

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

There were none received.

3. **To Confirm the Minutes of the Meeting Held on 25th November 2020**

The minutes were approved. There were updates for the following actions:

- Action 54 – The Chief Constable stated that there was a Horizons 2020 day planned and Superintendent Jason Broome is presenting options. The uplift in switchboard staff is almost complete and these new staff are dealing with 50% of all calls at source. Op Solve customers are now being surveyed and the action to survey 101 customers is to carry forward.
Action 54 to carry forward.
- Action 56 – An update has been provided to the PCC and he is satisfied that the relationship has been enhanced.
Action closed.
- Action 57 – An update has been provided to the PCC. The PCC is keen to continue providing education in schools through the #IMPACT scheme and ACC Megicks is looking into the viability of proposals to keep this.
Action closed.

4. **Constabulary Covid-19 Update**

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the Chief Constable stated that there were ongoing challenges in relation to managing the Covid-19 pandemic. Sickness in the Constabulary had improved and was now around five to six percent. Police staff are working from home as much as possible and the Constabulary is working on being a Covid-safe organisation. The Chief stated that the Constabulary had a greater emphasis on enforcement of government imposed Covid-19 legislation. This is mostly being supported by members of the public and most people are adhering to the guidelines. The Chief Constable added that crime and call demand is down significantly, there is more availability of officers on the frontline and officers are beginning to be vaccinated and lateral flow tested. The PCC queried how some police officers had been vaccinated. The Chief Constable explained that they would receive a phone call and be offered any vaccines that have been left spare at the end of the day as these would be disposed of unless they were used

- the PCC questioned the Chief Constable's statement on the reduction of crime and asked if this was reported crime or crime in general. The Chief Constable explained that domestic crime is at a static level compared to previous levels. During the first lockdown this had risen by around four percent but overall crime rates are down 7-10%. The PCC asked if there was a disparity between crime rates and perceived crime rates and if there was a public concern with certain crime types. The Chief Constable stated that he used media outlets such as radio, TV and newspapers to share information to the public about prevalent crimes occurring in Norfolk and where police focus needs to be. The Chief Constable mentioned that he had been on TV programmes talking about child abuse and how safeguarding is a top concern for Norfolk Constabulary. He added that he has mentioned many times how there is only a handful of burglaries a day in Norfolk

5. Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'

The Assistant Chief Officer (ACO) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Seven of the Police and Crime Plan, the Estates Programme and the 2020/21 budget monitoring report.

The key points discussed were as follows:

- the PCC explained how he has just completed a countywide consultation on the precept prospects and thanked the Norfolk Community for their participation. A proposal will be presented to the Police and Crime Panel on the 2nd February 2021
- The Constabulary is reporting a £146k underspend in revenue. The ACO advised that the Constabulary was planning to be 38 full time equivalent over establishment in terms of officer numbers by the end of the year to bridge the recruitment pause whilst getting ready for the Policing Education Qualifications Framework (PEQF). There is an underspend for transport costs due to the pandemic and the reduced need for vehicle use and lower fuel prices. Consequentially there has been an increased contribution to capital, which in turn will protect reserves ahead of any future funding settlements. The capital programme position has a £10.6m slippage which is due to the additional work needed for Broadland Police Station. This is out to tender and the ACO will report back in February/March 2021
- the PCC queried why the Constabulary needed extra money through the precept if underspends are occurring. The Deputy Chief Constable (DCC) stated that the underspend was less than one percent in comparison to the entirety of the Constabulary budget. He added that the finance department should receive credit for the work they have done landing the Constabulary budget so close. The DCC explained that the budget fluctuated variably over the past financial year and the additional precept money would allow the Constabulary to absorb potential funding shocks for the years ahead. He

advised that the majority of any 5.6% precept increase would go towards managing the predicted increasing demand trends on the Constabulary

- the PCC questioned if the Constabulary was up to strength in the Control Room as they had increased staff members. The DCC stated that switchboard staff and Control Room call takers were different and completed different jobs. It is anticipated that the Constabulary will have a busy summer in terms of 101 and 999 calls and so this resourcing was an essential increase in staff numbers. The PCC asked if only a small percentage of calls coming into the Control Room was in relation to policing matters. The DCC clarified that there was a percentage of calls that were not in relation to crime but most calls were useful to the police. He added that there is a growing number of calls that are not related to policing, so the increased switchboard staff are essential in redirecting the calls to the correct agency
- the PCC asked if calls were pushed into another queue if they were not related to policing and asked if they seek reimbursement from other agencies for doing those things. The DCC stated that there should be no need to seek this as the Constabulary Control Room is now up to capacity; however, there were other issues that have an effect on policing resources such as mental health. The PCC stated that there were now seven mental health professionals embedded into the Control Room and asked if the Constabulary would have a triage function within their way of working. The DCC stated that the Constabulary had not ruled out anything and would consider all options whilst talking to the new Mental Health Trust CEO. There has been an increase in mental health related demands on the force, so the delivery of core services is vital at source by the host agency so that police do not get called out
- the ACO stated that the Swaffham Hub is now operational and the Broadland Police station requires additional work. This is being completed through a business case, the planning permission has been secured and is out to tender with results expected in February. The project will go live in 2021/22. The PCC asked if Swaffham was on budget. The ACO assured that it was and added that there were only a few months of delays due to the pandemic. The PCC asked if the work was completed in relation to the Holt estate. The ACO advised that it would be kept until switchover to shared premises with the Fire Service in order to help keep with Covid-19 capacity, the works should be completed soon and the ACO will update the PCC when finished. The PCC asked if Caister works had been completed. The ACO stated that the works had been completed. The PCC queried if the Constabulary had finished works in relation to Attleborough. The ACO stated that the Constabulary is working on an Estates Strategy and a modern-workplace programme and Attleborough would be considered in this. The DCC added that originally the Constabulary were looking to relocate to the fire station and have twelve desks, but after review would most likely keep the existing building due to the increase in housing in the Attleborough and Thetford area and the greater need for space as an increased number of officers are recruited into Norfolk Constabulary. Options would be discussed moving forward

6. Professional Standards Department Complaints Update

The Deputy Chief Constable (DCC) presented the report.

The key points discussed were as follows:

- the DCC stated that the report covered the period of 1st April to the 30th September 2020. The report highlighted the new legislative framework that has resulted in an increase in complaints of 52%, but this is lower than other forces. 86.7% of complaints had been logged and recorded within two working days and the Independent Office for Police Conduct guidance suggests that contact should be made as soon as possible with complainants. The DCC mentioned that there are some complainants that are difficult to contact after the initial contact. He explained that 41 complaints were in regards to the policing response to the pandemic
- the PCC asked what is now being recorded that wasn't previously. The DCC advised that complaints could be linked to the service provided rather than an individual. The main category of complaints concerns the delivery of duties and service, every one of these complaints has been reviewed. The PCC questioned what would be defined as 'local' for the purposes of advice given to members of the public in relation to government guidance on Covid-19. The Chief Constable stated that the definition of local has been given by the government through their guidance. He added that it was up to the officer's own discretion and decision making when dealing with members of the public
- the PCC stated that in the report the number of complainants contacted within five days dropped from 90% to 40% over the last time period and asked what was being done by the Constabulary to improve time to contact complainants. The DCC stated that it was hard to compare this figure to the previous regime as there will be some things recorded as a complaint that could be seen by the public as feedback. He added that a 52% increase in complaints also relates to more demand faced by the Professional Standards Department, and so it would be harder to keep up with the increased demand. The DCC advised that he was content that sufficient contact with complainants was being met; however, there is more training required for Inspectors to allow them to become more informed with the new system
- the DCC stated that Norfolk Constabulary was doing well when compared to other forces in the UK in relation to complaints. The PCC queried what was being done to address the delays in complaints management training outlined in the report. The DCC advised that other training was already taking place relating to complaints, but the formal training had been postponed due to lockdowns and the pandemic

7. Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'

The Assistant Chief Constable (ACC) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Five of the Police and Crime Plan.

The key points discussed were as follows:

- the ACC stated that there was a Domestic Abuse (DA) delivery group that worked through significant issues relating to DA for policing. He added that the increase seen in Norfolk for DA reflects increases seen on a national scale. The ACC advised that officers understood their responsibilities in this area but more work was needed to understand the whole process. The Constabulary will look into training to be delivered in regards to this to ensure frontline staff had a good understanding. Further work is being done to ensure the response from the Constabulary is the best it can be in relation to DA incidents and ensuring delivery from point of contact to victims care and beyond
- the PCC questioned why there was a disparity in solved rates for DA. The ACC stated that there will always be disparities which can be due to many different factors, such as willingness to report and confidence in policing. The PCC asked if this was the same for the solved rate for rape cases. The ACC stated that this was the case and added that the Constabulary had a core part to play in improving these outcome rates. The PCC stated that the national solve rate was around three to four percent and asked what the Constabulary could do to improve this. The ACC advised that there was a Gold Group working on improving the services the Constabulary provides and is reviewing the current processes to understand what can be improved and what interventions can be put in place, including victim care services
- the ACC explained that regional meetings are held with the Constabulary and Criminal Justice Service to look at handover processes with cases. He added that it was important to remember that not all victims want to take the criminal justice route and stated that the Constabulary were working with victims and partner agencies to make this process the best it can be. **ACTION 58 – for D/Superintendent Paul Brown to provide a Power BI presentation to the PCC on the management of DA, rape and serious sexual offences and for a paper to be provided to a future Police Accountability Forum meeting for community reassurance**
- the Chief Constable assured that the Crown Prosecution Service (CPS) and the National Police Chiefs' Council have agreed a national action plan and will be announced in the near future in response to rape. The PCC queried if the Constabulary needed wider engagement with partner agencies from victim services. The Chief Constable stated that engagement was ongoing and added that the partner agencies the Constabulary work with have a focus on DA
- the Chief Constable announced that Norwich was one of the four areas across the country that had been picked by the Home Office as a pilot area for Operation ADDER. The three-year project has been secured and aims to

address social criminal issues around drug deaths, offending and drug use. Norfolk Constabulary has secured the Home Office funding which will be used to tackle drug misuse alongside national activity to disrupt drug supply. The PCC welcomed the additional update and asked the CEO to contact the Commissioning Manager to ascertain the correlation between sexual violence and DA and report back to him during the meeting. The CEO reported back to the PCC during the meeting that Daisy is adding a sexual abuse counselling service

8. Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'

The Deputy Chief Constable presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Six of the Police and Crime Plan.

The key points discussed were as follows:

- the DCC provided an update on the Constabulary's recent work on OPTIK, a digital platform that was procured by Norfolk and aims to provide key digital workstreams together. One of the outcomes of OPTIK is to provide police mobile devices with access to police databases. The pilot was launched in July 2020, went in to its second phase in November and the third and final phase commenced during January 2021 which allowed all frontline officers to have access to operational systems through their mobile devices. There are many more capabilities that are being worked through and have the potential to be added in the future, this includes an electronic domestic incident report that saved officer time as they no longer had to return to a police station to fill out the form. The PCC queried the loss of information from the Home Office Police National Computer records and the DCC assured that the Constabulary was working through the impact of the lost records on the Constabulary and will update the PCC when they know more

9. Emergency Services Collaboration Group Update

- the Chief Constable stated that collaborative work continued between the Constabulary and Fire Service around Hethersett Old Hall School training academy and call handling. The PCC asked if collaborative work had been hindered due to the pandemic. The Chief Constable agreed that it had and added that this was inevitable. The Chief Constable mentioned that Constabulary and Fire Service colleagues worked separately in the Control Room at this moment in time, but a joint capability is possible

10. Emerging Operational / Organisational Risks

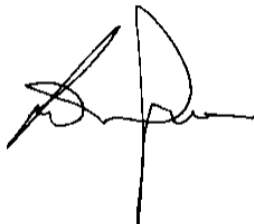
- the Chief Constable stated that Covid-19 is dominating everything and there was nothing additional he wanted to highlight to the PCC that had not already been covered

11. AOB

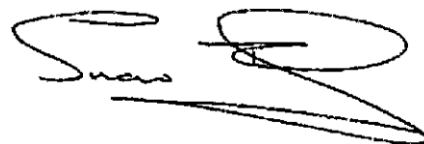
- the PCC stated that cyber-crime was a prevalent crime that affects many of us and asked if there was more the Constabulary needed to do to prevent it. The Chief Constable stated that a large amount of work had gone into fighting cyber-crime and fraud. There is a growing requirement to invest more in this area but he highlighted that this was against other competing demands. The PCC asked if the money scammed from fraudulent activity could be used to fund terrorist activity and undermine public confidence. The ACC stated that Norfolk was running Operation Radium using specialist cyber officers to raise awareness amongst the public to help prevent scamming and phishing activity. There was ongoing work with partner agencies which has led to an increase in failed attempts of scams due to increased awareness. Norfolk Constabulary is also working with other forces to investigate the origins of the scams in order to find the perpetrators
- the PCC asked if fraud had become a critical incident in Norfolk. The ACC advised that it was not declared a critical incident, but it was a force priority. The DCC added that the Eastern Region Specialist Operations Unit will receive an extra 100 officers and fraud reduction was on the top of the priority list. In addition, the number of officers in Norfolk able to deal with fraud cases will depend upon the results of the policing precept and an increased precept will allow for more resources to be dedicated in that area

12. Date of Next Meeting:

Tuesday 9th March 2021 at 10:30am via Microsoft Teams.



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Lorne Green
Police and Crime Commissioner



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Simon Bailey
Chief Constable