

**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON
WEDNESDAY 19 April 2023 AT 2:00 P.M. IN THE OFFICE OF THE POLICE
AND CRIME COMMISSIONER, BUILDING 7, WYMONDHAM.**

1. Attendance and Apologies for Absence

In attendance:

Giles Orpen-Smellie	Police and Crime Commissioner, Office of the Police and Crime Commissioner (OPCCN)
Paul Sanford	Chief Constable, Norfolk Constabulary
Simon Megicks	Deputy Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary
Ralph Jackman	Director of Local Policing Delivery Unit, Norfolk Constabulary
Sharon Lister	Director of Performance and Scrutiny, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Phil Gray	Detective Chief Inspector, Norfolk Constabulary
Lucy King	Inspector, Norfolk Constabulary
Matthew Steward	Sergeant, Norfolk Constabulary
Nicola Atter	Corporate News Manager, Norfolk Constabulary
Kirt Wilkinson	Performance Officer, OPCCN
David Harris	Project Manager, Norfolk Constabulary
Suzanne Crannage	Media and Communications Officer, OPCCN

Apologies for absence:

Gavin Thompson	Director of Policy, Commissioning and Communications, OPCCN
Nick Davison	Assistant Chief Constable, Norfolk Constabulary
Julie Dean	Temporary Assistant Chief Constable, Norfolk Constabulary

- 1.1** Before addressing the agenda items, the Police and Crime Commissioner (PCC) welcomed the attendees and explained this is a hybrid meeting and will be recorded and uploaded to the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) website after the meeting. The PCC also detailed the purpose of the meeting which is for the PCC to exercise his statutory responsibility to hold the Chief Constable (CC) to account for the policing service being provided to Norfolk.
- 1.2** The PCC supplemented his opening remarks by confirming that he decided to adjust his approach to his scrutiny responsibility by prioritising greater visibility of policing. The PCC explained that his rationale behind this approach is that he believes that those who elected him to the role are asking for this refocusing of priorities. He further stated that if the police wish to restore the public's faith in policing, then the police must be visible and accessible within the communities they serve. As a result of the new approach, he confirmed that Pillar 2 of his Police, Crime and Community Safety Plan: "Visible and trusted policing", will be his main effort in terms of scrutiny. However, he stated that this does not change the Police, Crime and Community Safety Plan and it does not change the CC's lead for operational matters. The PCC noted that the CC is just as keen to deliver increased public visibility. He continued by stating that he is keen to explore the practical effects of the expectation gap between the public's expectation of policing versus competing demands placed on the police to deliver visibility.

2. Declarations of Personal and/or Prejudicial Interests

- 2.1** There were none declared.

3. To confirm the Minutes of the Meeting Held on the 31 January 2023

- 3.1** The minutes were confirmed with no objections. The PCC and the CC confirmed that Action 62: "Chief Constable to provide the PCC with a detailed briefing outside of the meeting on officers and staff currently being investigated for Sexual Violence and Domestic Abuse in Norfolk Constabulary", had been completed via a briefing from the Deputy Chief Constable (DCC) and the PCC was content to close this action.

4. Public Questions

- 4.1 The PCC confirmed that he received four questions from members of the public, however as these all referred to traffic issues, specifically in Norwich, he would carry these over into Pillar 6 (i.e. agenda item ten of the meeting).

5. Police, Crime & Community Safety Plan 2022-24: Pillar 2 'Visible and Trusted Policing'

- 5.1 The CC started by outlining the Pillar 2 report. The CC stated that he would be spending more time pulling out and highlighting key points from this pillar as visible and trusted policing was the theme of the meeting.

- 5.2 The first area the CC discussed was public trust and confidence in policing. The CC said that the survey used is a means of taking the temperature of how the public feel towards the police. The survey illustrated a marginal decline in satisfaction rates, however the Constabulary's satisfaction rate was still 85% which the CC considered to be a good rate of satisfaction. The CC stated that the slight decline is a concern to him but considers this to be a reflection of events that have troubled UK policing as opposed to just Norfolk Constabulary. He continued by stating that the same survey highlights that an area for the Constabulary to focus on is understanding the needs of their communities. The CC suggested that this area touches the heart of neighbourhood policing. To that end, the CC confirmed that the Constabulary have commenced a review of their Safer Neighbourhood Action Panels to ensure they are fit for purpose. The CC identified that securing strong attendance at those meetings is sometimes challenging, however they have moved to hybrid equivalent meetings and online voting. Nonetheless, the CC stated that they are looking at how they can be improved as they always want to evolve.

- 5.3 The CC moved onto complaints data as a further measure of trust and confidence in policing. The CC confirmed that within the previous twelve months, 441 complaints about the Constabulary were received. He put this into context, by referencing the Constabulary's current demand in terms of over a thousand calls they receive daily into the control room. The CC stated that 441 complaints is a 7% decrease compared to the previous year. The Constabulary are dealing with those cases on an average of 80 days to try and deal with them in an appropriate and swift manner. The CC confirmed that in 92 of the cases in that period, the service was deemed not acceptable, which represents 22% of the total number of complaints received. The CC went onto state that this leads to several different outcomes. When a complaint is received there is a right to request a review either by the Independent Office of Police Conduct (IOPC) or the OPCCN, and when that is sought, the majority of the time the review has endorsed the outcome from the Constabulary.

- 5.4 The CC discussed conduct cases. He confirmed that the Constabulary looked at 57 conduct cases which is an increase of 43%. He stated that they have seen a rise in recent months following the publication of Baroness Casey's report and following the awareness of the awful conduct from the likes of Carrick and Cousins. The CC said that the Professional Standards Department (PSD) has seen a significant increase in work driven by internal reports, which he considers healthy and is something that is encouraged within the Constabulary. The CC stated that it will take time for those cases to move through the system, however he thinks that there will be an increase in positive findings at police misconduct hearings as they work their way through cases.
- 5.5 The CC then focused on Beat Managers, who are critical to visible policing and confidence. The CC confirmed that the Constabulary has managed to increase the establishment of both Beat Managers and Local Policing Sergeants compared to the previous twelve months and against their long-term average. The CC said that the Constabulary is committed to keeping those officers as free to do their community work as possible. If abstraction of these officers does occur than this is not usually for a full shift. The CC explained that this occurs when there are unavoidable events such as the week where there was a bomb in Great Yarmouth and a murder in the same week. The CC confirmed that the Constabulary is doing its best to maintain them because they are so critical to everything they do in crime reduction with their preventative activity.
- 5.6 The CC referred to the request made by the Police and Crime Panel for the Constabulary to develop work that enables them to quantify the amount of time spent undertaking engagement activity. The CC confirmed that the Constabulary have managed to increase that in the past twelve months despite growing demands for reactive calls for service. Furthermore, the CC suggested that there was scope to increase this further in the year ahead.
- 5.7 The CC confirmed that 999 call demand continues to rise and is 11.9% higher than the previous twelve months. Over the last eight years the Constabulary have seen demand grow year on year by an average of 10%. The CC suggested that not all this demand is police demand, however the Constabulary is dealing with growing volumes of calls and is responding to that well.
- 5.8 The PCC responded to the CC's summary of the Pillar 2 report by asking the CC whether the 22% of police complaints that were deemed unacceptable service had any relation to young and inexperienced officers getting things wrong. The CC accepted that the workforce is young and inexperienced, and that is a challenge. However, the most serious conduct cases are not from the young and inexperienced workforce finding themselves in trouble and

that they are highly motivated and highly excited about a career in policing and are doing fantastic things for the Constabulary every day. The current conduct regime in which the Constabulary work under does not cover reflective practice. But it does recognise that the Constabulary will occasionally get things wrong, and an important component of that misconduct regime is the chance for people to learn and put right and of course inexperience is going to cause some of those aspects. The CC thinks that the inexperienced workforce needs strong supervision and clear direction and confirmed that there have been structural changes put in place with extra investment in supervisors which is assisting with that. To summarise the CC stated that he does not see a correlation between inexperience and complaints. The department that receives the most complaints is the frontline response teams and that is where all the new officers go. Therefore, new officers are going to be overrepresented in the figures, so the CC believes that it is due to the function of the role rather than the person. The Deputy Chief Constable (DCC) added that the point in which the CC is making is that a number of interactions from which they receive public complaints are the most fractious, as they are dealing with people that do not want to be engaged with at that particular moment. The DCC stated that the Constabulary's PSD work through and investigate complaints robustly. Furthermore, complaints are more dependent on the individuals' officers are dealing with and the interaction that they're trying to manage, as opposed to the length of service. The DCC stated that the Constabulary train people to do things in the right way, however, due to the very nature of their roles which involve sorting out conflict, this can generate tension.

- 5.9** The PCC asked the CC to assess performance against Peelian principals, particularly principal two which is to recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions, and behaviour, and to what extent would current performance satisfy Pillar 2 of the Police, Crime and Community Safety Plan? The CC started by stating that he is never satisfied and that he always thinks the Constabulary need to strive for better, particularly in this area. He continued by referencing the earlier public satisfaction survey, which he states other organisations would be envious of. The CC wants to ensure that the Constabulary are diversifying their offerings of public encounters whereby they are providing opportunity for people to make appointments. When the Constabulary is offering video appointments, they are seeing incredibly high levels of satisfaction. The CC continued by stating that the Constabulary made a clear investment in neighbourhood policing, Beat Managers are spending the majority of their time in their neighbourhoods and are engaged in local problem-solving activity. The CC suggested that this is a strong model which is supported by additional functions such as the Rural Crime Team, Safer School Officers, and Moonshot Officers. Furthermore, the CC suggested that neighbourhood policing should not just be preserved by Beat Managers and that where the Constabulary is putting a significant

amount of its investment of their additional Uplift officers is into their Community Support Units. This means that every officer who joins the force will, from week 36 to 54, be in those Community Support Units. They will be under close supervision from some of the Constabulary's best Sergeants and will focus on certain core policing skills such as investigation, service, and interaction with the public. The CC confirmed that these officers would not leave these units until they demonstrate these three core policing skills. This will benefit the public by ensuring that there are additional officers in their neighbourhoods and these officers will have neighbourhood policing philosophy embedded into them. The CC acknowledged that growing demand makes things difficult, especially as a significant amount is hidden policing such as domestic abuse and fraud investigations. These crime types are investigated behind closed doors which means it is very difficult to make such activity visible to the public. The CC suggested that another part of visible policing is being able to get hold of the force quickly when needed. The CC was very pleased with where the Constabulary are with their 999 performance, mentioning that they are one of the strongest in the country, and confirmed that each month since the start of 2023 the Constabulary have answered 999 calls in under 10 seconds in 90% of instances. Despite the strong 999 performance, the CC stated that the 101-call service is slower than he would wish, particularly at peak times, due to the fact 999 calls are being prioritised. The CC hopes that some changes that the force is due to have in place through the 'Right Care, Right Person' initiative may help with that. The CC went on to state that the Force's investigations are improving, and they are modernising the organisation. The CC believes that their culture is getting better and is significantly stronger, better, and healthier than the culture in which he joined when he started his policing career. Finally, the CC observed that the force needs to build balanced capabilities and confirmed that he wants to invest in front-line policing, however, there are many parts of policing that have not had anywhere near the amount of investment that they should have over the last ten to twelve years of austerity. He highlighted areas such as investigations of fraud, rape and sexual offences are significant resource pressures, and he has to balance these with visible policing. The PCC added a supplementary question, asking the CC how the force is selling this message to the public. The CC stated that the Local Communications Officer model is helping in this area, which is located in the county's districts. The CC added that previously the force has not promoted the benefits of activity undertaken to the community as well as they should. The example provided by the CC, was that of a situation where a rural speeding van goes into a village to respond to concerns about speeding. The CC would like to follow this up with a barrage of social media activity to say that the force is listening to the public's complaints, are responding and providing outcomes in terms of prosecutions. The DCC added that he looks at this feedback loop of communication in force performance now, which is not a traditional performance area. The DCC suggested that this is now one of the Constabulary's key performance indicators.

- 5.10** The PCC moved onto his next question, which referred back to the satisfaction survey which the CC touched on in his introduction. The PCC stated that it's pleasing to see such a result in the aftermath of the publication of Baroness Casey's report. However, given that report is about the Metropolitan Police, he asked the CC what the Constabulary is doing to address the concerns arising from that report and thereby hopefully feeding back into increased satisfaction results next time. The CC started by mentioning an action that came out of the PCC's Strategic Governance Board Meeting in March, whereby the Constabulary suggested that they create a table against each of the recommendations within the report and gap analysis where the Constabulary is against them. The CC confirmed that they are in the process of doing that and confirmed that they are not just including the recommendations from Baroness Casey's report, but also previous thematic reviews such as the HMICFRS review on Vetting. The CC is looking to create one master thematic document that the Constabulary can check themselves against. The CC suggested that progress against all recommendations in Baroness Casey's report is going well and he has made a number of internal communications to the workforce about how this really needs to be a watershed moment for policing. The CC confirmed that over the past three months he has been working his way through personal briefings to every Sergeant and Inspector in the force, to make it clear to them his expectations around standards and how they carry out their vital role as a supervisor. The CC stated that one of the consequences of Baroness Casey's report is that the Constabulary has seen a significant increase in conduct investigations within the forces PSD and that most of that is a result of internal reporting. The CC stated this is because they are getting the message out and they are getting it right. Furthermore, the CC confirmed that the force, more broadly, is leading on some longer-term cultural change work which involves workshops with staff and listening events, so they have a good chance to tell the Constabulary what is going on within the organisation. The CC also confirmed that they are anticipating further reform of the police conducts system. To conclude, the CC stated that the Constabulary are doing a lot in this space such as: improving their internal work culture, the Serious Violence Duty, neighbourhood policing improvement board and the work being done on violence against women and girls. They are trying to condense this down into one clear message for the staff. The PCC asked, in relation to the action table of recommendations, whether they were looking at June for a first draft. The DCC confirmed that by the end of May they could potentially have a first draft. The DCC stated that the Constabulary will also be using this as an internal document, so they want to ensure everything within it is aligned appropriately.
- 5.11** The PCC asked the CC about Beat Managers and whether the positions are filled with people who are going to stay in them long-term. The question comes off the back of a visit to a North Coast village who have had someone for decades who's now retired and the replacement, who was seemingly

brilliant, moved on after 18 months and there was frustration within that community as they had just got to know that person. The CC stated that most of the forces Beat Managers occupy these posts for considerable periods of time because they are much sought after jobs. As they are much sought after posts, typically they are filled through a recruitment process so they are jobs that people apply for and the CC cannot impose a tenure period. The CC goes further to suggest that it may be better to have a really talented and driven officer for two years who applied for that job because they desperately wanted it, than someone who is less dynamic in that post for ten years and are treading water. The CC stated that he wants his best people in those roles, and quite often they stay for long periods of time however, sometimes it does mean that they move on. The reality is that sometimes the CC does need to move people on to a different role for a number of reasons. The DCC added, that the force wants their Beat Managers to be of the new generation insofar that they are actively engaged with the suppression of criminality as well as community engagement and this is why they are particularly sought-after individuals.

5.12 The PCC moved onto the Government's new Anti-social Behaviour (ASB) Action Plan. The PCC recognised that Norfolk is not one of the pilot forces, and asked the CC what the Constabulary is doing to embrace the spirit of the plan notwithstanding the lack of resources to do so. The CC confirmed that the Constabulary is certainly investing into the spirit of it and made specific reference to the fact that they have strong operational partnership team models in each of Norfolk's districts, alongside good problem-solving activity with partners which is a key aspect of the ASB Action Plan. Furthermore, the CC highlighted the benefit of having one Community Safety Partnership, which is led by the OPCCN, by having a 'one Norfolk approach' to dealing with ASB. The CC also mentioned that the Constabulary have developed an ASB dashboard so that they can properly understand what's going on in each of their communities. The CC also stated that the force is making increasing use of the new civil powers that are available to them to control or reduce those issues that are blighting their communities. The CC concluded by stating that he would welcome any increases in funding or activity towards this when the government is in a position to do so and believes that the Constabulary have got all the framework in place to be able to do it quickly once it is available. The PCC asked whether the ASB dashboards mentioned will be in the public domain for local authorities and others to use; the CC confirmed that local authorities will be able to access these.

5.13 The final question in which the PCC posed to the CC referred to 999 calls. He asked if the CC could look at seasonality alongside the likely summer spike and the force's ability to cope with that without completely denuding visible policing. The CC confirmed that there is significant seasonality, however last year, every month was the busiest month on record in 999 calls. The CC confirmed that they do have plans in place for the summer and the force is at

the end of a modernisation program for their control room, which has seen more call handlers available. The CC mentioned that the Constabulary is running a course where experienced call handlers sit alongside those who are taking their first calls, this is being done now so that they are ready for the summer period. The CC also confirmed that they have an operation in place where he can move resources into the control room if needed, but this would mean that these resources will be taken off the streets. The CC stated that he believes the control room to be as strong as it has ever been in terms of resourcing, quality of decision making and quality of call handling. The CC also mentioned that during the busy summer period, 101 answering times may have to be sacrificed to prioritise emergency calls which can cause frustration to the public. Therefore, the CC stated that the Constabulary is trying to improve their online offering and is currently changing their website to broaden these offerings even further. The PCC asked whether there is a seasonal spike in spillage from other forces. The CC confirmed that there would be, but it is difficult to quantify. However, it is regular that the Constabulary is answering calls of other Constabularies who perhaps are not as resilient. The CC is confident that Norfolk is a net importer of calls, and they export very few calls, if any, to other Constabularies. The CC stated that he finds this frustrating as he resources his own control room to deal with calls in Norfolk and every time a non-Norfolk 999 call comes in, that takes resources away from Norfolk calls.

6. Police, Crime & Community Safety Plan 2022-24: Pillar 1 'Sustain Norfolk Constabulary'

- 6.1** The Assistant Chief Officer (ACO) introduced the Pillar 1 report. The ACO stated that the report included detail on finance, officers and staff health and wellbeing, as well as updates on ICT, estates, and work of the Horizons Team. The ACO started with highlighting that as of the end of December 2022 the Constabulary was forecasting a £128,000 underspend. The ACO stated that there continues to be increased pressure on utility costs as well as inflationary pressure on other contracts and these are offset against additional income from income streams such as mutual aid. The financial position regarding 2022/23 will be available at the beginning of May 2023.
- 6.2** The PCC asked about Rapid Video Response as the pilot scheme had seemingly gone very well. The PCC asked the CC what he thinks caused this success and where he thinks the pilot will take the Constabulary going forward. The CC stated that this is still a new approach, but their long-term plan would be to extend and roll out the technology more widely either to different crime types or different functions within the Constabulary. The CC mentioned that any extension of the technology will be done with caution as they are committed to making sure that it is a service which is offered, rather than a service that is insisted upon. The CC thinks that Rapid Video Response could lead to greater levels of engagement and be a swifter service with more

immediate contact with the right agencies. The CC stated that it is an efficient way of doing business, it saves on the cost of fuel and allows officers who are not fit for front-line policing to contribute towards core business. He also mentioned that it frees up resource on the front-line which provides for greater visible policing. So far Rapid Video Response has received a rating of 4.8 out of 5 in terms of satisfaction from users. The PCC added that there could be a risk to victims that are not necessarily IT literate or do not have access to the technology. The CC responded by saying that one of the biggest challenges in this area is the adequacy of broadband in some of the more rural areas. However, in such situation the force would default to a visit or a phone call.

- 6.3** The PCC asked a question on Community Support Units. Specifically, he asked the CC what training is available for student officers to ensure they fit the forces culture to better enable them to successfully protect and support Norfolk. The CC started by saying that the Community Support Units are a significant part of the Constabulary's plan to ensure that their officers have the right culture and values. The CC explained how previously all the forces new officers would attend a training school for 23 weeks, they would then be tutored for a further eleven weeks before being let out to the wider world by themselves where they would be faced with everything from a policing perspective. The CC explained that now the Constabulary would keep new officers in Community Support Units until the 54th week of their service which enables them to make sure that those student officers are being supervised by Sergeants. New officers' workload is controlled and can be tailored to them to ensure they receive sufficient experience and develop core skills, such as interviewing, investigating, and engaging with the public or criminals. By this time student officers know what is expected of them in terms of standards and values. The CC also highlighted that during the 54 weeks, student officer progress will be monitored and if they do not provide evidence of the core skills, or progress toward them, then they may leave. The CC said he would prefer to identify issues before a problem occurs, and attrition rates reflect this.

7. Police, Crime & Community Safety Plan 2022-24: Pillar 3 'Tackling Crime'

- 7.1** The CC introduced the Pillar 3 report. Firstly, the CC identified that there has been a plateauing, or even a slight reduction, in domestic abuse related demand, which could be seen as a positive, however he highlighted that domestic abuse is woefully underreported, so it is nothing to celebrate, it is just something to note. The CC stated that the rate and solved number of domestic abuse crimes has increased which is a positive. The CC mentioned that the volume of rape and serious sexual offences continues to increase which are significant investigations for everyone in terms of time and dedicated resource that needs to go into them. There seems to be no end in sight in terms of reduction of this crime type. The PCC interjected and asked

whether the CC was talking about reports of issues or actual issues (as in historical instance or current instance). The CC confirmed that the Constabulary sees a blend, but there is still a significant number of sexual offences reported that are considered non-recent (anything over one year from when the offence occurs to when it is reported). However, the CC confirmed that this does fluctuate to an extent. The CC then moved onto saying how the Constabulary continues to be successful when it comes to County Lines, and they have done some good publicity on this recently to demonstrate to members of the public the fantastic impact that the force had closed down eight more County Lines in the last two months of 2022. The CC stated that agricultural crimes stats were looking good, as hare coursing continues to decline along with slight reductions in farm machinery thefts. The PCC added that with the Royal Norfolk Show coming up, the OPCCN will be doing some Q&A sessions to look at agricultural crime further.

- 7.2 The PCC asked the CC about the announcement made by the Policing Minister last week on how the police tackle crime. The PCC asked whether the CC was able to quantify or give an indication of the effect of those announcements on the Constabulary and within the county. The CC confirmed that one of the announcements was the endorsement of the 'Right Care, Right Person' approach which the Constabulary are in the process of implementing. This approach will see the Constabulary taking a different position when it comes to calls that are non-policing activity. **Action 63: The CC and PCC to spend some time discussing how the Constabulary will engage with the public in terms of demonstrating the changes the 'Right Care, Right Person' approach will bring to Norfolk.** Another announcement made by the Policing Minister, which is coming soon, is that they ordered a review of the National Crime Recording Rules. The CC confirmed that he, and three other Chief Constables, met with the Policing Minister a number of months ago at a round table event to demonstrate the bureaucracy that the current crime recording rules place on officers. The response is two pronged: the Policing Minister has ordered a review of the entire rulebook however this is going to take time and he wanted some quick wins; therefore, he announced four changes to the rules which the CC summarised by explaining the principal counting law. This will mean that when the force gets called out to a crime, they will only need to record the most serious crime. The CC thinks the impact of this will save hundreds of thousands of hours in time nationally. The CC stated that he thinks now is a good time to raise this question by referencing the quarterly publication of the Office of National Statistics (ONS) Crime Statistics. The CC said that for a number of years the force has been explaining some of the increases by referencing the close adherence to the growing rulebook. Now this rulebook is shrinking so in the next ONS publication there may be some reductions in crime, however the validity of the crime statistics may be limited unless the person reviewing the crime has a clear understanding of how the rules have

changed. The CC stated that he views the Crime Survey of England and Wales as the most authoritative measure of crime statistics. The PCC accepts that inevitably we are not going to get one source of truth in the short-term due to these changes. The CC added that with these changes it will mainly be violent crime that will be changed. Finally, the CC mentioned that there will also be a classification change relating to burglary. This means that the Constabulary will record a burglary dwelling crime when it is just the dwelling that has been burgled, not an outbuilding. The CC finalised this by saying that these changes will need some explanation for the public as well as the OPCCN as they hold the CC to account for those figures.

- 7.3** The PCC asked the CC about the number of rape and serious sexual offences increasing against the solved rate and whether there are any initiatives, models or projects that have been used elsewhere which Norfolk could adopt. The CC referenced Operation Soteria which is an approach to rape and serious sexual offences which was trialled by other forces which sets out some clear principles for investigations that best support victims, which also hopefully in turn leads to better outcomes for those victims. The CC confirmed that Norfolk Constabulary has adopted all the Operation Soteria principles into how to investigate rape and serious sexual offences. The CC described the model of Operation Soteria by stating that it consists of six Pillars all based around the relentless pursuit of offenders and putting more focus on the offender rather than the victim, whilst ensuring that the forces engagement and support of victims is strong. The CC confirmed that locally the Constabulary has been running a pilot called Operation Engage which revolves around how the force supports victims of serious sexual offences during the challenging period of providing evidence to ensure that they stay with the investigation. The CC stated that the Constabulary has invested in their Police Digital Investigators so that they can handle victim's phones and turn them around within 24 hours. This investment was partly made through precept funding to ensure that the force has the capabilities to turn devices round quickly. The CC added that a significant part of Operation Soteria is the training skills that are given to staff and all those Soteria training products are shared with the forces' officers. The CC mentioned that rape investigations can take many months to investigate, and they are reliant on the Crown Prosecution Service to review the evidence as well. The PCC asked how the staff are in terms of how they feel about investigating these types of crime and are the Constabulary doing enough to ensure they can deliver these investigations from a mental health and wellbeing perspective. The CC started by saying how the officers investigating these crime types are frequently exposed to reviewing some of the worst behaviours, however the force offers support by ensuring they are working in fit for purpose facilities. The CC added that the Constabulary has invested in those facilities in their two new investigation hubs and the Online Abuse Team have recently moved into a redecorated office that is more fit for purpose. Officers in these roles have access to the forces Employee Assistance Programme which is a

24/7 phone line which does not require managerial permission to use. The CC mentioned that they have a workforce where supervisors are much more attuned to these kinds of issues than ever before. The thing that worries the CC is the suggestion of mandating rape investigation teams; the CC suggested that breaking the officer's workload up with a burglary or theft for example could help with their mental health and wellbeing, so they are not exposed to rape and serious sexual offences every day.

- 7.4 The PCC then asked the CC what his early reflections are of the new Strategic Police Requirements. The CC commented that the requirements have gone from 14 pages to 77 pages with no additional funding to deliver this. The CC confirmed that he had been through the documents to check the Constabulary's capabilities against the new Strategic Policing Requirement, and he is confident that the force will meet those capabilities. The CC identified that the Constabulary's most vulnerable area is fraud, as it is a growing problem within the country and Policing UK have still got some way to go before there is a resilient model in place locally, regionally, and nationally.

The meeting had a short break and reconvened at 15:35

8. Police, Crime & Community Safety Plan 2022-24: Pillar 4 'Prevent Offending'

- 8.1 The DCC outlined the report in relation to Pillar 4. He started by mentioning that Norfolk Constabulary continue to play a key role in county partnerships, both statutory and non-statutory. He further stated that they are pushing hard on diversionary activity through the likes of conditional cautions or community resolutions on those on the cusps of crime. The DCC commented on the Constabulary being heavily involved with children and vulnerable adults and making appropriate safeguarding decisions when necessary. He explained that the Constabulary is doing significant work around the Serious Violence Duty and the Norfolk Drug and Alcohol Partnership. The DCC also mentioned the Domestic Abuse Perpetrator Partnership and that the Constabulary have 14 perpetrators involved. The DCC stated that one of the key performance measures for him is detection rates, that being what is the Constabulary's conversion from crimes coming in, to individuals being charged, and equally there is an opportunity to divert people away from crime. The DCC is looking at the Constabulary's conditional caution rates and their community resolutions. The DCC suggested that there are increases across these, however it is important to only use these if it is right for the victim and the perpetrator. The PCC asked the DCC what the mechanism is for determining what is right for the victim. The DCC confirmed that they ask the victim to ensure it meets their wishes.

- 8.2 The PCC asked the DCC what Norfolk was doing to address the point highlighted in the recent thematic HMICFRS report on Serious Youth

Violence that policing in general perhaps does not understand the levels of racial disproportionality in serious youth violence, whilst being mindful of Stephen Lawrence Day coming up. The DCC stated that firstly, through the National Police Chiefs Council, an operational standards and guidance set of data requirements around protected characteristics is being developed around this specific issue to ensure that Norfolk Constabulary is collecting data relative to the national position. At a local level, the DCC said that the Constabulary developed a data dashboard which provides the right focus around victims, suspects and offenders to better understand their profiles.

- 8.3** The PCC then asked the DCC about Out of Court Disposals with emphasis on what more the Constabulary could do to ensure that first time offenders are being kept out of the Court System, especially if they are a juvenile. The DCC suggested that they need to listen to their communities because some of the offences that occur with juveniles are serious. However, the DCC stated that the Constabulary have been working within this area for some time now and the number of young people aged 10-17 years old going through the court system has declined. The DCC confirmed that for the last calendar year, 360 young people were referred to the Youth Justice Services and of these, 176 were given a 'Challenge for Change'. The CC added this is why it is also important for the Constabulary to have police officers in schools as so much of their work is about intervening at earlier signs of trouble before they even get to any further stage. The DCC suggested that he and the PCC speak outside of the meeting to see whether they can arrange for the PCC to go out with Safer School officers to see the work they are doing on the ground. The CC also stated that this also links in with the ASB Action Plan as the Constabulary investigated ASB incidents within a certain circumference of where the Constabulary positioned Safer Schools officers. The CC also suggested that if further funding were to come the Constabulary's way, then this would be an area in which they would potentially invest in.

9. Police, Crime & Community Safety Plan 2022-24: Pillar 5 'Support Victims'

- 9.1** The DCC outlined the report on Pillar 5. The DCC identified that one of the key issues under this Pillar is where the Constabulary is at with the Victims Code of Practice (VCOP). The DCC suggests that this has been challenging in the sense that some of the systems do not always help the Constabulary to interrogate and identify information. However, the DCC stated that the Constabulary now has the VCOP Dashboard which is live and is being used to help the force better see what is going on. The DCC added that one of the key drivers into the organisation is quality of investigations, especially making sure that the force secure evidence appropriately and lines of inquiry in a timely manner. The final key component was ensuring that the victim is cared for, ensuring that they are updated and understand what the force is doing and when they are doing it. In terms of quality of crime investigations, the DCC added that significant work has been done in this area in making

sure that the force has the right data and the right implementation of that data. Furthermore, the Operation Investigation training team is very active in ensuring that investigators have the right skills to provide quality investigations. Going forward, the Constabulary is looking into providing the victim with broader levels of satisfaction. They are looking at Op Converter Teams which are teams that allow the force to go back to perpetrators of crime and talk to them pre and potential post-sentence about other crimes in which they may have committed. This will enable the Constabulary to get back to a wider number of victims of crime to say that the force knows who committed the crime and provide them with an outcome.

- 9.2** The first question in which the PCC put forward was in relation to the Victims and Witness Care Team. The PCC highlighted how recruitment seems to be an issue within the team and asked the DCC to address this. The DCC started by saying that this is largely due to system delays, therefore the workloads within the team become repetitive or they are duplicating work. The DCC confirmed that there are now 38 individuals in that team, and the Constabulary has a budget to take up to 42 individuals. The DCC mentioned that there are several temporary posts within the team which pose challenges long-term. The DCC commented that they are trying to make these vacancies as attractive as possible, and the modern workplace is helping with that. The CC added that the main reason people are leaving these posts is because they are getting tired of ringing up victims to tell them that their case has been delayed again. They are also on the receiving end of the feedback from the victims who are rightly and justifiably frustrated with the process, none of which is caused by policing. The CC commented that the Crown Courts are struggling to recover from the pandemic which has led to significant backlogs. The PCC noted that this appears to be a longer-term problem and that he shall be raising with the Minister the issue of the transfer of costs to policing and how policing ends up carrying the burden because other partner agencies are taking a step back. The DCC added that the police are the face of this delay even though it is not the police that are causing it. They are the ones having the conversations with the victims, so it reflects negatively in terms of satisfaction and how people perceive the police. The DCC also noted that despite this, the Constabulary does still have constructive relationships within this area with partners, it is an issue of challenges in the court system with capacity and demand and trying to balance this. The CC added that he would not let the backlogs in the system deter the Constabulary from making arrests, however this will continue to put pressure on a system already under strain.

10. Police, Crime & Community Safety Plan 2022-24: Pillar 6 'Safer and Stronger Communities'

- 10.1** The Director of Local Policing Delivery Unit (DLPDU) outlined the report under Pillar 6. The DLPDU highlighted that there has been an increase in

killed or seriously injured collisions compared to the previous twelve months and the long-term average. The DLPDU confirmed that every event is analysed, however the force is not seeing any pattern other than driver error in terms of preventative activity, but further analysis is ongoing. The DLPDU mentioned that there have been road safety campaigns around speed, insurance and drink and drug campaigns. These resulted in arrests and offences committed; 4,000 in the speed campaign within two weeks and 156 arrests made in the drink and drug drive campaign in December 2022. The DLPDU confirmed that there is continuing focus on the fatal four, which are: mobile use, seat belt, speeding and drink and drugs. The DLPDU added that he attended the Community Speed Watch conference in the morning and highlighted the new system that will unlock the power of data that is continually being captured on the roads across the county. Once the force gets access to that data this should inform them better in terms of focusing on enforcement and education efforts going forward. The DLPDU identified that Norfolk remains a low burglary crime county, however vehicle crimes have increased slightly but these levels are still lower than pre-pandemic levels. Robbery offences are still below the long-term average and are being solved at a higher rate. There has also been a significant increase in the percentage of hate crimes that have been solved compared to the long-term average. The DLPDU mentioned that there has been a focus on preventing catalytic converter thefts in terms of press releases, social media, and some analysis to understand the makes and models of vehicles being targeted. In relation to the Violence Against Women and Girls Strategy, the Constabulary have targeted patrols (StreetSafe) which are very present in Norwich, Great Yarmouth and Kings Lynn. The DLPDU mentioned the good work of volunteers and the force has a thriving cadet scheme. The Constabulary has risen to second in the nation, in terms of thresholds met for their cadet scheme. The Special Constabulary is static in terms of numbers; however, the force has seen a slight rise in hours given which the force is grateful for. Also, numbers went up in Police Support volunteer roles in areas such as Neighbourhood Watch, CCTV viewing and Community Speed Watch Members.

- 10.2** The PCC asked the CC about the increase in vehicle crime (1,800 vs 1,606 over the previous 12 months) and whether catalytic converter thefts and car meets contribute towards this. The CC responded confirming that they are, and added that the force has seen a spike across the region in terms of catalytic converter thefts which has been met with some disruption activity from the force. The Constabulary arrested three males in Cambridgeshire on the 26 March 2023, all of whom have been charged, so the force hopes this will have an impact on the level of catalytic converter thefts going forward. The CC suggested that car meets can be an issue, and can link in with ASB, as there are a number of gathering points across the county, most prominently Broadland, South Norfolk and Breckland. It is important not to assume that everyone that attends these car meets acts in an anti-social way, it is just a small minority that act in a way that could be considered anti-social. The Constabulary's Roads policing team

and Moonshot teams are aware of the issues.

- 10.3** The PCC moved onto the four public questions in which he received. The first followed on from recent media coverage around the pedestrianised Exchange Street in Norwich and issues of enforcement of the City Council's traffic restrictions. The PCC asked the CC to comment on the issue of enforcement in this area. The CC confirmed that since the pedestrianisation of that zone, there has been some enforcement carried out, however there is clearly a high level of non-compliance with the zone. The Constabulary consider education and adequate signage to be important tools to help solve that. The force therefore raised these concerns with the appropriate partners for additional signage which has now been put in place and will wait to monitor its impact. The Local Policing Team are aware of the issues and will look to intervene when they witness offences. It is important to recognise that it is used for delivery and taxis too, so the key is to be proportionate in enforcement. A long-term solution could be to install enforcement cameras, however that would be a matter for the local authorities.
- 10.4** The PCC asked the CC to comment and set out the legal position about police enforcement within 20mph restricted areas. The CC confirmed that there are two types of 20mph area. The first is a 20mph speed limit, which is established with legal authority of a traffic order. Secondly there are 20mph zones, which do not have the legal authority of a traffic order and are designed to be self-enforcing through signage or other traffic calming measures. The Department for Transport states that to achieve compliance there should be no expectation in the police to provide additional enforcement beyond their routine activity. In the absence of a traffic order, the minimum speed limit remains 30 mph. The CC suggested that the Constabulary take a responsible and proportionate approach to enforcement of 20mph limits based on assessment of risk. The DCC added that the force uses data to assess risk and focus resources on areas where killed or seriously injured collisions occur more frequently.
- 10.5** The PCC moved onto the third public question which related to motor vehicles being parked on pavements and causing a nuisance. They ask what laws are in place for the police to use enforcement against dangerous parking. The CC commented that the law changed in 2011 to place responsibility on Norfolk County Council for general parking matters, so they are no longer in the hands of the police service. However, there is legislation under section 137 of the Highways Act 1980 which states that if a person without a lawful authority excuse wilfully obstructs trade passage along a highway, they are guilty of an offence. The force can therefore enforce obstructions of the highway, however that would be for an individual officer to assess on a case-by-case basis and ensure the Constabulary's response is proportionate.
- 10.6** The final question the PCC put forward from members of the public was in relation to Operation Snap. The member of public who submitted this question

considers the operation to be an effective way of engaging the public in reporting and enforcing road traffic offences. The Road Safety Trust is currently offering grants of up to £50,000 to trial this, would Norfolk therefore consider running this pilot scheme. The DLPDU responded by stating that the Constabulary recognises the advantages of Operation Snap and supports the public around the opportunity of submitting footage and securing prosecutions against those offending drivers. However, implementing a new scheme would mean that the Constabulary would require additional resources, therefore issues around parking offences are to be dealt with under the existing services previously outlined by the CC.

11. Emerging Operational/Organisational Risks

- 11.1 The PCC asked whether there has been significant operational call on the Constabulary in relation to the upcoming Coronation. The CC confirmed that they continue to be informed of local community events across the county which should not cause significant demand.

12. A.O.B

- 12.1 There was nothing discussed under Any Other Business.

13. Date of the Next Meeting

- 13.1 The next meeting is scheduled to take place on Wednesday 5 July at 10:00am in the Office of the Police and Crime Commissioners Conference Room, Building 7, Falconers Chase, Wymondham.



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Giles Orpen-Smellie
Police and Crime Commissioner



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Paul Sanford
Chief Constable