

3. **To confirm the Minutes of the meeting held on 12th November 2019**

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

- action 51 – *‘For the Chief Constable to look at Norfolk Constabulary’s position on enforcement of 20mph areas and report back to the OPCCN’*. The Deputy Chief Constable advised the Department for Transport’s guidance stated that 20mph areas should be self-enforcing through the design of the roads. This included traffic calming measures which would mean that traffic would struggle to exceed the speed limit, and so there was not an expectation for police to enforce speed in these areas. This does not mean however, that police cannot enforce these areas, but with provisions in place they would not be expected to
- action 52 – *‘The Chief Constable to share demand analysis for Mental Health Practitioners with the PCC/OPCCN’*. The Deputy Chief Constable stated that the Constabulary had the demand analysis; however, when reviewing the data there needed to be an understanding that demands fluctuated and so there would be varying demands on different days. The analysis was completed for a one-year period, from May 2018 to April 2019, and outlined data from different areas such as mental health which the Constabulary managed through Mental Health Practitioners in the Control Room. It was also mentioned that the Constabulary needed to review the hours the Mental Health Practitioners worked due to spikes in mental health demand at unsocial hours. The PCC asked if weekend demand was any different to weekdays to which the Deputy Chief Constable reported that analysis showed it was consistent at every weekend

4. **Police and Crime Plan Theme: ‘Good Stewardship of Taxpayers’ Money’**

The Assistant Chief Officer presented the report, which outlined the Constabulary’s progress on the Strategic Objectives for Priority seven of the Police and Crime Plan and the 2018/19 budget monitoring report. The report also included the latest Estates Strategy update and the performance measures for ‘Good Stewardship of Taxpayers’ Money’.

The key points discussed were as follows:

- the Assistant Chief Officer highlighted the forecast overspend of £379k, equating to 0.22% of the total Constabulary budget. This was supported by reserves which was included in a decision notice signed off by the PCC. The overspend had reduced since the last meeting which was partly due to the confirmation of funding in relation to operation uplift, but the overspend was still in part due to the reduction in funding from central government. It was also mentioned that extra fees for driver training had contributed to the overspend

- the Assistant Chief Officer reported that the capital programme included budget slippage from 2018/19 of £6.156m which was partly due to the building of the two investigation hubs. He then asked the PCC to formally approve the Seven Force estates purchase and the purchase of the new airwave handsets. The PCC queried if these purchases had been factored into the Constabulary's Medium-Term Financial Plan (MTFP) to which the Assistant Chief Officer advised that this had been factored in. The PCC agreed to sign off the two requests
- the Assistant Chief Officer reported that work continued in relation to the Investigation Hubs, there was ongoing work around emergency service collaboration and the disposal of surplus sites. The PCC asked if planning permission was obtained for the site in Broadland. The Assistant Chief Officer stated that the deadline for the exchange of contracts was the end of the month
- the Deputy Chief Constable provided an update for the Performance Measures included in the report and stated that the national target for answering 999 calls within ten seconds was 90 percent. The Deputy Chief Constable then went on to say that Norfolk Constabulary had not met the national target for the past four months. He added that this was due to a number of reasons including the increase in volume of calls, an increase in abandoned calls, calls relating to suspicious behaviour and welfare alongside an increase in calls regarding domestic abuse. Table two in the report showed the exact increases compared to previous years data and outlined an additional 3000 calls for the last four months
- the Deputy Chief Constable explained that the rise in domestic abuse related 999 calls was an area of concern; however, performance had remained consistent up until the last four months and the Control Room establishment had not been increased for the past five years. He added that due to the need to prioritise 999 calls the response to 101 calls was affected, but there were ongoing reviews by the 2020 Team to address where additional resources needed to be allocated in the organisation. The PCC questioned why there had not been a change to Control Room numbers in five years. The Deputy Chief Constable advised that the Constabulary had been managing demand, had reductions in funding and had been prioritising resourcing into frontline staff
- the PCC asked when the temporary reduction in response trained officers would be likely to return to normal levels. The Deputy Chief Constable explained that the Constabulary had recruited more officers, many of whom were younger, and they needed to be response trained. He added that the Constabulary recruited more driver trainers and are prioritising driver training for trainee officers that travel the most distance and work in rural areas
- the PCC queried if more support could be given to the new officers and the infrastructure around them. The Deputy Chief Constable stated that infrastructure was being handled well and Norfolk Constabulary was maintaining performance at the level required; however, needed more funding to continue to do so. The PCC questioned if there needed to be more investment in back office functions. The Deputy Chief Constable advised that the Constabulary was managing calls in the Control Room; however, with the

new investment into frontline officers there would also be a need to invest in back office functions to support them

- the PCC questioned if Norfolk Constabulary was exploring collaboration in relation to a co-response approach as other counties were using this. The Deputy Chief Constable stated that Norfolk Constabulary had looked into this in terms of obstructions on dual carriageways and linking in with Highways England could prove beneficial. Broken down vehicles on dual carriageways were attended by Highways England and police in other counties; however, this was not a footprint in Norfolk, although Norfolk Constabulary was looking into this

5. **Police and Crime Plan Theme: 'Increase Visible Policing'**

The Deputy Chief Constable presented the report which outlined Norfolk Constabulary's progress against Priority one of the Police and Crime Plan.

The key points discussed were as follows:

- the Deputy Chief Constable stated that the Home Office announcement for an increase of 20,000 new police officers nationally meant that 6,000 would be recruited this financial year and next. This meant that Norfolk Constabulary would receive an additional 67 officers, 23 of whom would be recruited by the end of March this year. The recruitment of officers meant that kit and training, along with other provisions, needed to be considered. The Assistant Chief Officer reported that this would come to around £42,000 per officer and in total would cost Norfolk Constabulary approximately £900,000. The other factors needed to be considered include attrition, the need for extra vehicles and estates for the growth of numbers in the organisation
- the PCC queried if the core grant was solely to cover the recruitment of the new 20,000 officers nationally. The Assistant Chief Officer agreed that this was the case and so would need an increase in precept to assist with recruitment. The Chief Constable added that the additional funds raised by a maximum increase in precept would be consumed by training, additional staff and support functions for the increase in frontline officers. The Chief Constable stated that a two percent increase, as opposed to a maximum increase in precept, would leave the Constabulary in deficit. He added that even with the maximum precept raise the Constabulary would still face financial challenges, but the Constabulary was doing its best to meet community expectations and manage risk
- the Chief Constable reported the volume of 999 and 101 calls was a challenge but the Constabulary was dealing with the demand as best it could; however, the organisation still needed to improve its performance. He added that demands were growing and the number of complex crimes was increasing, including crimes linked to Domestic Abuse and Child Sexual Abuse, and so required a different workforce. The PCC asked if the increase in frontline officers was an adequate response to the current climate of policing. The Chief Constable advised that it was more complicated than this as there needed to

be a joint preventative response from all organisations to stop the increases in crime such as through County Lines offending

- the PCC queried what the current position on 55 calls was. The Deputy Chief Constable stated that the Constabulary rarely received these types of calls; however, it was important to mention the 55 number to case workers in order for them to pass this message to victims and raise awareness of the number. The Constabulary had also advertised the 55 number internally and externally

6. **Police and Crime Plan Theme: 'Prevent Offending'**

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

The key areas discussed were as follows:

- the Temporary Assistant Chief Constable reported that Norfolk Constabulary had been working with the OPCCN regarding the Conditional Cautioning and Relationship Abuse (CARA) pilot. The pilot was rolled out across Norfolk and was available to adult male perpetrators of domestic abuse, but the programme will also support victims through perpetrator engagement. The Temporary Assistant Chief Constable stated that Norfolk was in the cohort of early adopters and had engaged with Cambridgeshire regarding an evaluation of the pilot

7. **Professional Standards Department Complaints Report**

- the Deputy Chief Constable gave an overview of the key features of the report which included statistics on complaints and conduct matters. He reported that there had been 197 public complaints in this reporting period compared to 193 in the last reporting period, which showed there was not a great amount of movement from last year in terms of complaints. The most common complaint type was 'other neglect or failure in duty' which represented 34% of all recorded allegations. The Deputy Chief Constable explained that this was most commonly due to officers not updating members of the public as promptly as they may have wished to be
- the Deputy Chief Constable advised that with the new regulations coming into effect soon the Constabulary needed to be in a state of readiness. To do this guidance had been sent out through the force intranet and an ethos had been established for more prompt fixing of the problem and to apologise when the Constabulary needed to. He explained that there would be a change in data and therefore will not have a baseline to compare previous reported figures to

8. **Emergency Services Collaboration Group Update**

- the Chief Constable stated that there was a Strategic Board next week where the PCC could raise topics he wanted to speak about and explore best practice ideas. The Chief Executive advised that he sent an email to the County Council and spoke to lead officers to arrange the meeting. The PCC mentioned that during the meeting there would be a need to examine what other counties have done in regards to collaboration in order to learn and provide the most cost-efficient policing in Norfolk. The Chief Constable stated that work was ongoing to do this already internally and the Constabulary would continue to review its processes. The Chief Executive added the Association of Police and Crime Commissioners had used Norfolk for best practice learning around collaboration and the work completed by Norfolk will look to push boundaries in regards to collaboration. The Chief Constable announced there would be proposals relating to community safety which will be taken to the board and would act as a catalyst for change. The Chief Executive stated that the business case will have a large focus on estates and that training, development and community safety were key areas that were being looked into

9. **Emerging Operational / Organisational Risks**

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

- the Chief Constable stated that County Lines offending still continued to be a major organisational challenge; however, the Constabulary was working with the Metropolitan Police to continue to dismantle the networks.
- the Chief Constable advised there was a high number of sexual related offences occurring that officers were dealing with. He added that there were challenges faced within the Control Room and Norfolk Constabulary were looking into Crime Data Integrity (CDI) as a main focus of the Constabulary 2020 day which was to occur soon. The Chief Constable reported that the Constabulary needed to invest additional funds into the Control Room and added that they had done their best in relation to CDI without creating a specific CDI function; however, an investment of time and money would be needed to improve
- the PCC released a press statement before the Police Accountability Forum meeting stating he would be 'focusing on recent inspection findings in relation to how the Force records crime'. He also said that 'despite making improvements since its last inspection, Norfolk Constabulary's crime recording arrangements are not yet to the required standard' and so at the next meeting he would 'be seeking, on behalf of the public, reassurance that the necessary improvements are being made so that we have crime data in which victims and the community can have confidence'
- the PCC queried if there was a cultural issue with Crime Data recording or if there was a lack of awareness with officers. The Chief Constable reassured

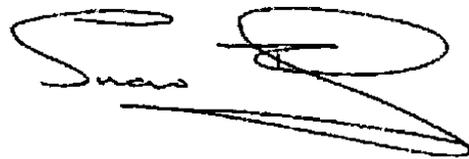
that officers were aware of this and added that Norfolk did not have a CDI team, whereas other counties did. The Business Case in relation to this had been signed off and the Constabulary were looking to recruit soon. The PCC asked if an update on progress can be provided to the next Police Accountability Forum to which the Chief Constable stated that they would be looking to recruit around this time

9. **Date of Next Meeting:**

Tuesday 17th March 2020 – 10:30am – 12:30pm in the Wroxham room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.



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Lorne Green
Police and Crime Commissioner



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Simon Bailey
Chief Constable