Command.*

## 8. **Equality & Diversity, Hate Crime and Stop & Search**

Mr Dean presented the report which provided updates on the Constabulary's progress and performance in these areas from January 2015 to June 2015 (2014/15 Quarter 4 and 2015/16 Quarter 1). Specific reference was made to the following:

- The Constabulary would be submitting to the Stonewall Workplace Equality Index on 4 September and it would be the first year of a three year plan to ensure Trans inclusion in the Workplace Equality Index was recognised.
- The Constabulary held a Positive Action day to encourage Ethnic Minority and Female Officers to specialise roles.
- The Constabulary was developing Diversity Liaison Officers roles for Special Constables and a Special Constable has joined the Diversity team in a voluntary capacity to progress older people engagement and an additional Specialist role was being developed to engage with LGBT Communities.
- Workshop to Raise Awareness of Prevent (WRAP) training continued to be rolled out. (Prevent was part of the Governments Counter Terrorism Strategy).
- Single Equality Scheme and Objectives – the three year Scheme outlines how the Constabulary would fulfil its moral, social and legal obligations, putting equality in the heart of everything it does. The actions in the scheme set out how the organisation intended to implement the requirements under the Equalities Act.
- Hate Incidents and Crime – the total number of hate incidents and crimes reported during the period January 2015 to June 2015 was 626, which represented a small increase. This increase correlated with the work the Diversity Liaison Officers had undertaken on hate incidents and crimes to raise awareness and encourage reporting at community events across the county. The Diversity Team provided support to Learning and Development delivering sessions on Hate Crime to officers and staff.
- Stop and Search – there had been a significant decrease in use of both stop and search and stop account powers which was as a result of the continued efforts of the Constabulary to improve training, governance and performance



monitoring of the use of search powers. The Constabulary's Independent Stop Search Scrutiny Panel (ISSSP) met quarterly to scrutinise performance and ensure powers were used lawfully. The Constabulary had adopted the Home Office Best Use of Stop and Search Scheme (BUSS) and was fully compliant with the aims of the Scheme.

Mr Bett identified that in relation to the hate crime victim profile and the repeat victimisation statistics contained within the report, it showed 33% of repeat victims of hate crime during Quarter 1. Mr Bett queried how that compared with the national picture. Mr Dean provided reassurance that this formed part of the force management meetings, where screening took place through threat risk and harm, with targeted prevention around repeat victims. **Mr Bett requested that a short report be prepared and brought to the next Police Accountability Forum meeting in November, to provide clarity and details of the national picture.** ND

## 9. Protective Services Command Update

Mr Bailey presented the newly formatted report which identified key performance information and significant operational or organisational issues for the Protective Services Command. Mr Bailey highlighted that this report was under development and would continue to evolve in discussion with OPCCN staff. Specific reference was made to the following:

- Firearms Licensing Unit – a large number of cases had been dealt with by the Unit and positive feedback had been received from the shooting community with regards to the work of that department.
- Forensic Team – based on HMIC figures, the Constabulary had the best forensic team in the country. Work was being carried out regarding the profile of Crime Scenes Investigators to establish that resourcing was being used in the right way.
- The Major Investigation Team (MIT) were very busy and their remit had been expanded to include complex child sexual abuse cases.
- Cyber and Serious Crime Unit – this was a new unit which was becoming fully established with technology and with the productivity of Norfolk and Suffolk, were one of two leading forces across the country.
- Intelligence Directorate – Norfolk and Suffolk were at the cutting edge of intelligence, and saw 26 arrests due to the intelligence resource unit.

Ms McKibben thanked the Constabulary for providing a more detailed report, in a very good format.

Ms McKibben noted that they were reducing firearms enquiry officers for licensing visits but the Constabulary were seeing an increase in demand. She queried how that was being dealt with. Mr Bailey advised that as with all workstreams they were having to look at all options in terms of bridging the financial deficit. There was a need for an assessment of professionals against the assessment of risk. Due to the financial position, the Constabulary were having to look at the whole business in that way.

*The PCC noted the report.*

## 10. **Emerging Operational / Organisational Risks**

Mr Bailey provided an overview, advising there were two areas of note:

- the Constabulary were coming through a busy period, not just with organisational change but implementing the THRIVE process. The Constabulary were running with a deficit of staff within the Central Control Room (CCR) and recruitment was taking place to rectify the deficit.
- There were challenges around the increasing number of reports of all areas of abuse. He had moved resources into the areas and traditional officers had been moved to assist those units and a Rape and Serious Sexual Offence (RASSO) lawyer had been appointed.

## **Part 2 – Private Agenda**

### 11. **Estates Strategy Update**

Mr Dean 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.

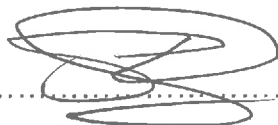
*The PCC gave approval to:*

- a) **Acle Police Station** – that consultation was progressed with Broadland District Council planners to seek future residential re-development on the site and to report back with proposed plans for further approval.
- b) **Wymondham OCC Mast Letting** – the rent review with a communications provider.
- c) **Hunstanton Police Station Mast Letting** – the rent review with a communications provider
- d) **Asbestos Management Contract** – extend the asbestos management contract by the current provider to a maximum period until 9 May 2018.

### 12. **Date of Next Meeting**

The next meeting will be held on Tuesday 17 November 2015 at 10 a.m. in the Wroxham Room, Jubilee House, Falconers Chase, Wymondham.

Signed: .....



Mr Simon Bailey  
Chief Constable

Signed: ... *A. W. Bett* .....

Mr Stephen Bett  
Police and Crime Commissioner

