



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

There were none received.

## **3. To Confirm the Minutes of the Meeting Held on 26<sup>th</sup> January 2021**

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

- Action 54 – The Chief Constable stated that he was looking into the broader issue of 101 call handling. The perceptions survey conducted by the Constabulary was already underway and the Constabulary was conducting a survey of users of Operation Solve. The Chief Constable stated they were surveying more people than they have ever done before and added that he was pleased with the results so far. The PCC asked the Chief Constable if there was a higher use of the online reporting service to which the Chief Constable stated that there was and the reporting mailboxes were monitored frequently. The Constabulary is exploring options for 101 surveying moving forward.  
**Action 54 closed.**
- Action 58 – The PCC had received a presentation from the Deputy Chief Constable and was satisfied that the matters were addressed.  
**Action 58 closed.**

## **4. 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 ACO stated that there was an underspend of £175,000 on revenue equating to less than 1% of the total budget. He added that there was £10.9m slippage on the Capital Programme and there has been additional money added to the programme to assist with reserves. Officer numbers are on track to be 35 full-time equivalent over-establishment in preparation for the Police Education Qualifications Framework (PEQF) recruitment. The PCC commended the Constabulary on its budgeting and asked if the ACO had factored in the levels of interest increasing when borrowing money to fund the Capital Programme. The ACO stated that this had been considered and added that short-term rates were low at this moment in time so will look to borrow long-term at the right time at the right rate

- the ACO stated that building works are now completed for Holt Police Station and are looking for the building to be shared with the Fire Service in the near future. The ACO advised that there were three properties for sale and he is expecting to have offers back from two of the three soon. The Hethersett Old Hall School site has been developing well with the ACO stating that a proposal will be coming to the PCC for approval of the second-year budget. The PCC praised the work of officers and asked if this facility should be shared with the wider community and partners. The ACO stated that he would explore all options. The PCC queried the progress achieved with the Broadland Gate site. The ACO advised that the land has been bought, planning permission had been granted and the Constabulary was reviewing tenders for construction
- the Deputy Chief Constable (DCC) stated that despite government restrictions the volume of 999 calls have remained consistent with previous years. The Constabulary are planning for the summer months where increases in call volumes are expected. The Constabulary had asked for increased provisions in the Control Room through the increase in police precept and the DCC added that over the last twelve months the Constabulary reached 89.8% of emergencies within target times and answered 91% of 999 calls within ten seconds. The DCC stated that he was cautious to what demand the summer will bring, but outlined that the Constabulary was answering 101 calls within five minutes on average which seemed appropriate
- the Crime Survey for England and Wales assessed public opinion on whether they think police are doing a good job. Norfolk achieved 63.3% of respondents who agree police are doing a good job which ranks Norfolk joint seventh nationally. The PCC asked what the response times were for rural and urban responses. The DCC explained that response targets were 15 minutes for urban and 20 minutes for rural due to the challenges of access and roads. He added that 101 calls come in different forms and will be responded to in different ways depending upon the nature of the call
- the PCC queried if there had been many calls in relation to the breaking of lockdown rules. The DCC stated that there had been a peak of 3% of total call volume relating to the breaking of lockdown rules, the Control Room dealt with these and they are assessed with only the worst breaches attended by officers. The PCC asked if responding to breaches will become more complicated once lockdown rules are relaxed. The DCC agreed that it would be and the Assistant Chief Constable (ACC) explained that there had already been an incident that police had to attend in relation to the breaking of lockdown rules in Great Yarmouth. Police encouraged the following of lockdown rules before dispersing the crowd when the nature of the gathering changed and some members exhibited signs of antisocial behaviour, fighting and drug taking

## **5. Constabulary Covid-19 Update**

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the Chief Constable stated that Constabulary sickness is currently at 3.6% which was low and infection rates were aligned to transmissions within community levels. The organisation is planning for the next four months of lowered lockdown restrictions and are continuing to link in with partner agencies. The Chief Constable added that the Constabulary had equipped itself well to deal with lockdown related issues with partner agencies and the community response has been mostly good
- the Deputy Chief Constable stated that in four years' time a quarter of the Constabulary workforce will have less than three years' service. He added that the majority will be from the 20-35-year-old bracket. The Chief Constable stated that 700 colleagues have been vaccinated against Covid-19 through local surgeries when spares are available at the end of the day and are continuing to take all available opportunities to get vaccinated; however, the Chief stated that the government missed opportunities to prioritise police and teachers in the rollout of the vaccination programme

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

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

The key points discussed were as follows:

- the DCC stated that over the past few years Norfolk Constabulary has seen an increase in Beat Officers and drone technology. He explained that as a result of precept they will be recruiting an additional 24 officers on top of the Operation Uplift allocation of 66 officers, plus an additional investment in the Control Room to deal with the increases in call volumes. There was a pilot running for a live chat where members of the public can get in touch with the Constabulary. In addition to this the Constabulary are investing in staff trained in enhanced problem-solving skills alongside a dedicated team of officers carrying out high visibility patrols in communities and an investment into Digital Investigators to allow officers to do frontline policing roles
- the DCC stated that the Uplift programme is on track to implement its share to recruit additional officers on a year by year basis. There is currently no definitive figure but will be approximately 200 officers over the time period. This will ultimately have an impact on the Learning and Development department and so an investment into Hethersett Old Hall School was vital to the Constabulary. The Constabulary continue to make evidence-based policing decisions when deploying officers, including detectives focused on serious threats such as County Lines. The Constabulary also has a focus on tackling serious sexual abuse and rape with new officers and an additional 20 sergeants being recruited to supervise these

- the Constabulary Moonshot team is in place and has completed some good work including arrests and property recovery. The PCC queried how the Constabulary was aiming to be more visible when recruiting officers. The DCC stated that recruiting into back office functions allows other officers to be more visible in their roles. He added that with the increase in complex and sensitive crimes, a back-office function was needed to support frontline officers. The PCC asked that with the PEQF being implemented, would this imply that officers will be sat in classrooms for some of the time. The DCC stated that this commences in January 2022, outlined the three entry routes through PEQF and added that the aim was to professionalise the training of officers and the Constabulary would deploy extra officers on the street to backfill and reduce the impact of this training on visibility
- the PCC asked about the recently introduced OPTIK system and queried if this enabled officers to move more quickly from one incident to another to increase visibility. The DCC agreed and added that this would enable a greater frontline presence due to the capability to connect to systems on mobile devices that previously had to be accessed at police stations
- the PCC asked what the Constabulary was doing to ensure the recruitment of officers and staff reflects the diverse community. The DCC stated that this was a challenge but the Constabulary had a recent intake of 24 officers, 16 of which were female. At this current moment the Constabulary was recruiting officers, of which approximately 35% were female and added there was more work to be done. The DCC advised that there was a monthly uplift board which focused on diversity recruitment, there was a diversity, equality and inclusion action plan the Constabulary were working towards and they had appointed a Positive Action Coordinator who assisted with recruitment and community engagement through schools, colleges and recruitment fairs. Constabulary recruitment branding has also aimed to appeal to minority ethnic groups; however, the DCC stated that recruitment was challenging. The DCC stated that there were currently 800 job applicants in the pipeline to become officers, but employment law restricts the options to take these applicants in any order
- The PCC questioned if the Constabulary had plans to increase the number of volunteers and members of the Special Constabulary. The DCC stated that the Constabulary had to pause recruitment during the lockdown period, but added that there was currently 30 people conducting online training to become a Special Constable and 130 individuals interested in applying for the role. The PCC asked if PEQF affected Special Constables to which the DCC answered that it did not

## **7. Police and Crime Plan Theme: ‘Prevent Offending’**

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

The key points discussed were as follows:

- the ACC explained the Domestic Abuse Perpetrator Partnership Approach (DAPPA) in response to the high levels of Domestic Abuse seen in Norfolk as one in four victim-based crimes relates to Domestic Abuse. The PCC stated that rehabilitation was a part of this and was key in reducing reoffending. The ACC agreed and added that the Constabulary was working with partner agencies to deliver a multi-agency service. The ACC stated that thanks to the precept support, funding is now available for the next two years for this initiative. The provision of the DAPPA group was to target perpetrators and reduce reoffending with certain criteria needed to be met from the offender to engage with the programme. The programme also supports victims and is not necessarily based on criminal justice approaches. The programme addresses perpetrator behaviour to aim to reduce and eliminate these behaviours and will be continually evaluated to ensure effectiveness. The PCC queried if users of the programme would just use it as a way to get an easier sentence. The ACC stated that this would be true in some cases as this was human nature but the programme has an assessment framework in order to choose individuals for the programme which should minimise this. He added that any individuals appearing to not engage with the programme would be released from the programme and back into other law enforcement options and tactics
- the PCC asked how the Constabulary can prevent dog thefts in Norfolk. The Chief Constable stated that in 2020 there had been 30 reports of dog thefts in Norfolk and 31% were recovered and returned to owners, so the public need to keep this in mind. He added that dogs are being stolen in burglaries and from kennels and not from walks, so recent social media stories have been misleading in relation to this. The Chief Constable stated that to help prevent this, dogs should be chipped, with the right security measures in place and any suspicious activity should be reported to 101. The Chief mentioned that social media and media were exacerbating this as cases were rare

## **8. Emergency Services Collaboration Group Update**

- the Chief Constable stated that collaboration between police and the Fire Service continued, but hasn't moved as quickly as expected. The Chief Constable advised that he expected that the coming Comprehensive Spending Review will be difficult for the public sector and the Constabulary needed to ensure public money was being used efficiently and effectively. He added that there was money to be saved through better collaboration and this in turn will also improve service provided from the two organisations


## **9. Emerging Operational / Organisational Risks**

- the Chief Constable stated that Covid-19 still presented a great challenge to the organisation and the Constabulary would assist with overseeing the transition

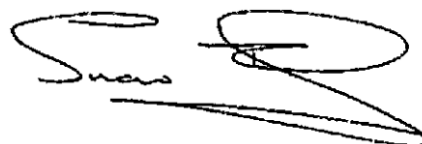
back to the easing of lockdown where it is expected that demand will increase for the summer months due to a range of local and national events. The Chief Constable stated that the Constabulary was preparing for the spending review and advised that next year is expected to be harder financially for the Constabulary. He stated that over £40m had been saved over the past decade and this was in the context of the increase in the volume of complex crimes

## 10. AOB

- the Chief Constable commended the PCC for his work during his tenure as PCC over the past five years and was grateful for the way he approached his role, challenged him appropriately and supported the Constabulary financially through the precept increases resulting in the Constabulary being stronger and more efficient and effective than when he was elected. He added that the PCC helped procure 21<sup>st</sup> century technology for modern policing challenges and had assisted to increase police officer numbers to more than they ever have been had. The PCC stated that he supported the Chief Constable's leadership, was grateful for the creative tension shown between them and added that the Constabulary was a top performing force. The PCC stated that he always wanted to protect the protectors and found the last five years fulfilling



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Lorne Green  
Police and Crime Commissioner



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Simon Bailey  
Chief Constable