



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING HELD ON THURSDAY 24 MARCH 2016 AT 10 A.M. IN THE FILBY ROOM, JUBILEE HOUSE, FALCONERS CHASE, WYMONDHAM

1. **Attendance:**

Mr S Bett	Police and Crime Commissioner
Ms J McKibben	Deputy Police and Crime Commissioner

Also in attendance:

Mr C Hall	Deputy Chief Constable, Norfolk Constabulary
Miss S Hamlin	Assistant Chief Constable, Norfolk Constabulary
Mr N Davison	T/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 J Colbert	Temporary Chief Inspector, Norfolk Constabulary
Mrs C Buckley	Senior Business Support Officer, OPCCN

Part 1 – Public Agenda

1. **Apologies for absence:**

Apologies were received from Mr Bailey, Chief Constable, Norfolk Constabulary.

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

There were none received.

3. **To confirm the Minutes of the meeting held on 18 January 2016**

The minutes of 18 January 2016 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 Bland gave an update in relation to the action on page 7 of the agenda papers regarding the reduction in positive arrests and positive outcomes from arrests rate reported. He advised that he had undertaken an investigation and identified the issue had arisen due to the linking of arrests with investigation records in Athena and agreed the rate reflected in the previous report was not a true rate. He advised that the Constabulary were in the process of reaching a true rate.

Mr Bett queried when it was anticipated this would be resolved. Mr Bland advised this was being looked at as part of the wider Athena issues and it was hoped that within 3-4 months all of those indicators would be accurate.

4. **Digital Future for Norfolk and Suffolk**

Action

ACC Hamlin presented the report outlining the joint digital vision for the Constabulary. This was a digital model for policing its digital services, in a way that understood and met the needs of an informed, demanding and networking public. The digital strategy had been approved and the new Enterprise Resource Planning (ERP) and new Crime System (Athena) had been implemented. In order to deliver the digital strategy, the following recommendations had been made:

- Creation of core digital delivery team along with a digital hub within Central Control Room (CCR)
- Ratification of digital strategy governance
- Investment in ICT, namely communications platforms, digital storage and mobile devices
- Prioritisation of desktop equipment refresh

Ms McKibben identified that whilst the benefits of bringing all ICT elements under one area could be seen, she queried whether the Constabulary would be undertaking any benefits realisation exercises, specifically looking at the business cases prepared for both the ERP and Athena system; matching up what was delivered against those cases, with a view to informing future purchases and decision making. ACC Hamlin confirmed that this would be something that the Constabulary would continue to do. Now that the systems were in place, and there was an understanding that there might be other areas to develop, there would be discussions and governance would be taken into account. Ms McKibben queried how this information would be shared with the PCC. **ACC Hamlin advised this would be via regular updates to the OPCCN, which would be provided to Ms Lister.**

SH

The PCC noted the report.

5. **Review of Social Media Strategy**

Action

ACC Hamlin presented the report, which provided an update on the review of the Social Media Strategy across Norfolk and Suffolk Constabulary. Specific reference was made to the Social Media policy, which was out for consultation and would be published in May 2016. The intention was to open up the use of Twitter wider within the organisation using a 3 part strategy – 1) a Corporate Account, which would cover management information and critical incidents, 2) District accounts, which would cover local matters and 3) Individual accounts which would cover stories and getting to know the local police officers. It was intended to send out an invitation to all officers to take up individual Twitter accounts and, should they not get sufficiently used, they would be deactivated.

Ms McKibben highlighted that the digital strategy was a complex area with different strands and identified that it would be useful, going forward, to understand what was being delivered against the PCC's Police and Crime Plan; this was an opportune time to look at this, especially when the new Police and Crime Plan was published. **ACC Hamlin would arrange for a copy of the Social Media Strategy to be sent to the PCC's Office for their information.**

SH

Mr Bett highlighted that with more and more people using this form of social media (Twitter), there was likely to be an increased number of messages coming in via this medium. He queried who would be monitoring/responding to these messages as dealing with them would take time, so what resources would the Constabulary be committing to this area. ACC Hamlin advised that Twitter was already being used in a number of ways within the Constabulary and this was an opportunity to expand that use. She gave an overview of how this was currently managed, with limited impact on the Constabulary, and she envisaged this would continue to be managed in the same way going forward. Used appropriately, Twitter would be a helpful tool for the Constabulary.

The PCC noted the report.

6. **Review of Website Development**

Action

ACC Hamlin presented the report, which gave an update on the review of website development across Norfolk and Suffolk Constabulary. She advised that the project was on track and on budget, with prototypes being worked on. The content editing would be completed by 30 June 2016 and they would be working on user testing during July 2016. Specific reference was made to the functionality areas being worked on with suppliers, with some of the key areas being:

- Payments online
- Reporting a crime to Athena
- Enhanced accessibility to Recite Me (translations of 50+ languages)
- Road traffic maps showing hold-ups on the road network
- Local Safer Neighbourhood Team (SNT) pages with local news and twitter feeds
- Polls and surveys
- Web chat
- 'Most Wanted' and 'In the Dock' pages
- 'Lost and Found' facility

Mr Bett advised the report made reference to user testing being carried out by a cross section of people – he queried whether this testing would involve members from the Disability Advisory Forum and how had the Constabulary established user needs. ACC Hamlin advised that the user testing would involve members of the Disability Advisory Forum and in relation to establishing user needs, a number of workshops and forums had been held looking at what the requirements were, and those identified were broken down into different phases of what the Constabulary could afford to do and what were the priority areas.

Ms McKibben understood the Constabulary wanted service user involvement from disadvantaged and vulnerable groups, but it appeared that the consultation had been carried out on a partly built model rather than before the model was designed. She queried how confident the Constabulary were that there was flexibility in the contract to deliver the outcomes from the forums/workshops which may focus on different areas than those highlighted by the Project Team. ACC Hamlin advised that should this arise, then the Project Team would have to compare cost benefits of the suggestion and the ability to meet people's needs and ultimately the decision would then have to be taken as to whether to proceed or not.

The PCC noted the report.

7. Protective Services Command Update

Action

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

- ACC Hamlin gave an overview of the response from the Constabulary following the attacks in Brussels. A message had been circulated to all officers and staff highlighting the need to keep safe and be aware of their surroundings. Overtly armed officers had been sent to Norwich Airport to provide reassurance to the public. The thoughts of all present at the meeting were sent out to all friends and family who had lost loved ones in the tragedy.
- Specialist Ops – Norfolk had seen 263 collisions (24 of which were fatalities) against 308 (28 of which were fatalities) at the same point last year. Forces had been asked to consider a 50% uplift in Firearms capability which would attract significant additional costs and training of staff.
- Forensic Services – attendance rates and fingerprint and DNA productivity all remained high across Norfolk and Suffolk in comparison to most similar group (MSG) and other forces. Positive comments had been made in a recent Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) Effectiveness report concerning the forensic contribution to investigations.
- Joint Major Investigation Team – Post-charge work continued on a number of investigations. In January 2016, Kieran Hawkshaw was sentenced to 14 years imprisonment for the attempted stranger rape of a female in Norwich City Centre in September 2015.
- Intelligence Directorate – the processing levels of intelligence reports within the Central Intelligence Bureau and Area Intelligence Units continued to be effectively managed. No Police National Database (PND) uploads were being sent from Athena. This was not a Norfolk specific issue but impacted on all Forces using Athena. Work continued to ensure that issue would be resolved as soon as possible.

- Eastern Region Serious and Organised Crime Unit (ERSOU) – a new Superintendent had been appointed within ERSOU and two new staff members had been recruited. The ERSOU were supporting the Constabulary on critical issues and they were very grateful for their support.

Ms McKibben queried whether any further guidance had been received around the 50% uplift in firearms capability. ACC Hamlin advised they were still awaiting Home Office advice and as the threat and harm risk to this region was significantly lower than other areas, it was not anticipated that any additional funding would be received by the Constabulary. She advised that she chaired an Operational meeting around the response to any potential firearms attacks, and they have worked to ensure that officers had the same kit, procedures etc. This would be an area discussed at the seven Chief Constables meeting in May.

Mr Bett referred to Automatic Number Plate Recognition (ANPR). He was aware a great deal of information was received from this area, but queried whether the Constabulary prioritised what information was acted upon, i.e. could the ANPR system isolate information around a specific area to assist in a specific investigation. ACC Hamlin gave details, advising that a series of parameters could be set so that the information being gathered was specifically targeted. Ms McKibben queried whether ANPR was used to help reduce Killed and Serious Injured Collisions (KSI). ACC Hamlin advised that ANPR was used in a number of different ways and places, which included KSI and crime purposes.

Ms McKibben congratulated the Constabulary for the good performance within the Forensic Services directorate, which was reported at every meeting. It was indicated within the report that productivity remained high, but Ms McKibben requested that figures be provided around that area in future reports especially given the changes that have taken place within that directorate. **ACC Hamlin would arrange for these figures to be produced and provided to the PCC's Office.**

SH

In relation to cyber fraud, Mr Bett queried whether Norfolk linked in with the work being undertaken within Suffolk; whether the unit was still based in Dereham and whether relevant links were being made with ERSOU. ACC Hamlin advised that the links were in place between the Norfolk and Suffolk Units and the Norfolk Unit did operate from Dereham. There were also links with ERSOU and there was a cascade system used between the different units. ACC Hamlin provided an overview of this area.

Ms McKibben questioned how confident the Constabulary were that they were getting the appropriate level of return from the investment they had made into the ERSOU. She was aware it was an issue which vexed PCCs that investments were being made but they were unclear how that benefit was being reported. This was an important area to resolve especially as Constabularies moved towards more regionalisation of capability. ACC Hamlin gave details of work being undertaken around improving the performance data available, but given that on many occasions details of the ERSOU jobs were non-disclosable there needed to be an element of trusting the judgement of those involved that the Unit was performing well and was value for money.

Mr Bett made reference to Her Majesty's Inspectorate of Constabulary (HMIC) report on missing children and advised it was reassuring to see that Norfolk had been mentioned for their best practice as follows:

"For example, in Norfolk at the time of our child protection re-visit in April 2015, there were ten dedicated safer schools officers working full-time in nine secondary schools and plans to support the remaining secondary schools with dedicated safer schools officers through PCSOs based within the Operational Partnership teams."

Mr Bett congratulated the Constabulary on the work carried out in this regard.

The PCC noted the report and congratulated the Constabulary on their work around safer schools officers.

8. Strategic Performance Overview

Action

Mr Hall 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:

- Whilst the Constabulary were now able to provide an update on some of the areas of performance, there were still some reporting areas which were challenging especially around the extraction of information from Athena. The Constabulary had indicated that until they were completely confident with the accuracy of the information being extracted, they would not report beyond the middle of October 2015.
- Since the last report, the Crime Survey of England and Wales had released latest figures for crime to the end of September 2015. To September 2015, there were an estimated 6.6 million crime incidents against households and residents aged 16 and over. This was a 6% decrease compared to the previous year's survey. This contrasted with a 6% increase in police recorded crime.
- The survey had picked up trends, and one of those saw that sexual offences had increased by 39% over the past twelve months compared to a national increase of 36%. The Office of National Statistics cited improvements in crime recording and a greater willingness of victims to come forward to report such crimes as the likely reasons.
- Anti-Social Behaviour (ASB) – Athena had had no impact on the recorded numbers of ASB cases. The Police and Crime Plan had set a target to reduce ASB calls by 40% compared to 2010/11. This gave a target of 29,918 calls in 2015/16. The Constabulary was highly likely to achieve this target; in the latest rolling twelve months there were slightly more than 21,000 ASB calls received by the Constabulary. Reductions in ASB were due to the Constabulary's efforts to work in partnership with local agencies and communities through Operational Partnership Teams and Safer Neighbourhood Teams.

- Killed or Seriously Injured (KSI) collisions – The target set in the Police and Crime Plan was that the Constabulary and their partners must prevent there being more than 320 collisions that resulted in a fatality or serious injury on Norfolk roads. There had been 338 such collisions over the twelve months to the end of November 2015. This was a decrease of 0.6% (2 collisions) compared to the previous twelve months. In the twelve months to the end of December 2015 there were 382 people killed or seriously injured on Norfolk's roads (just four higher than twelve months previous when this figure had been presented in the last report there were 399 people who had died or been seriously injured in the preceding twelve months but that figure was 34 higher than the corresponding time the year before – this indicated the high level of volatility in those statistics). There had not been a statistically significant change in the number of people killed or seriously injured on Norfolk's roads despite the increases in casualties. 33 people died on the roads in Norfolk in 2015, the lowest since records began to be kept in 1987.
- Victim Satisfaction – the implementation of Athena had not had any impact on the reliability of the satisfaction statistics. The rolling twelve month satisfaction rate (to the end of December 2015) where respondents indicated they were either very or completely satisfied was 77.0%. 88.5% of those surveyed judged themselves fairly, very or completely satisfied with the service received from the Constabulary – this was a reduction of 0.3% from the previous 12 months.

Mr Bett queried whether the fact that roads were much busier with traffic now was having an effect on the Killed or Seriously Injured Collisions. Mr Hall advised that this was a contributing factor, but some collisions were within rural areas and cluster sites which were difficult to identify. The Constabulary were working closely with the Casualty Reduction Partnership on areas such as road design and policing measures.

Ms McKibben highlighted that in relation to the increase in sexual offences being associated with the willingness of victims to come forward, at the last Police Accountability Forum meeting, the Chief Constable advised that the Constabulary were also seeing a substantive increase in sexual offences. Ms McKibben asked for clarification around this. Mr Hall advised that the view of the Constabulary was that the increase appeared largely down to victim confidence to report incidents/offences. He advised that work was being undertaken nationally to try and determine whether that was the case. Online grooming had introduced newer ways to undertake these types of crimes and the Safeguarding Children Online Team (SCOLT) and officers in schools were being used to combat this type of crime.

Mr Bett queried when forward looking fraud assessments would be published. Mr Hall advised that the Crime Survey for England and Wales would capture fraud offences moving forward. Mr Bland advised that from Summer 2016, these would be included within the statistics and he was working with the Fraud Intelligence Bureau looking at extracting county data. This was taking some time as all 43 forces were asking for similar data. **Mr Bland advised that whilst they currently held one year's worth of data, they had requested historic figures. It was hoped that these figures would be provided in the next month and Mr Bland agreed to share this information with the PCC once known.**

MB

In relation to KSI's, Ms McKibben identified that the PCC had agreed to fund a pilot project with local Inspectors within North Earlham to target young motorcycle users to take them through a training programme, so that positive engagement would help reduce incidents. She highlighted that it would be worthwhile for the Constabulary to monitor the results of that project as it targeted multi-agency intervention into a vulnerable group.

With regard to improving standards of crime recording, Mr Bett highlighted that the HMIC had published their intentions to conduct unannounced visits to assess crime data integrity. Mr Bett questioned how confident the Constabulary were with the Force's current crime data and the quality of recording. Mr Hall advised that they had been in a strong position 12 months ago but the introduction of Athena had caused some challenges in that area. A great deal of work had been undertaken as a result of that and work was still in progress. Based on Internal Audit results received, the Constabulary were moving in the right direction and compliance levels were improving.

Mr Bett advised it had been previously highlighted the training provided around the use of Athena was very short (3-5 days). He queried what the Constabulary were doing in this area to increase the training provision to get officers used to the system. Mr Hall advised a great deal of resource had been put into the training. Initially, many of the issues around data quality were down to users/officers not being familiar with the system but they were now in a position where users were more used to the system. There had been an area created on the internal Intranet for officers to link into and Gold groups had been taking place to look at improvements to Athena. The Constabulary would be looking into what further training provision could be arranged to focus on key areas where users needed further guidance.

Mr Bett queried what actions Northgate (the Athena provider) were taking to rectify issues being experienced with the internet browsers. Mr Hall advised the difficulties with the browsers were complex and were not entirely an issue for Northgate to resolve. Mr Hall gave details advising that Internet Explorer 11 was being used by the Constabulary which caused some conflict with Athena. Work was being undertaken to move users onto the Chrome browser to ease the problems.

Mr Bett advised he was aware that there were problems being experienced with people in custody going outside of the PACE conditions due to Athena and he queried whether this was correct. Mr Colbert advised there had been incidences when detainees had nearly reached the end of their PACE conditions and their processing time, but that had improved and was now not an issue.

Ms McKibben questioned what measures were in place for the Constabulary to reassure themselves that there were no further reductions in serious detection rates going onto the system. Mr Hall advised that daily management meetings and tasking and co-ordinating meetings remained unaltered and supervision and management intervention also took place. The system itself carried out the processes but its complexity meant users needed more help on how to operate the system so that the data could be extracted in the correct way. He highlighted the process changes for staff that they needed to work through and further work was required on the accuracy of the data that was already within the system.

Ms McKibben queried whether the Constabulary were aware of any longer term trends around Domestic Abuse and identified it would be useful to map future trends or predict further demand for high volume areas. Mr Bland advised he was working with the OPCCN to develop a new performance framework which would include demand management. Mr Bland provided an overview of the work being undertaken in this area.

Ms McKibben referred to paragraph 2.3.2 of the report, querying whether a percentage of those not supporting prosecution would be attributable to a lack of service from the police. Mr Bland advised there was no evidence to suggest this. The Home Office had mandated collection of satisfaction data of Domestic Violence victims and this would be an area the Constabulary could look at in the future.

Ms McKibben advised that she was aware that the Integrated Offender Management (IOM) Scheme closely managed a small cohort of offenders and the Scheme had been working through the changes to the Probation Service. She queried the performance around reoffending. Mr Hall advised that performance had been good but the team had faced challenges in light of the restructuring work around this area. This was still being worked through and further discussions were required to shape the IOM team/provision to allow them to continue to deliver their work. The Constabulary were committed to the Scheme and would undertake further work with Probation to ensure early interventions. **Ms McKibben requested that the PCC was kept fully briefed on this area moving forward.** CH

The PCC noted the report.

9. Liaison and Diversion Scheme Update

Action

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 successful liaison and diversion service focused on screening for a wide 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.
- Following analysis of the statistics outlined within the report, which were in line with national liaison and diversion figures, there were three critical areas to be focussed on; namely Accommodation Needs, Substance Misuse and Financial Needs.

- In the first six months of operating, Liaison and Diversion Teams in Norfolk and Suffolk had screened 1,105 adult detainees and as a consequence of the screening they referred:
 - 31% to mental health services
 - 18% to specialist alcohol misuse service
 - 48% to housing services or other accommodation agencies
 - 54% to financial service agencies

Mr Bett queried what contribution had been made by the Mental Health Team in the Control Room towards Liaison and Diversion. ACC Hamlin clarified that the Liaison and Diversion service mainly focused on detainees within the Police Investigation Centres and **in relation to the input from the Mental Health Team, ACC Hamlin did not have the figures to hand but would provide them in due course.** A discussion followed regarding the impact being made by the Liaison and Diversion service. **SH**

Ms McKibben congratulated the Constabulary and the Norfolk and Suffolk NHS Foundation Trust for delivering a successful service. Ms McKibben gave details of a Female Offender Scheme which was being developed by the OPCCN which would assist in this area.

The PCC congratulated the Constabulary and the Norfolk and Suffolk NHS Foundation Trust on the delivery of this service and noted the report.

10. Human Resources Update

Action

Mr Hall presented the report which provided an overview of establishment, strength and recruitment profile; sickness data; a profile of Fairness at Work (FAW) activity; diversity training and workforce profile update; and Performance Improvement Unit (PIU) update as at 31 December 2015.

Specific reference was made to the following:

- Establishment – At 31 December 2015, the officer strength was 1521.26 full time equivalents (FTE), which was 32.56 FTE over establishment, and PCSO strength was 169.01 FTE but was projected to reduce to 167.01 at the end of the Financial Year.
- Sickness – Force targets for the percentage of hours lost had been set at 3.40% for both police officers and police staff. The percentage of hours lost for police officers to 31 December 2015 was 3.15%; and for police staff was 3.52%. The increase in sickness absence during quarter three was consistent with peaks in previous years owing to seasonal illnesses such as colds and influenza.

- Fairness at Work (FAW) Cases – Four new cases (three by police staff and one by a police officer) had been raised in quarter three compared to the same period the previous year. Mr Hall gave details of the Job Evaluation process which had also seen a number of appeals made, which could have been managed through the FAW process but a separate process had been implemented.
- Diversity – 1.72% of police officers and 1.24% of police staff were from minority ethnic groups. The Constabulary were in the process of recruiting a dedicated Positive Action post to develop evidence based positive action initiatives, using social media to target members of Black and Minority Ethnic (BME) groups and individuals encouraging them to join the Constabulary.

Mr Bett understood that the Constabulary had been one of the few forces that had continued recruiting through austerity. Mr Hall advised that the Constabulary had slowed down their recruitment during austerity but had not completely stopped the processes. There had been no PCSO intake for three years and the Norfolk 2020 team were undertaking some work looking at future need for PCSO provision and the team would report back to the Joint Chief Officer Team (JCOT) in early Summer with their findings. A number of PCSOs had applied and been successful in becoming police officers during the previous 12-18 months and that would continue.

Ms McKibben highlighted that whilst the Constabulary were looking to recruit from BME groups, she was also aware that Norfolk struggled with gender representation through senior levels. She queried whether the Positive Action post would also be looking at internal progression issues, including looking at any organisational barriers to help progression by the creation of more part time, flexible working etc. Mr Hall gave details of the work being undertaken around leadership and development and advised there was an expectation on managers to support talent through the organisation. ACC Hamlin gave an example of where this had been successful around the Firearms area, where there were 6 female officers who had passed the Armed Response Vehicle (ARV) course.

Mr Bett made reference to the 'Year to Date Sickness Hotspots' identified in the Joint Justice Services Department for Police Officers. He queried whether some context could be given around the types of absences and whether these had any correlation to the current resourcing model for custody. Mr Hall advised that the data did relate to the custody area and clarified that due to the numbers of police officers within custody being relatively small, an addition of one or two absences would make a significant difference to the statistics.

Mr Bett advised that he was aware the Federation were making use of the Mental Health nurses within the Control Room. He queried whether there were any legal ramifications for using the staff for that purpose, given that they were not employed by the Constabulary. He also queried whether this provision was available within the Occupational Health Department. Mr Hall advised that there were no legal ramifications around using the Mental Health nurses as they were qualified nurses within a Mental Health Trust. There was no provision for this within Occupational Health but there were routes available to gain that support through Force Medical Advisor (FMA) referrals. He clarified that discussions were held with the Mental

Health nurses within the Control Room, mainly because they were already on site and it fell within their area of expertise.

Mr Bett advised he was aware that a wellbeing nurse used to be employed within the Occupational Health Department but, since that person had left the organisation, no replacement had been made. If the Constabulary were having reports of officers suffering with anxiety, mental health issues etc, then it would appear to make sense to have the capability to deal with these issues within the Occupational Health Department. **Mr Hall advised he would take this suggestion away and he would review whether the provision needed to be adjusted.** CH

Ms McKibben raised some concerns around the sickness absence level within the Joint Media and Communications Department. Mr Hall advised this was a small team who had had a number of staff absent on long term sickness. There had been flux within the team but the Interim Head of Media and Communications would be commencing their role in early April and this would be an area they would be required to review.

Mr Bett referred to the Fairness at Work information within the report and queried what the deadlines were for completion of these cases within the Fairness at Work policy and, based on the data provided, could the Constabulary advise how many Fairness at Work investigations were currently live and what proportion of those were over three months old. Mr Hall advised that the completion deadlines were contained within the policy, namely 7 days, 14 days, 21 days but exceptions were written and agreed with the individuals in each case to ensure they were realistic and gave adequate time for the investigations (which could sometimes be complex) to take place. **Mr Hall advised he did not have the information available regarding those cases which were over 3 months old but he sought to obtain that data and would provide to the PCC in due course.** CH

The PCC noted the report.

11. Equality and Diversity, Hate Crime and Stop and Search

Action

Mr Davison presented the report which updated on the Constabulary's progress and performance for these matters from July 2015 to December 2015.

Specific reference was made to the following:

- The Constabulary had submitted its entry to the Stonewall Workplace Equality Index in September 2015 and they had been confident they had not only maintained their position at number 40 but had improved. In January 2016, the announcement had been made that Norfolk had attained number 32. The Chief Constable was aiming to attain a top 10 position and the Constabulary were working with Stonewall to develop a plan to assist in achieving that.

- The dedicated Roma, Gypsy Traveller Liaison Officer had been working with One Voice 4 Travellers to enable them to become a third party reporting mechanism in relation to domestic abuse.
- Hate incidents and crime – Mr Davison gave an overview of the Safer Places Scheme which provided a place of safety to vulnerable people.
- The Constabulary had adopted the Best Use of Stop and Search Scheme (BUSS) introduced by the Home Office in 2014 and they were fully compliant with the aims of the scheme. The aims had been promoted with all front line officers and included the recent changes to the revised code of practice (PACE). A national training package was in the process of being developed by the College of Policing, which would be rolled out to officers on its release.

Ms McKibben sought reassurance from the Constabulary around hate crime, that there were no risks in the identification of victims in the absence of reliable data. Mr Davison advised that the main issue related to the use of 'flags' in Athena, which users of the system were required to input to ensure that information could be pulled off the system around Hate Crime. He reassured Ms McKibben that the Constabulary had an approach to managing the issues, for example via tasking and co-ordinating meetings and the use of the STORM system. Mr Davison provided an overview of the processes used.

Ms McKibben was encouraged to see the successful introduction of the BUSS. She queried whether the stop search numbers had reduced because of the Athena related issues or another proactive element. Mr Davison advised that with intelligence submissions, Athena asked staff to think about the processes used in a different way – one single entry on the system was required and therefore no overt requirement to create an intelligence submission. He clarified that officers still completed the stop search forms whilst out on patrol and this had not changed. The Constabulary were appointing a Chief Inspector to oversee how to deliver the national Stop Search action plan and a training programme was being developed to deliver a two day training package to all front line staff which linked with a new App being launched by the College of Policing.

Ms McKibben referred to page 131 of the report, which provided details on the disproportionality of ethnicity. In relation to the black community figures, she queried whether the Constabulary anticipated a further reduction given the roll out of BUSS. Mr Davison advised that it would be a reasonable hypothesis to see a downward trend as staff became more aware and on completion of the two day training package. He clarified that any form of disproportionality was not acceptable and the Constabulary strived to tackle that issue. Mr Davison gave an overview of the work being undertaken around disproportionality.

Ms McKibben highlighted that given some of the national issues around equality, tensions around PREVENT and the implementation of PREVENT, increased tensions around migration and changing patterns of crime in emerging community, she queried how confident the Constabulary were that they were sufficiently resourced to deal with PREVENT moving forward, especially given the specialist input required. Mr Davison advised that the Constabulary had a strategy in place and ongoing training was provided, led by CTIU, to Inspectors and above. A Joint Contest Board and a dedicated member of staff led on the development of that

work. Mr Davison provided an overview of the day to day activity undertaken around PREVENT.

Mr Bett identified that the table on page 121 outlined the public complaints received in relation to stop search. Three of those were still live complaints and had been ongoing for between four and six months. That seemed to be a significant amount of time. Mr Bett queried whether this was consistent with other complaints of that nature. **Mr Davison advised he did not have the information the PCC sought available at the meeting but he would obtain the data from Professional Standards Department and provide a written update to the PCC in due course.** ND

The PCC noted the report.

12. Civil Claims and Employment Tribunal Claims

Action

Ms Thatcher presented the report which provided an overview of civil claims and employment tribunal claims for the period 1st December 2015 to 31st January 2016. She advised that this information had previously been presented to the Police Authority and should the PCC require the information in an alternative format/further detail, then that would be incorporated for the next report. Specific reference was made to the following:

- The number of public liability claims (where the public sue the Chief Constable) received during the period was 7; 17 files were closed in the period and 28 were outstanding as at 8 February 2016.
- The number of financial loss claims (where, for example, a vehicle had been seized for suspected no insurance/driving license but the individual did turn out to have insurance/driving licence and had to pay the recovery charge; and subsequently try to claim the costs from the Constabulary) received during the period was 2; 3 files were closed in the period and 5 were outstanding as at 8 February 2016.
- There were no Employer's Liability Claims (where the Constabulary's own officers/staff sue the Chief Constable for example where injuries at work have occurred) received during the period but there were 5 outstanding claims as at 8 February 2016.
- There were no Employment Tribunal Claims received during the period but there were 3 outstanding claims as at 8 February 2016.

Mr Bett queried the current status of the 3 outstanding Employment Tribunal claims. Ms Thatcher advised that 1 case had ended as the claim had been withdrawn; 1 case had since been to tribunal and was being appealed and 1 was an ongoing claim which had not yet been to a Tribunal and it was anticipated the claim may be settled before reaching that stage.

Ms McKibben was reassured with the positive picture being conveyed within the report and she was aware that there was an improvement in the figures compared with the reports received by the previous Police Authority. She queried whether there was a specific trend around claims. Ms Thatcher advised that it was noticeable during the Christmas period that fewer claims were received and the main claims submitted related to public liability claims. Ms Thatcher provided further details.

The PCC noted the report.

13. Athena Data Quality

Action

The issues being experienced around Athena had already been covered in other aspects of the meeting, but Mr Hall provided an overview of the work being undertaken to correct the difficulties being experienced. He advised that earlier in the month, a Gold Group had been established in Norfolk to look at the issues, which had been indicated within the report prepared by Mr Bland. A number of teams were working through those issues, specifically the Investigation Management Unit, Crime Data Quality team and an Audit team. It has recently been agreed to co-ordinate that activity with Suffolk Constabulary so the Gold Groups would be working within both Forces and bringing that into one structure next month. Mr Hall advised that Mr Bland would be overseeing all the teams working within this area, ensuring day to day tasking and co-ordination of those activities, to ensure compliance. The latest Crime audit results had moved the Constabulary into the 90%'s. The Constabulary would continue to work towards these improvements. Mr Hall advised there would be a requirement to bring in temporary resources to assist in the correction of data inputted into the system in the early stages.

Mr Bett queried the timescale around the implementation of the new crime data quality team. Mr Hall advised a team was already in place but Mr Bland would be looking at what additional resource was required to enhance the team on a temporary basis. Mr Bland would be reporting his findings to a meeting the following week and the decisions at that meeting would dictate the timescales involved.

Ms McKibben highlighted that there had previously been issues with referrals to victims portal. She queried whether there was any sign of improvement in that area. Mr Hall advised that the first step to improving this was to ensure officers were using the flagging system appropriately. **Mr Bland advised he did not have the data available at the meeting around the referrals but would provide figures to the PCC's Office (via Ms Lister, who also attended the Gold Group).**

MB

Ms McKibben identified there were a number of external partners who were impacted upon by the Athena problems. She queried how the Constabulary were capturing those external impacts in terms of a work programme. Mr Bland advised that they were in the early stages of developing the programme, but the process would be having meetings/a network to identify problems, capturing them in a

central log, validating them and separating the isolated cases from those that were systemic. Discussion followed regarding the process and responsibilities.

Mr Bett highlighted that over the last few years the Constabulary had implemented a number of high level ICT projects. The impact on effectiveness of the Constabulary was something that needed to be quantified. He queried whether cost benefit analysis around the implementation of these projects was factored in and had one been completed around the implementation of the Enterprise Resource Planning (ERP) system for example. **Mr Hall advised that they had a lessons learned document (which he would share with the PCC) around the ERP system.** They had not prepared a similar document around the Athena system due to the regional nature of the project but that would be undertaken in due course. **CH**

The PCC noted the report.

14. **Budget Monitoring Report 2015/16 to 29 February 2016 (Month 11)**

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 29 February 2016. The report presented the latest budget monitoring information and outturn forecasts for the financial year 2015/16, based upon actual spending to the end February 2016 and known future commitments. The final income and expenditure would be influenced by operational demands, the weather and by the progress with significant and ongoing change programme. It was anticipated that the budget would be overspent by 0.5%.

Mr Bett congratulated the Constabulary on the anticipated outturn position of the budget, as having a 0.5% variance was exceptional. This had been due to consistently good budget management.

Mr Bett reviewed the projects within the Change Programme requiring his approval to change and these were all approved.

The PCC noted the report and approved the following changes within the Capital Programme:

- *The transfer of £0.056m (£0.100m joint) from Table C to Table A in respect of the Genie Project (previously Automated Filing Solution)*
- *The transfer of £0.028m (£0.050m joint) from Table B to Table A in respect of the Intranet Refresh Project.*
- *Additional expenditure on Norfolk ICT Desktop Services (£0.163m) - was showing as overspend on budget due to the agreement to bring forward desktop refresh into 2015/16, therefore approval given to increase the funding available for the project.*
- *Additional expenditure on Athena- was showing as an overspend due to additional expenditure approved through the Athena Management Board, therefore approval given to increase the funding available for this project.*

15. Emerging Operational / Organisational Risks

Action

Mr Hall advised that the Norfolk Fire and Rescue Service Chief Officers and Headquarters Team had moved into the OCC. Office space had been made available for their use and the branding outside of OCC had been updated with their logo. The Constabulary were looking forward to working with them and Mr Hall advised that the efficiency gains to be made from this venture would be evident.

Mr Hall advised that the Constabulary had now received the dates for the next round of Her Majesty's Inspectorate of Constabulary (HMIC) Inspections, particularly the PEEL Inspection. Mr Hall gave an overview of the programme of Inspections and advised that work was underway to prepare the Force for the PEEL Inspection.

The PCC noted the report.

Part 2 – Private Agenda

16. Estates Strategy Update

Mr Davison 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:

- a) **North Walsham Police Station – Works Tender** – to approve the works tender submitted for the proposed building project.
- b) **Meridian Way – Lease Options** - to approve the continuing occupation of the property on the same terms and conditions whilst both an operational review is undertaken and negotiations were underway with the landlord.
- c) **Building Maintenance Contracts** - noted the service of break notices to end the three maintenance contracts with the current provider and re-tender the same on the open market.

Mr Bett expressed his thanks and appreciation to Ms McKibben for all her support as Deputy Police and Crime Commissioner. He also expressed his thanks and appreciation to the Constabulary for the last 3 ½ years during his term as Police and Crime Commissioner. The relationship between the Force and the PCC's office worked extremely well; which was something that had been commented on by other PCCs and Police and Crime Panels across the Country at recent meetings. Mr Stokes advised that they had produced a 1 minute video relating to the role of the PCC, which had initially been prepared for use by Norfolk, but the Association of Police and Crime Commissioners (APCC) requested that a version be created which could be shared around the country.

17. **Date of Next Meeting**

The next meeting will be held on Friday 17th June 2016 at 10 a.m. in the Cranworth Room, County Hall, Martineau Lane, Norwich.

Signed:

Mr Charlie Hall
Deputy Chief Constable

Signed:

Mr Stephen Bett
Police and Crime Commissioner