

**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON TUESDAY 25
OCTOBER 2022 AT 10:00 A.M. AT COUNTY HALL, NORWICH**

1. Attendance and Apologies for Absence

In attendance:

Mr G Orpen-Smellie	Police and Crime Commissioner, OPCCN
Mr M Stokes	Chief Executive, OPCCN
Ms J Penn	Chief Finance Officer, OPCCN
Mr P Sanford	Chief Constable, Norfolk Constabulary
Mr S Megicks	Deputy Chief Constable, Norfolk Constabulary
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Mr R Jackman	Head of Delivery Unit, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Mr J Stone	Head of Performance and Scrutiny, OPCCN
Mr K Wilkinson	Performance Officer, OPCCN
Mr P Gray	Detective Chief Inspector, Norfolk Constabulary
Mr W Drummond	Inspector, Norfolk Constabulary
Mr D Harris	Project Manager, Norfolk Constabulary
Ms S Starling	Media and Communications Officer, OPCCN
Ms L Bagshaw	Senior News Officer, Norfolk Constabulary

Apologies for absence:

Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Ms J Dean	Temporary Assistant Chief Constable, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary

1.1 Before addressing the agenda items, the Police and Crime Commissioner (PCC) explained the purpose of this meeting is to hold the Chief Constable (CC) to account for the policing service delivered in the county and the public setting allows for further transparency in doing so.

1.2 The PCC further detailed how this accountability meeting is slightly different to the norm insofar that its primary focus will be on His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021/22 Police effectiveness, efficiency and legitimacy (PEEL) report for Norfolk Constabulary.

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 16 August 2022

3.1 The minutes were confirmed with no objections. There were no actions to be completed from the last meeting.

4. PAM Public Questions

4.1 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) received ten submissions from the public which the PCC has combined to three to cover them all. The first public question related to the services provided by the OPCCN for victims of child sexual abuse. The PCC explained how this meeting is an occasion where he holds the Chief Constable (CC) to account for the delivery of policing services in Norfolk. Therefore, that question was for the PCC and his office to respond to.

The PCC confirmed that the question has been responded to directly outlining the organisations in which the PCC commissions to provide support services for victims of child sexual abuse.

4.2 A resident of Norwich asked whether it was no longer an offence to cycle on the pavement. This resident asks as this is now seemingly the everyday norm in central Norwich, for example all through St. Georges Street, where those on foot on this pedestrianised street must keep to the sides to allow bikes and scooters to pass through at speed.

The CC confirmed that there are relevant offences relating to cycling and footpaths, however, many of the previous pedestrianised zones in Norwich City Centre have now been expanded to be designed as joint pedestrian and cycle zones and this was a move initiated by the Council and Highways approximately

four years ago.

Whilst the CC acknowledged that these zones could result in conflict between those on foot and those on two wheels, this is not a policing matter, however an officer would intervene if they felt that a particular party was being inconsiderate with how they were making use of that particular street. However, enforcement is not possible in those locations, therefore, this is a matter that the Constabulary needs to pass back to Norwich City Council to consider.

The PCC put forward a supplementary question in relation to the City Council's expansion for the trial of e-scooters. The PCC asked whether the CC knew if the Constabulary was consulted on that expansion decision given the concerns received from members of the public.

Whilst the CC could not recall whether they were involved in that decision, he confirmed he would follow this up and find out. The CC's main concern as a Constabulary is around education and awareness of the issue concerning road legal e-scooters. There is also the upcoming likelihood, as the Christmas period is approaching, that there will be more privately owned e-scooters being used illegally.

The CC confirmed that the Constabulary would be advising people as to the law regarding legal e-scooter usage and that currently roads and pathways are being used in different ways to which they were previously. With this being said, there needs to be the accompanying communication so that the public knows exactly what can and cannot be done.

4.3 The PCC explained how he received seven questions relating to gender identity, diversity and inclusion, which he has amalgamated into one question. The PCC received seven different questions from seven different people, however they all presented one side of what he recognises as a very sensitive debate and confirmed that he would not be using this forum to promote the views of purely one side in any debate. However, the questions were accepted by the PCC and the amalgamated question put forward to the CC was: Do any external agencies provide training to Norfolk Constabulary officers and staff relating to gender? Does the Constabulary uniform code allow the display of insignia symbols or flags of political and other lobby groups, and could the CC define 'hate crime' and 'non-hate crime'?

The CC confirmed that the Constabulary do not have any external agencies providing training on gender and that all Constabulary training on matters of equality, diversity and inclusion is conducted by internal trainers.

In relation to the question on uniform, the CC confirmed that officers and staff are not allowed, within the uniform policy, to publicly show affiliation to any political party. There is some leeway around badges, but they need to be very modest. The

CC's expectation is that at the start of any shift, a Sergeant or Inspector would be inspecting their staff to make sure that they are suitable for deployment.

On the final part of the question, regarding definitions related to hate crime and non-hate crime, the Constabulary takes the national definitions for these in an absolute sense. With these definitions, officers need to apply common sense in establishing whether there is hostility towards a protected characteristic group. The PCC questioned whether the Constabulary is enforcing the law on this issue impartially as it was handed down by Parliament. The CC confirmed this was correct and the PCC highlighted that the Constabulary also gets advice about such issues from members of the Independent Advisory Group.

4.4 The PCC put forward a question that was raised at a previous Safer Neighbourhood Action Panel (SNAP) meeting. When priorities are set at SNAP meetings, can the CC explain how the Constabulary implements, monitors and communicates these priorities back to the residents in that local community.

The CC confirmed that this is a cyclical process that rotates throughout the year. At the conclusion of a meeting, priorities are published on both the Constabulary websites and their social media channels. The Constabulary are employing local engagement officers who make sure that knowledge of these priorities is spread far and wide.

Furthermore, the CC confirmed that Beat Managers sit down and write a problem-solving plan or a plan of action as to how they are going to respond to that priority. They will then be held to account by their supervisors for the delivery of those priorities. The priorities that are set are priorities that can only be tackled jointly with partners, the Constabulary then typically move into problem-solving mode with those partner agencies. They then provide an update at the next priority setting meeting, which is typically done on a three-month basis and the Constabulary communicates these via various methods.

The PCC wanted to further clarify whether SNAP meetings have now been re-established post-pandemic across the whole county. The CC confirmed that is correct and even during the pandemic the Constabulary tried to maintain these meetings via video meetings, so these have been established across all neighbourhood areas.

5. HMICFRS PEEL 2021/22 – An Inspection of Norfolk Constabulary

5.1 The PCC turned his attention to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021/22 Police effectiveness, efficiency and legitimacy (PEEL) report which was published on 14 October 2022. The PCC stated that the report was good and believes that Norfolk's public should be pleased with the outcome.

The PCC identified that there were seven out of 43 police forces across England and Wales are in special measures following their inspection, and Norfolk's PEEL report places well above the threshold for any special measures. The report gives the Constabulary one "Outstanding" grade, three "Good" grades, three "Adequate" grades and one "Needs Improvement" grade.

The Executive Summary of the report was firstly explored by the PCC, who stated how the Inspectorate were pleased with the performance of Norfolk Constabulary who are regarded as strong at keeping people safe and reducing crime. The Inspectorate were satisfied that the Constabulary's performance has been maintained or improved in most areas, but there are some areas in which it needs to improve.

The PCC reiterated that part of his role is to scrutinise the report on behalf of the Norfolk public and therefore probe those areas where perhaps there's need for improvement to secure an even better service from the Constabulary for the public going forward. Furthermore, the PCC confirmed that since his appointment he has had regular dialogue with the CC concerning the Constabulary's preparations based on the outcomes of the previous report and matters arising during the inspection. The PCC stated that past reports did influence the development of his Police, Crime and Community Safety Plan and has influenced the allocation of resources in the policing budget, so the PEEL reporting process is treated with respect and is integrated into strategic level planning.

5.2 The PCC confirmed that he will be posing some questions for the CC to answer within the meeting on the results of the PEEL report. The PCC started by commenting that he had also reviewed Suffolk Constabulary's PEEL report given that a third of Norfolk's budget is spent in the shared or collaborative space with Suffolk. The PCC asked whether there were any areas in which good practice could be learnt from Suffolk to further improve Norfolk's performance.

The CC commenced by acknowledging that the PEEL report is a positive report for the Constabulary, and it identifies some areas where improvement is required. The CC proceeded by stating that some of these improvements have already commenced. The CC was particularly pleased to see the Inspectors comments about the improvement or maintenance of performance across nearly all areas of the Constabulary's business and was most pleased that the Constabulary was rated 'outstanding' for how they make use of resources, as this is how the Constabulary uses the taxpayer's money so is critically important. However, the CC stipulated that the Constabulary have an absolute determination to improve further.

The CC commented on Suffolk Constabulary's PEEL report and clarified that Suffolk received a slightly different inspection experience being that they were assessed over ten areas as opposed to Norfolk's eight areas of inspection. However, the CC anticipated that the Inspectors would be publishing reports on

Serious and Organised Crime over the course of the year, which is an area where other Constabularies have already been assessed on.

Turning to the comparable areas between Norfolk and Suffolk's PEEL reports, the CC commented that they both look after their people which is an indictment on the shared HR resource. In addition to this, the CC commented how the reports between the Constabulary's are quite similar and that it is important to continue to share best practices between both Constabularies going forward. The CC mentioned that Norfolk Constabulary works with Suffolk Constabulary, and they are regularly piloting new initiatives and practices which are shared between the Constabularies if the practice works. The CC reinforced his point by giving an example of when Norfolk Constabulary trialled Operation Moonshot which was deemed a success, so this was shared with Suffolk Constabulary, who have now adopted the practice, albeit under a different operational name.

5.3 The PCC acknowledged that the PEEL report noted that Norfolk delivered a good neighbourhood policing service, however being conscious of budgetary pressures, the PCC posed the question to the CC whether he is content that the Constabulary can protect the current neighbourhood policing capability and build on this by increasing visible community policing without having to rob other departments to do so.

The CC confirmed that the Constabulary face a very uncertain financial picture which makes planning for the future difficult. The CC stated that his absolute ambition is to absorb those pressures without impacting delivery. The CC recognised that neighbourhood policing, in particular, visible friendly Beat Officers, are critical to what the Constabulary do, so it is his determination to maintain neighbourhood policing numbers. The CC illustrated how this may be difficult in the current climate as some crimes which are typically investigated quickly, such as burglary, are decreasing whilst more complex crimes which take longer to investigate, such as rape and domestic abuse, are on the rise. These complex crimes require more resource and more sensitive inquiry and are investigated by detectives who are not often in the public eye. However, the CC reiterated his earlier point that he would always try to maintain community policing, neighbourhood policing and Beat Manager roles as he understands that's what the public wants to see.

5.4 The PCC turned the CC's attention to what the PEEL report said about safeguarding measures in Norfolk, stating that whilst the Constabulary provide effective consideration and implementation of safeguarding measures for children and older people, the report notes that these were not necessarily reflected in arrest rates in line with national averages. The PCC asked the CC what the Constabulary could do to improve this.

The CC replied that the PEEL report noted that Norfolk Constabulary were arresting 17% of domestic crimes that were attended, and since the report, this

figure has already increased to 25%. The CC applied some context to the matter, being that when a domestic incident is attended the Constabulary might record three or four crimes. However, if an arrest is made for one of those crimes, the Constabulary has taken positive action, but the Constabulary's arrest rates will be at 25% because they will have only arrested on one of the four recorded crimes. The CC confirmed that the Constabulary has invested heavily in the area of crime recording over the last few years, and they have a team who go through the records to make sure that crimes have been recorded accurately. The CC emphasised that the key point is that, especially with crimes such as Domestic Abuse, positive action is being taken whether that be arrests or otherwise, it depends on the incident as to what positive action looks like.

In summary, the CC confirmed that the arrest rate does need to be improved, and the Constabulary is actively working towards this. An example of this is the introduction of a new pilot scheme in relation to Domestic Abuse which is trialling to ensure that the right actions are being made in those cases. The CC confirmed that Domestic Abuse accounts for over a quarter of all crimes and this figure is rising. He suggested that at the heart of the challenge of investigating increased numbers of complex cases is education and knowledge as to what a good, normal, healthy relationship looks like. Furthermore, as these are not typically crimes happening in the streets, they are hidden from public view, therefore the wider public do not necessarily see that their police officers are undertaking these investigations on their behalf.

The PCC stated that the key point is that the Constabulary are moving forward on the issue.

5.5 The PCC turned his attention to a further issue highlighted in the PEEL report, which identified that the proportion of visits to Registered Sex Offenders decreased from 91% in January 2021 to 73% by December 2021. The PCC asked the CC whether this trend could be reversed and how the force is reviewing its capacity to manage the risk posed by Registered Sex Offenders.

The CC confirmed that as of September 2022 the figure has risen back up to 87%, so the force is getting closer to where they want to be. He went on to state how the pandemic had a real impact on visiting Registered Sex Offenders, as the force needed to put safety measures in place. The CC confirmed that the Constabulary prioritises higher risk offenders and made sure that they always received visits.

The CC mentioned how there are now more Child Sexual Abuse and Serious Sexual Offences being reported and the Constabulary is getting more suspects before the courts, so Norfolk is seeing an increase in the number of Registered Sex Offenders as a result of this. In addition to this, people are living for longer, so the force is visiting them for longer periods of time. The CC stated that the Constabulary are hoping to put some additional resource into this area so that the force can keep on top of Registered Sex Offenders and make sure that there's no risk to public safety

as the county cannot afford the risk of these people committing further offences.

5.6 The PCC then turned to a further point made within the PEEL report, being that the Inspectorate noted that the Constabulary should be doing more to ensure that the Victims Code is complied with. The PCC asked for the CC's thoughts on this observation.

The CC agreed that this is an area where the Constabulary needs to improve. Again, the CC mentioned how the pandemic had impacted this area and the force has been slow in terms of providing training for officers to ensure that they know what the expectations are within the Victims Code. The CC noted how the PEEL report identified that the Constabulary is not recording adequately the frequency with which victims of crime are being updated. The CC confirmed that a new dashboard is being developed which will ensure that each officer is discharging their responsibilities according to the Victims Code. The dashboard will provide the Constabulary with better data as to the frequency and quality of these updates and ultimately whether they are being recorded appropriately. The CC commented that the Constabulary will prioritise this and will be absolutely focused on improving this area.

The PCC asked the CC whether this is an area he would like to invest more in. The CC stated that he does not think this area is hindered by budgetary pressures, but instead by workload pressures. The CC highlighted that roughly 60% of calls received by the force are not crime based, and that whilst officers are dealing with these non-crime related incidents, including responses to Mental Health crisis and waits for Ambulances and at Hospitals in the county, they are unable to further investigate crime reports or update victims of crime. The CC sees the solution to the issue being to allow officers more time to focus on crime and take away some of those additional demands.

The CC confirmed that the force is currently trialling a new approach to the investigation of crime, called Operation Discovery. It is a pilot being run in the Breckland and Kings Lynn areas of the County which sees the force isolating out some officers from response duties and focusing purely on criminal investigation. The CC stated that the early signs of the operation are positive as there has been increased satisfaction and increased compliance with the Victims Code. The CC stated that the force is looking at extending the pilot across Norwich.

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

6.1 The PCC started by noting the outstanding grade given in the PEEL report for the efficient use of resources, particularly money, as the PCC believes it to be important for the public to understand that their money is being used properly. The PCC highlighted how the PEEL report identified that Norfolk Constabulary is actively working towards reducing the numbers of officers and staff leaving the force and asked whether retention of officers and staff is becoming an issue and, if so, what can

be done to address that.

The CC said that the force is operating in a competitive employment market now; Police Officers and Police Staff have seen an increase in their pay this year but competitors, in terms of recruitment, are often raising their pay higher and that does have an impact on retention, particularly for officers and staff members at the start of their career. The CC mentioned that it is within the first years where relative competitiveness of pay has a bigger impact.

The CC stated that policing in the past has held onto people which should have been let go, and that has impacted on the confidence in policing, so having slightly higher leave rates is not always a bad thing. The CC stated that the Constabulary has a low tolerance for anyone who does not hold the values that the Constabulary do. Furthermore, the CC mentioned that if they do not believe that an individual has what it takes to be a Police Officer, then the Constabulary will act.

In summary, the CC stated that increased levels of leaving rates may be due to the fact that the Constabulary has invested more in professional standards. The CC suggested that the Constabulary is now moving on people, particularly during their student training, who are not right for the service.

The Deputy Chief Constable (DCC) added to the CC's points by stating that in terms of the force's comparison to the national average in this area, the force is very much in the centre of the pack. The DCC further states how the force takes the time to understand why people leave, and this is done by an exit interview. The DCC stated that before someone leaves, if there is a suggestion that an individual may be leaving, the force intervenes to see whether there are issues which could be resolved so that they would be more inclined to stay with the force, particularly for those that the force really want to keep.

The DCC added that they understood why people leave via an exit interview and whilst the 5% uplift of salaries did impact retention, if someone is the right person for another job and they have not bought into what the service does, then that individual is more likely to leave. In addition to the salary increases, the force does boast opportunities to be able to work as part of a great team whilst doing something very worthy. Also career progression is very broad within the force, which is something that could be attractive for certain officers.

The DCC explained that the force identifies early on in individuals' careers if there are any issues and moving people on that are not willing to adhere to the values that the force provides. Furthermore, it is incredibly important to keep the very best people that the force has to offer.

The PCC queried what the impact of loss of experience has been. The DCC stated that there may be an issue with experience, as people retire and more officers are being recruited in line with the uplift, however it is a process of developing these new officers

and this takes time. On the flip side, new recruits are bringing fresh energy to the force, along with new ideas.

6.2 The PCC raised an item within the PEEL report which relates to high workload and relatively junior officers being allocated more serious crimes due to high demand and asked if this is impacting upon the quality of investigations. The CC confirmed that whilst the officers are busy, they are coping with the workload. More junior officers are being given more complex cases as there are not as many experienced officers to pass these cases onto. The CC mentioned that the force is having to fundamentally revise the way in which they do policing. For example, investigation teams are being centralised by putting them in two hub locations, one in Swaffham and one at Broadland Gate. By doing this staff will have access to supervisory oversight that they need so that when they are given more complex cases there will be a peer alongside them to assist.

The force is also investing in Police Digital Investigator staff roles to help officers manage the growing volumes of data that the force is undertaking. The CC wants to support and nurture officers over the next ten years.

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

7.1 The PCC drew attention to the papers which stated that 52 conduct cases were recorded in the reporting period, which amounted to an increase of 73% from the previous year. The PCC asked the DCC what he thought the biggest contributors towards this were and how these are currently being dealt with.

The CC noted that the Constabulary has grown in size within that period of time as the force is in the middle of the Police Uplift Programme which has brought a net total of 100 extra officers into the organisation. With this increase in size, the CC suggested that he expected a level of increase in conduct matters.

The DCC added to the CC's point by suggesting that whilst the percentage increase looks significant, the actual number of cases had only increased by eleven from the previous year. Furthermore, the DCC mentioned that the force has expanded its conduct regime, therefore it would not be unusual to see numbers rise in this area with such expansion. The DCC highlighted that within the number of conduct cases, eleven of those were classified as "practice requiring improvement" which gives the individual the opportunity to realise their transgressions, however the conduct in such cases were not significant.

7.2 The DCC confirmed that in terms of breaches of duty and responsibility, the force has recorded fourteen conduct cases compared to three recorded in the previous twelve months. In terms of conduct in relation to discreditable conduct, respect, courtesy, honesty and integrity, there are much smaller numbers.

The DCC stated that they are reminding staff and officers to report any behaviour that

falls short of force expectations. With this being the case, the force is seeing more reporting internally which in turn has an impact of the number of cases being recorded.

The PCC suggested that this was a very important point in light of the tragedy of Sarah Everard, where public confidence in policing took a huge hit. This is a reflection on the way misconduct is being addressed within the force.

The CC responded to the PCC by stating that Police Chiefs around the country are really alarmed by some of the worst and most high-profile cases that have received national attention in this area, and as a response the force has invested in their Professional Standards Department and putting more resources into Counter Corruption teams, whilst creating a culture where staff and officers are encouraged to speak out against poor conduct. The CC also highlighted that increased numbers of conduct cases could actually be a sign of a healthy, good organisation as they are responding quickly to reports and moving people out of the force where necessary. The CC mentioned that two of the most recent high-profile conduct cases in the organisation were a result of internal investigations, and the CC confirmed that his determination going forward in this area will be to continue to move on people who fall below the standards set by the force.

The meeting had a short break and reconvened at 11:30hrs.

7.3 The PCC asked the DCC to comment on HMICFRS's comments within their PEEL report that there were stop and searches conducted which were unreasonable based on the grounds for those searches, and how he intends to tackle the issues.

The DCC commented that this was more of a recording issue as when reviewing the body worn video footage from these stop and searches, the grounds were good and they were being provided verbally to the person being stopped, however they were not being appropriately recorded onto the system. To tackle this issue the force is using technology, in particular a mobile application known as OPTIK. With OPTIK the force expects supervisors to check, in real time, the grounds for the stop and search and provide feedback straight away. There is a bit of a time delay when recorded on paper reports, and that's why going forward, everything is going on OPTIK so there is a relatively immediate response.

The DCC added that the force has a scrutiny group that reviews body worn video of the force's interactions with all members of the community. However, what needs to be done going forward is ensuring that details of the interactions are recorded correctly, so that everyone can see, in a transparent way, that the force is doing things right. The DCC confirmed that the scrutiny group will refresh their training as part of the response to the HMICFRS report.

8. Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'

8.1 The PCC referenced the meeting papers and their mentioning of engaging with Operation Soteria in plans for developing national good practice to improve the investigation response to rape and serious sexual assault. The PCC asked the CC to comment on how this would help Norfolk.

The DCC mentioned that there has been a significant increased number of rape cases being recorded coming into the organisation, which are ordinarily complex in nature. It is therefore essential that Operation Soteria is reviewed in its entirety and Norfolk Constabulary implement the pillars that would benefit the Norfolk area. The DCC mentioned that at the core of the operation is victim support and ensuring that the report is being investigated appropriately. The DCC commented on how resources would be impacted significantly elsewhere if the Constabulary were to implement Operation Soteria in its entirety, therefore it will be important going forward to balance resources as pillars from Operation Soteria are implemented within the force, so that certain teams are not depleted in terms of resources.

Furthermore, the DCC commented on how, even with improved services, there is significant backlog within the Court system. People are not being put before the Courts in a timely manner which, in turn, is having an impact on keeping victims and witnesses on board throughout the process.

8.2 Turning his attention back to the PEEL report, the PCC noted that HMICFRS commented that the Constabulary does not always investigate crime promptly and effectively. The PCC asked the CC to elaborate on this point and identify how this could be improved and when.

The CC explained that a dip sample of 90 cases were reviewed which suggested that officers are doing this, but again it is a recording process issue which is something that needs to be tightened up on. The CC stated that the Constabulary rolled out new training for all new entrants into policing that's seen a doubling of the amount of time that student officers spend in the classroom. This allows the force to focus on the investigative skills that these new recruits will need throughout their career. The CC confirmed that once training is completed, officers will move into specialist development units where they will work under some of the most experienced Sergeants to focus on criminal investigation and community engagement skills.

Furthermore, the CC confirmed that the force has introduced training days into officer's shift patterns over recent years and the Constabulary is currently trialling a pilot scheme in Breckland and West Norfolk Districts called Operation Discovery which has dedicated officers focusing on these areas.

9. Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'

9.1 The PCC asked the CC whether those within the Control Room are provided with regular training so that they can identify vulnerable individuals who are at risk of offending or reoffending.

The CC confirmed that the Control Room have a training day built into their shift pattern and identification of vulnerability is part of the training that is offered. In relation to how the force can improve in this area, the CC explained how, currently the Control Room follow a process called THRIVE which assesses the Threat, Harm and Risk associated with the person that calls. Typically, to go through this process on the phone with an individual on a 101 call takes on average 17 minutes. This time can be stretched further if vulnerability is further assessed. The CC therefore suggested that the cumulative impact of the recommendation from HMICFRS to spend more time checking the vulnerability could mean that the force is, as a result, better at identifying vulnerability, but not so quick in answering the calls in the first instant. The CC stipulated that Norfolk are one of the best performing forces in the Country when it comes to answering both 999 calls and 101 calls, therefore there is a trade-off and risk of not answering all these phone calls in such a timely manner.

Furthermore, the CC confirmed that in a lot of circumstances a police officer is sent out to the caller, and they assess the vulnerability of that person in front of them. The CC clarified that he was not challenging HMICFRS in what makes a good call, however he was highlighting the point that this recommendation would have a cost. The CC confirmed that the Constabulary are revising the question sets for call takers, so that they can be streamlined to make the call more efficient whilst addressing vulnerability.

9.2 The PCC asked the CC how the Constabulary could make sure that problem-solving plans are better managed, assessed and evaluated in light of the PEEL reports findings on the need for the Constabulary to get better at sharing these.

The CC highlighted that the PEEL report did suggest that the force had made improvements in this area, however there was more that could be done. The CC stated that the Constabulary have really developed their problem-solving response, as this is all about crime prevention. The CC confirmed that since the 2019 HMICFRS inspection the Constabulary has invested in a problem-solving team who helped support and quality assure problem-solving activities across the organisation. All problem-solving plans are assessed against a scoring matrix for quality assurance purposes. The CC stated that the teams are effectively subject matter experts, so Beat Officers have a central point of expertise and contact for sharing problem-solving best practices.

The CC confirmed that the force is developing their intranet to better signpost officers towards problem-solving plans that have worked previously. There are also training days for the Constabulary's Beat Officers, and from November 2022 the Constabulary will be developing problem-solving workshops aimed at frontline practitioners on specific topics, the first theme being around car enthusiasts and any associated Anti-

Social Behaviour.

The PCC asked the CC whether there is anymore that could be done in terms of problem-solving around online fraud, as this is a growing concern amongst the public. The PCC noted that a lot of what happens is from beyond the Norfolk boundaries but wondered if more could be done from a preventative approach.

The CC agreed that prevention is the best approach. The CC explained that fraud is the number one crime type in the country, so emphasised how perpetrators typically are not from the county and are quite often off shores, so it is sometimes nearly impossible to bring the offender to justice when they live on another continent. The CC therefore confirmed that prevention is key for this crime type.

The CC stated that the force works with other partner agencies, uses Operation Bodyguard to identify vulnerable individuals and regularly sends out guidance and information alerts on crime prevention advice and the latest scams doing the rounds. However, the CC stipulated that there is a limit to the effectiveness of such operations and measures, insofar that more preventative activity needs to be undertaken by other sectors such as banking.

10. Police, Crime & Community Safety Plan 2022-24: 'Support Victims'

10.1 The PCC asked the CC whether the Constabulary struggles with identifying and establishing repeat victims at the first point of contact, especially when vulnerable victims contact the Constabulary multiple times with different issues, given the comments made within the PEEL report.

The CC referred to the answer he gave in relation to the earlier question put forward regarding the Constabulary's Control Room insofar as there would be further risk to call answering times if the force were to undertake further question sets in this area. However, the CC did suggest that there is more the Constabulary could do in its use of its data, so that when someone calls, it is immediately displayed on screen if the force has had previous contact with the caller. Also, the CC mentioned the use of the OPTIK mobile application for officers, so information is available at their fingertips when they are out on the ground. He is looking to provide access to this system in the Control Room to assess vulnerability quickly. The CC mentioned that this is an area which could be improved if more time is spent on the phones, however this could impact other services such as call answering times.

The PCC questioned the CC as to whether there is a mechanism in place that joins the dots if there is a repeat caller or victim.

The CC confirmed that there is. The system currently in place is linked up so that it would do just that, so the attending officer will have all information regarding previous crimes when they attend the situation in person.

10.2 The PCC asked the CC at what points during an investigation are victims updated, as the HMICFRS report suggests that victims of crime are not always being updated as to how their crime report is being progressed, and on occasions, not informed that it's no longer being investigated.

The CC confirmed that there is no template when it comes to when victims are to be updated, it is something that should be built around the victim's needs, however, victims should definitely be informed at the point of closure. The CC highlighted how the PEEL report did find that on the majority of occasions, victims were being given progress updates, however there were too many occasions where victims had not been updated or this recorded.

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

11.1 The PCC referenced the meeting papers and asked the CC how collision hotspots are identified and what criteria are used in that determination.

The CC confirmed that the Constabulary take collision data and identify high risk cluster sites which are locations where there have been three or more injury collisions in a 30-meter radius in the past twelve months. The CC continued to say that once a cluster point has been identified, the force targets road policing resources to those areas and carry out enforcement. The CC confirmed that the Constabulary would then work with partner agencies to understand whether there's any road layout or signage service issues that might be contributing towards the problem.

The PCC supplemented his initial question by asking what more is being done about speeding through villages as this always seems to be a concern from the public and regular reporting appears in local newspapers.

The CC confirmed that road traffic collisions are the greatest cause of deaths in the county, and he will continue to focus on the 'Fatal Four'. The Constabulary need to communicate better on what exactly they do in this area' however a lot of enforcement is done out of the public eye. The force issue over 40,000 enforcement notices for speeding a year, in addition to this the Constabulary continue to seize hundreds of vehicles each year and are taking hundreds of thousands of pounds worth of stolen property out of the back of those vehicles via the work of the Operation Moonshot Teams.

The CC also stated there are road safety seminars hosted around the County and each tend to get good crowds. These are good opportunities for the CC to explain to stakeholders, Parish Councillors and members of Speed Watch, the work the force is undertaking.

The CC concluded by saying that any surplus from enforcement activity is reinvested back into road safety partnership schemes, which contribute to better signage, improving road junctions or investing in more camera activity. The surplus does not go

back to the Constabulary finances.

11.2 The last question in which the PCC put forward to the CC was, what are the Constabulary doing to encourage recruitment and retention from the volunteer schemes, particularly the Cadet movement.

The CC took this opportunity to thank the Cadets and volunteers who work within the Constabulary. The CC went onto stipulate how important it is to recruit and keep those numbers up and this is done through supporting volunteers, so they are retained. The CC confirmed that Special Officers are provided with the best possible training programme along with access to the same kit and equipment that regular officers have access to, this includes body worn video. The CC stated that it is important that they feel part of the team, so making them feel part of each shift is very important and this can be done by having them managed by a regular Sergeant. This is seeing the number of hours per Special Officer increase, which is a positive. However, the CC acknowledged that this does have a large cost impact, so Specials are required to do a minimum number of hours to make their employment, as a volunteer, worthwhile.

The CC turned specifically to the Cadet scheme, which he confirmed fell victim to the pandemic era, so many people missed out on this due to their age. However, the Constabulary has been recruiting to bring Cadets back into the force. The CC confirmed that the Constabulary has a Cadet scheme in each of the District Council areas and they now have a dedicated Cadet Programme Manager which ensures that the Constabulary are discharging all their safeguarding responsibilities. The CC is seeking to attract Cadets from disadvantaged backgrounds, and regardless of if they join the Constabulary afterwards or not, the scheme helps with their self-esteem, development, and readiness in the workplace.

12. Emerging Operational/Organisational Risks

12.1 It was agreed that all the emerging risks had been discussed in the meeting, however the CC identified three main priorities: the first is delivering the services that the public of Norfolk would expect from the Constabulary; the second being the welfare of the organisation; and the third being the challenges surrounding finances as this is a big unknown in the current climate. The PCC added onto the CC's final point, by suggesting that they should be meeting at least weekly so that they both know the direction in which the Constabulary is going in light of the financial situation and the impact of any associated risks.

13. A.O.B

13.1 There was nothing discussed under A.O.B; however, the PCC reinforced his view that the HMICFRS PEEL report is a very positive story to tell.

14. Date of Next Meeting

14.1 The next meeting is scheduled to take place on Tuesday 31 January 2023 from 10:00am at a venue to be confirmed.



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Giles Orpen-Smellie
Police and Crime Commissioner



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Paul Sanford
Chief Constable