



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON MONDAY 18 JANUARY 2016 AT 10 A.M.
IN THE ASSEMBLY ROOM, TOWN HALL, SATURDAY MARKET PLACE, KINGS LYNN**

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:

Miss S Hamlin	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
Mr M Bland	Head of Strategic Analysis, Norfolk Constabulary
Mr A McCullough	Head of Protective Services, Norfolk Constabulary
Mr M Fawcett	County Policing Commander, Norfolk Constabulary
Mrs S Sutton	Media and Communications Officer, OPCCN
Mrs C Buckley	Senior Business Support Officer, OPCCN

Part 1 – Public Agenda

1. Apologies for absence:

Apologies were received from Mr Hall, Deputy Chief Constable and Mr Dean, 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 17 November 2015

The minutes of 17 November 2015 meeting were approved. In relation to the actions contained within those minutes, these were being progressed and were in the process of being discharged.

Mr Bailey advised a report on social media and re-design of the Constabulary's Website would be brought to the March meeting and ACC Hamlin would provide a 15 minute presentation on the Digital Strategy, covering the work on the website

and the information structure used. Mr Bailey suggested that a substantive item should appear for future meetings around Digital Strategy/Social Media.

Action: A paper to be submitted on Social Media and re-design of the Constabulary website for the March 2016 meeting. ACC Hamlin to provide a 15 minute presentation on the Digital Strategy.

4. **Budget Monitoring Report 2015/16 to 30 November 2015 (Month 8)**

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 November 2015, with specific reference to the following:

- a) Revenue Budget – the total revenue budget was forecast to overspend by £0.870m at year end.
- b) Pay Related Costs – forecast to overspend by £0.954m and the main areas for this overspend related to managed over-establishment of 9 officers and additional costs of injury pensions; police officer overtime, particularly within the County Policing Command (CPC); staff pay due to additional agency costs and staff overtime, primarily within ICT, Criminal Justice and Contact and Control Room and PCSO under-establishment of 16 FTEs.
- c) Other Employee Costs – the forecast overspend of £0.559m related to planned redundancy costs as a result of the change programme. It had been possible, during the last couple of years, to absorb these costs within the bottom line, but it may not be possible to do so this year.
- d) Savings – the savings projection included within the forecast outturn was £6.850m.
- e) Capital Programme – the total revised 2015/16 Capital Programme, following previously approved changes by the PCC, was £10.692m. The forecast expenditure at year end was £4.997m, with an overall forecast underspend at year end of £3.790m. The main underspends forecast were: Slippages in North Walsham, Attleborough and Gorleston new builds and slippages in both the Kings Lynn and Bethel Street remodelling projects.
- f) Safety Camera Partnership – The PCC holds earmarked reserves of £2.016m on behalf of Norfolk Safecam for use on on-going and new road safety initiatives. The Safety Camera Oversight and Scrutiny Board had agreed options for spending the reserve during 2015/16 and it was expected that the surplus would reduce to less than £1m by the year end.

Mr Bett congratulated the Constabulary as, whilst there was an overspend, they had still been very close to budget. Mr Bailey advised that it had been a conscious decision to review the way they managed police officer establishment and the force had historically run under-establishment, thereby generating underspends. Mr Bailey and Mr Hummersone had discussed the establishment, acknowledging there were peaks and flows in officer numbers and therefore, had gone above establishment on strength and would continue to do so whilst there was scope within the budget to accommodate this.

The PCC noted the report.

5. Athena Update Report

Mr McCullough presented the report, which summarised the status of the Athena implementation project, progress to date and the overall risks and issues since going live on 19th October 2015.

It was identified that the implications and risks around Athena were:

- the Investigation Management Unit (IMU) resourcing and demand at going live was recognised as a risk, but this had reduced and the quality assurance, linking and allocation of all investigations had stabilised as staff had become more competent. A significant training and support plan was put into place but the abstraction of officers for 5-8 days had not been sufficient for officers to understand the system but the knowledge of officers was improving. Additional training for supervisors in case management and workshops covering specific areas officers were struggling with had also been arranged. There were help hubs available on the system for officers to research and identify issues and work through them in order to understand the system. The Service Desk would continue to run until March 2016 and the number of calls to this service was reducing as officer's knowledge increased.
- The identification of victims, hate crimes and other vulnerabilities had not been as efficient as previously, mainly due to the data quality in terms of the classification codes the officers had to use. These would indicate to those who process the information or through automated referrals to partners that risks may exist. There were several safety nets in place across the IMU, Multi-agency Safeguarding Hub (MASH) and with frontline supervisors.
- Obtaining and processing reliable management information was a real challenge for the Joint Performance and Analysis Department (JPAD), which was recognised by the Regional Management Information Group, the Athena Management Office and Northgate (the providers) and all parties were working hard to find solutions.

Mr Bett identified that during discussions with officers, one of the issues raised related to the quality of the desktop computers and the speed/abilities of the servers being used. Some areas experienced quick systems and some areas were experiencing a slow response from the system. He queried whether there was anything that could be done to resolve these matters. Mr McCullough advised that more work was being undertaken around the ICT infrastructure to target those affected areas. A tech refresh within the most affected areas was being undertaken to ensure the same level of performance was available to outlying areas as was available at the OCC. A total of 800 desktop computers were being replaced. Mr Bett was reassured that work was being undertaken and he was advised that this would be completed by April 2016.

Mr Bett queried whether Athena allowed officers to access past records. Mr McCullough advised the Constabulary did not back up the old systems onto Athena, as agreed by the Joint Chief Officer Team, but there was a search function available to allow officers to search for nominal information from other old systems should that be required.

Ms McKibben sought reassurance around the identification of victims and hate crime. Mr McCullough provided reassurance that victims were being identified within the system and recorded appropriately. Ms McKibben queried what process was in place around vulnerabilities. Mr McCullough advised that the DASH booklet was still placed on the system. A paper was being prepared for discussion by the Joint Chief Officer Team in February looking at the creation of a development team to assess each victim within each investigation. Mr McCullough gave details about the team and how it would operate.

Ms McKibben queried when the Constabulary anticipated they would be in a position to provide reliable performance data from Athena. Mr McCullough advised they would gain an understanding of the issues over the next couple of months.

Action: Athena Update to become a substantive item at each meeting until further notice.

The PCC noted the contents of the report.

6. Strategic Performance Overview

Mr Bland presented the report to the meeting, which provided a summary of performance against the 2015/16 policing priorities, with specific reference made to the following:

- Of the nine policing performance measures set out within the Police and Crime Plan, three were on target to be met (Anti-Social Behaviour, Victim Satisfaction and Integrated Offender Management (IOM) 180 Scheme Reduction in Reoffending Rate) and the remaining six were slightly off target. Priority Crime was one of those targets slightly off, with a target of 26 priority crimes a day, and the Force were at 27.
- The rise in priority crime had been driven by changes in the Her Majesty's Inspectorate of Constabulary (HMIC) Inspection on Domestic Abuse 2014, which promoted growth in reporting and in terms of Crime Data Integrity, ensuring crimes were recorded properly, which then fell within priority violence.
- Serious Violence Offence (SVO) Detections – the detection rate for serious violence crimes reported within the last 12 months was 37.3%, 18.6 percentage points lower than the previous year and 30 percentage points below the target rate of 68%. It was highly unlikely the Constabulary would meet that target. Serious violence offences took on average almost 10 weeks to resolve, which meant that at any one time, a number of crimes being investigated and spikes in recorded crime could have temporary downward effects on the detection rate. Besides not having an identified suspect, there were two other primary reasons for serious violent crime being solved. In almost one in five cases the victim was not prepared to support a prosecution and in a further 13%, evidential difficulties prevented the crime from being solved.

- Killed or Seriously Injured (KSI) Collisions – In the twelve months to the end of November 2015, there were 399 people killed or seriously injured on Norfolk's roads (34 higher than the previous twelve months). There was a concern that there was an upward trend, but the rise was not statistically exceptional, meaning it was within the confines of normal variation.

Mr Bett queried whether areas such as playground issues and text messaging fell within priority violence. Mr Bland advised text messaging fell into 'other violence' but it was Actual Bodily Harm (ABH) which brought the biggest rise. He clarified that whilst many people thought that hitting someone was ABH, any incident leaving a reddening of the skin would be categorised and recorded as ABH.

Ms McKibben raised a query around Domestic Abuse and the reduction in positive arrest and positive outcomes from arrests as she was aware from discussions with Mr Sturgess, the Domestic Abuse and Sexual Violence Co-ordinator, that the figures were around 54% as opposed to being in the 80%'s previously. Mr Bailey identified that the policy around this area hadn't changed but asked Mr Bland to look into this area and provide Ms McKibben with further information/clarification after the meeting.

Action: Mr Bland to review the matter raised by Ms McKibben regarding the reduction in positive arrest and positive outcomes from arrests and provide further information/clarification to Ms McKibben.

Mr Bett congratulated the Constabulary on a successful IOM 180 Scheme. He queried how many people were on the cohort and whether it was at full capacity. Mr Bland advised there were 150 people across both Norfolk and Suffolk and the Scheme was at capacity at present, but this was an area being looked at by the Norfolk 2020 team.

The PCC noted the contents of the report.

7. **Protective Services Command Update**

ACC Hamlin presented the report which identified key performance information and significant operational or organisational issues for the Protective Services Command. Specific reference was made to the following:

- Chief Inspector Chris Spinks had retired from Roads Policing and a replacement had been interviewed and identified as Chief Inspector Kris Barnard. He would take up post on 10th February 2016.
- Work had been carried out following the Paris attacks to ensure the Constabulary were prepared for any type of incident.
- The Constabulary were continuing to work on a business case which had proposals for an On Line Investigation Team (OLIT) and Safeguarding Children Online Team (SCOLT) whose work would involve the investigation of internet related child sexual exploitation and illicit images of children offences.

- The Norfolk 2020 Team had reviewed non-armed Roads Policing Capacity within the force and had presented their findings to the Chief Officer Team on 18th December 2015.
- Protective Service was mapping the impact of a potential increase in armed police capacity should the Home Secretary's request for an uplift in armed capacity across the country in light of the recent terrorist attacks. It was unknown as yet as to how that uplift would affect Norfolk but given the residency of the Royal Family within the county, Norfolk had more capacity than other forces.
- Performance within the Road Casualty Reduction Team was focussing on the 'fatal four'. There had been a total of 703 interventions and November results were:
 - Speed – 102 interventions
 - Phone – 113 interventions
 - Seatbelt – 109 interventions
 - Other – 195 interventions
 - 3 Positive Breath Tests
 - 178 Negative Breath Tests
 - 3 Arrests

Mr Bett queried whether the East Counter-Terrorism Intelligence Unit was having an effect on the use of ERSOU. ACC Hamlin reassured Mr Bett that the Constabulary were working closely with both Units and involving them in areas such as the potential uplift in firearms capacity.

Mr Bett queried whether, with the new Forensic contract in place, they were experiencing slower results. ACC Hamlin advised that they were seeing faster results and it was hoped this would continue to be the case.

Mr Bett queried with Better Case Management / Changes to Bail Act coming in, which required more officers to work on major investigations for longer periods of time, how would that impact on the Joint Major Investigation Team. ACC Hamlin advised the timescales were around the time taken for bail and that they would deal with the Act as it came into effect to understand what it meant to officers and the wider Team.

Ms McKibben queried in relation to the proposals for OLIT and SCOLT, whether consideration had been given to running these on a regional basis. Mr Bailey advised there was a regional team but online work was based on locality. The SCOLT would be within Norfolk and the OLIT was based in Suffolk. Mr Bailey provided an overview of some of the areas being looked at by both teams, for example, sexting and grooming cases. Both teams were performing well.

In relation to Road Policing, Ms McKibben was pleased to see the high number of breathalyser tests being undertaken, but queried whether the method being used was Value for Money, given the number of negative alcohol tests completed and that areas such as mobile phone use were increasing. ACC Hamlin advised the work of the casualty reduction partnership was helping to drive down figures and breath tests were undertaken as a matter of course when a person had committed a moving offence.

The PCC noted the report.

8. Liaison and Diversion Service Update

ACC Hamlin presented the report which provided an update from Joint Justice Command in relation to the provision of Liaison and Diversion Services in the Police Investigation Centres in Norfolk and Suffolk which commenced in April 2015.

Specific reference was made to the following:

- The Liaison and Diversion Service came into being due to a bid being submitted by Norfolk and Suffolk NHS Foundation Trust (NSFT) to NHS England in 2014.
- The service focused on screening for a range of vulnerabilities within the cohort of individuals who were in contact with the criminal justice system, which included mental health, learning disability, substance misuse, children and young people, homelessness, military veterans and female gender.
- NSFT had been working closely with Project Nova who were providing a pilot liaison and diversion service for military veterans within the criminal justice service within both counties. This was a formal partnership and there was a dedicated pathway in place avoiding duplication and wasted resource.
- There had been some project slippage in moving to the final stage implementation of 24/7 cover in the Police Investigation Centres (PICs), which had been caused by the lack of ICT connectivity within the PICs. Work with BT was being undertaken with a view to getting this resolved during January 2016.

Ms McKibben highlighted that the Head of Rehabilitation within the PCC's Office had a number of pathways in place and it would therefore be useful for the Head of Rehabilitation, Vicky Day, to be invited to sit on the Project Board to provide an input on the other pathways being covered.

Action: ACC Hamlin to ensure that Vicky Day, Head of Rehabilitation, be invited to attend all future Project Board meetings.

Mr Bett identified that it was important that all sectors worked together on areas to prevent working in silos and duplication of effort. ACC Hamlin provided an overview of the work being undertaken by Claire Watson, Health and Justice Commissioning Manager, NHS England on the Liaison and Diversion Service. Mr Bett requested that a regular Liaison and Diversion Update report be brought to the meetings.

Action: A regular update report on the Liaison and Diversion Scheme to be brought to future meetings.

Ms McKibben highlighted that there appeared to be a degree of variation of the resources provided by different courts. ACC Hamlin identified that it related to

improving the process, understanding and recognising when there was an issue and what to do about that. It depended on the type of court and the types of individuals involved. Ms McKibben asked ACC Hamlin to keep her updated and advise whether there was any support they required from the PCC's Office in relation to dealing with the courts.

Action: ACC Hamlin to liaise with Mr Wilkins around this matter and to contact Ms McKibben should assistance be required.

Ms McKibben advised that the OPCCN had been invited, by the Ministry of Justice, to submit a bid for funding for support for female offenders. The bid had been submitted and Ms McKibben highlighted that should it be successful, then it was important to link in with the work being undertaken by ACC Hamlin to ensure there was no duplication. Ms McKibben would provide ACC Hamlin with a copy of the bid for her information.

Action: Ms McKibben to provide ACC Hamlin with a copy of the Ministry of Justice bid for her information.

The PCC noted the contents of the report.

9. **Community Resolution – 16 July 2015 to 30 November 2015**

Mr Fawcett presented the report which provided a summary of the use of Community Resolutions in relation to types of criminality. Specific reference was made to the following:

- During the four and a half month period, there had been 788 community resolutions carried out in Norfolk, compared to 1,683 during the nine and a half month period from the previous reporting period. When calculated on a pro-rata basis, this means an average of 175 crimes a month being resolved by community resolution within this reporting period, compared with 177 crimes a month in the previous reporting period.
- Community resolutions accounted for 17% of all outcomes during this reporting period compared to 13.3% in the last reporting period.
- In relation to the type of crime where Community Resolutions were used the most, the top three were Violence Against the Person (29.24%), Theft Other (28.05%) and Criminal Damage (15.61%).

The PCC noted the contents of the report.

10. **Emerging Operational / Organisational Risks**

Mr Bailey provided an overview, advising the following areas to note:

- The main organisational risks were around ERP and Athena in relation to management information.

- The Constabulary would be recruiting a new Joint Head of Corporate Communications. Interviews would be carried out by the two Deputy Chief Constables.
- Following the Paris attacks, work was being undertaken to ensure the firearms team were fully qualified and to capacity.

Mr Bett queried how Pc McCormack was following an attack which had taken place whilst she was on duty. Mr Bailey had spoken with Pc McCormack who had an injury to her arm but she was in good spirits. The offender had been arrested under Section 18 GBH but had not been remanded in custody.

Part 2 – Private Agenda

11. Estates Strategy Update

Mr Byam 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 agreed the following:

- Hoveton Police Station – Works Tender** – to approve the works tender submitted for the proposed building extension.
- Thetford Police Station** – A substantive update should appear within the Estates Strategy Report regarding developer contributions.
- 8-10 Penfold Drive, Wymondham** – the lease of the premises is terminated.
- 5 Newton Close, Trowse – Sale of Police House** - The police house to be sold to the occupying tenant.
- Carmelite House, Norwich** - The rent review at nil increase is settled with the landlord.

12. CPS / Norfolk Constabulary Rape and Serious Sexual Offences pilot update

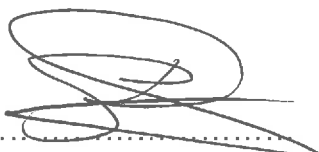
Mr Bailey presented the report which provided an update on the pilot for a CPS/Norfolk Constabulary Rape and Serious Sexual Offences (RASSO) Lawyer and gave details of the academic partner who had been engaged to provide an interpretation of quantitative and qualitative data which would be compared with six other forces and would represent an evidence based evaluation of the process and outcomes on which success could be determined.

Discussion followed regarding the pilot and the data within the report.

The PCC noted the contents of the report and approved the continued partnership support and funding for the three-year long RASSO pilot.

13. **Date of Next Meeting**

The next meeting will be held on 24 March 2016 at 10 a.m. in the Filby Room, Jubilee House, Falconers Chase, Wymondham.

Signed: 

Mr Simon Bailey
Chief Constable

Signed: 

Mr Stephen Bett
Police and Crime Commissioner