

# Norfolk Police and Crime Panel



Date: **10 April 2018**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

**Panel Members are invited to a pre-meeting at 9:15 am in the Colman Room, County Hall, Norwich.**

**Persons attending the meeting are requested to turn off mobile phones.**

## **Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Mr Frank Sharpe	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Mr Trevor Wainwright	Mrs Marlene Fairhead	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsburgh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Mr Tim Adams	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Paul Kendrick	Mr Kevin Maguire	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council

Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this agenda please contact the Committee Officer:**  
Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

## **A g e n d a**

1. **To receive apologies and details of any substitute members attending**
2. **Declarations of Interest**

### **Norfolk County Council and Independent Co-opted Members**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

**District Council representatives will be bound by their own District Council Code of Conduct.**

3. **To receive any items of business which the Chairman decides should be considered as a matter of urgency**

4. **Minutes**

(Page **5**)

To confirm the minutes of the meeting held on 6 February 2018.

5. **Public questions**

Thirty minutes for members of the public to put their question to the Panel Chairman where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Thursday 29 March 2018.**

6. **Police and Fire Collaboration – Local Business Case Update**

(Page **12**)

To consider the PCC's decision to develop a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.

7. **Police and Crime Plan for Norfolk 2016-2020 – performance monitoring**

(Page **19**)

To consider an update from the PCC.

8. **Information bulletin – questions arising to the PCC**

(Page **50**)

To hold the PCC to account for the full extent of his activities and decisions since taking office.

9. **Work Programme**

(Page **58**)

To review the proposed work programme.

Date Agenda Published: Thursday 29 March 2018

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**All enquiries to:**

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## **Norfolk Police and Crime Panel**

### **Minutes of the Meeting held on 6 February 2018 at 10am in the Edwards Room, County Hall, Norwich**

#### **Main Panel Members Present:**

Mr W Richmond (Chairman)	Norfolk County Council
Mrs S Butikofer	Norfolk County Council
Mr M Storey	Norfolk County Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr Paul Kendrick	Norwich City Council
Mrs Marlene Fairhead	Great Yarmouth Borough Council
Mr Fran Whymark	Broadland District Council
Mr Frank Sharpe	Breckland District Council
Air Commodore Kevin Pellatt	Co-opted Independent Member
Mr Peter Hill	Co-opted Independent Member

#### **Officers Present:**

Mr Harvey Bullen	Assistant Director Finance, NCC
Mr Greg Insull	Assistant Head of Democratic Services, NCC
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC

#### **Others Present**

Mr Simon Bailey	Chief Constable, Norfolk Constabulary
Mr Martin Barsby	Director of Communications and Engagement, Office of Police and Crime Commissioner for Norfolk, OPCCN
Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Mr John Hummersone	Chief Finance Officer, OPCCN
Ms Sharon Lister	Director of Performance and Scrutiny, OPCCN
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN
Ms Vicky Day	Head of Rehabilitation, OPCCN

#### **1. To receive apologies and details of any substitute Members attending**

- 1.1 Apologies had been received from Mr Trevor Wainwright (Mrs Marlene Fairhead substituting).

#### **2. Members to Declare any Interests**

- 2.1 Mr Francis Whymark declared an 'other' interest that he worked for Children's Services at Norfolk County Council.
- 3. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 3.1 There was no items of urgent business.
- 4. Minutes**
- 4.1 The minutes of the meeting held on 28 November 2017 were confirmed by the Panel as an accurate record and signed by the Chairman.
- 4.2 The minutes of the extra-ordinary meeting held on 22 January 2018 were confirmed by the Panel as an accurate record and signed by the Chairman.
- 5. Public Questions**
- No public questions were received.
- 6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2018/19.**
- 6.1 The Panel received the report detailing the Commissioner's budget consultation 2018/19, the process for the Panel's decision-making regarding the precept and the forecast police budget from 2018/19 to 2021/2022. The Panel also noted receipt of an updated budget report from OPCCN (Annex 2, from page 34) with amended figures.
- 6.2 The Chairman welcomed the Commissioner and his team to the meeting.
- 6.3 The Director of Communications and Engagement introduced Annex 1 of the report which included the method and timescales for the 2018/19 budget consultation and its results. The consultation had run from 29 November 2017 until 22 December 2017. It was highlighted that 2088 people had responded to the consultation with 59% of those who took part opting to pay an extra 2% through the policing element of their council tax.
- 6.4 The Commissioner asked the Chief Finance Officer to outline the budget that was presented to the Panel. In doing so, he explained that the key aspects when considering the budget had been the increase in demand on the police force, changes in the nature of crime, rising costs and continuing austerity. Since 2010 the police revenue grant had been reduced by £22m and £34m worth of savings had been found, but between £9m and £14m would still have to be found over the financial planning period, dependant on the outcome of the Panel's decision. The grant settlement had been confirmed on 31<sup>st</sup> January 2018. While no new money had been provided in the settlement, the Home Office had maintained the grant at the 2017/18 cash level and permitted PCCs to raise council tax by up to £12 (5.5%) per year. Three options had therefore been considered by Norfolk's PCC. Option 1 (freeze) would have a brutal effect on local policing and was never the planning model, Option 2 (2%) would still require savings of £14m to be found and therefore result in an overall reduction in local policing, while Option 3 (5.5%) would

enable more resources to be put into local policing and ensure that reserves did not fall below the minimum level.

- 6.5 The PCC then addressed the Panel (see Appendix A), and confirmed that he proposed to raise the police precept by 5.5%, which would increase Band D Council Tax by £11.97 per annum or 23p per week. The PCC also confirmed that as a condition of this he had asked the Chief Constable, who had agreed, to: invest in 23 additional personnel to increase the number of police officers and specialist staff dedicated to local policing under the new Norfolk model; to reinforce police involvement in schools by ensuring school engagement was a focus for the deployment of the additional local policing personnel to be recruited; to ensure the development and delivery of a robust communications programme to increase public awareness of all the ways they can access and engage with their police; to develop a communications strategy specifically aimed at the vulnerable, frail and elderly; to ensure that local policing surgeries are held at set, regular times on dates and in locations widely advertised to maximise awareness and accessibility and to revisit the police telephone system (101) to ensure it was fit for purpose.
- 6.6 The following points were noted in response to questions by the Panel:
- 6.6.1 Police officers had the full support of the Chief Constable in doing the right thing when they were the only emergency service available to support vulnerable individuals. There was a cost involved when the police were called out to support or assist another emergency service. However, only the numbers of such incidents were recorded, not the lost hours. The Chief Constable confirmed that demand was considerable but officers were given the confidence and support to act as necessary.
- 6.6.2 The Panel asked for the format of the consultation report to be reviewed for future years, with the detail of questions asked made available alongside the summary of responses.
- 6.6.3 Panel Members were disappointed that central Government was not giving extra support to police forces when it was clearly needed. Members were, however, pleased that the PCC intended to use a maximum increase to address concerns regarding visible policing and support for schools that the Panel had raised at a previous meeting.
- 6.6.4 If Option 3 were to be agreed, the PCC confirmed that the Chief Constable would receive all the additional money raised to distribute and spend as he saw fit in order to achieve the priorities of the police and crime plan. It would mean 17 new police officers above the current projection and 6 staff who would be dedicated to schools. As the PCC holds the Chief Constable to account, he would be able to monitor this closely. The OPCCN would not receive any of the additional precept money. The PCC added that his salary (£70k) was set by the Home Office and had remained at the same level since the position had been created in 2012.
- 6.6.5 The report seemed to suggest that the commissioning budget would reduce in later years although evidence had suggested that there would be an increase in demand for commissioned services. The Chief Finance Officer confirmed that the base budget for commissioning would remain the same, but owing to slippage in the commissioning programme when the PCC took office (a time lag followed the election of a new PCC, who set priorities for a new policing and crime plan and the associated commissioning intentions) there had been some underspends in his first year of office, which was now being brought forward.

- 6.6.6 The Panel noted the efficiency rating that HMIC had recently given the Constabulary ('good'), but asked what new efficiency measures could be foreseen now that all the 'big hits' were likely to have been addressed. The PCC said that the only real remaining savings to be drawn from collaboration with preferred partner Suffolk would be through revisiting the matter of the joint control room. Approximately £800k per year could be saved (jointly) if the two forces were to operate from Wymondham. No seven force collaboration savings had been included in the current version of the Medium Term Financial Plan. The seven forces had an agreement to explore joint HR, IT, procurement and criminal justice (all support services), as well as high-end specialist services, but as it was a medium-long term plan the benefits would not be seen until 3-5 years' time. Jointly, the seven forces had the second highest spending power in the country after the Metropolitan police.
- 6.6.7 The neighbourhood policing model was based on there being beat managers in all areas. The police surgeries would be organised by beat managers and take place in those areas where the public enquiry desks will be closed. They would be organised at the times to achieve the greatest footfall and would be advertised well, but would be flexible. There was currently 14 dedicated schools officers with the extra 6 being recruited as a condition of this precept proposal, going into various schools offering services which would hopefully include primary schools. Therefore this would only mean an overall reduction of 4 officers. There was a strong role to play with teachers and Headteachers to ensure key messages were communicated and to give children the confidence to go to officers to give them information or ask for help.
- 6.6.8 The specialist planning unit would continue to organise and plan safety and security for regional events such as the Cromer Carnival and therefore would not be impacted by the savings generated from the loss of PCSOs as they had different roles to play. There would now be a significant uplift in officers, and only a small deficit in visible uniformed police officers.
- 6.6.9 In response to concerns about the adequacy of reserves, the Chief Finance Officer explained that he had a statutory responsibility to ensure there were sufficient reserves. If Option 3 were to be agreed, this would protect them as much as possible. In his view, 6% felt reasonable, but anything lower would not. Reserves had helped support the constabulary deal with increasing demands over a number of years, but they needed to be maintained at a level sufficient to support one-off major incidents. Home Office specialist grants could be applied for in those circumstances, but the rules for issuing those grants were currently being reviewed. The Auditor would also scrutinise the use of reserves.
- 6.6.10 The Chief Finance Officer confirmed that the budget was lawful and there had been a robust effort by the Constabulary to drive out the necessary savings to balance the budget. The consequences of each option were outlined clearly in the report with Option 3 protecting reserves.
- 6.6.11 Option 3 which included the maximum increase in 2019/20 would be used as the financial planning assumption. This was not pre-empting the PCC's consultation in late 2018. Two years of relative certainty would be followed by a Spending Review and the likely introduction of a new police funding formula in year 3.
- 6.6.12 The Chief Constable maintained a consistent dialogue about social media service providers' responsibility to policing, in his role as national lead for child protection. He



hoped this would ultimately bring enough traction to drive a different response from companies and encourage them to do more to prevent on-line abuse.

6.6.13 There would be ongoing transition for the force restructure. 60-70 PCSOs would be redeployed as well as investing in two new investigation hubs. There would be more officers 'on the beat' and more sergeant posts than before. It was hoped that by the Autumn, all new positions would be recruited to but the infrastructure changes would take longer to implement, perhaps up to two years.

6.6.14 The Panel;

- **NOTED** the Police and Crime Commissioner for Norfolk's 2018/19 revenue Budget and Capital Programme, the Medium Term Financial Plan 2018/19 to 2021/22, and the funding and financial strategies.
- **VOTED** unanimously to support the Police and Crime Commissioner for Norfolk's proposed precept for 2018/19 to increase the policing element of Council Tax by 5.51%, and to thank the PCC, his staff and the Chief Constable for the excellent information provided both before and during the meeting.
- **AGREED** that the Chairman should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal.
- **NOTED** that the reserve meeting on 15 February 2018 would be cancelled.

## 7. **Police and Crime Plan for Norfolk 2016-2020 – performance monitoring**

7.1 The Panel received the report from the OPCCN which updated them with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

7.2 The Chief Constable explained that although there had been a reduction in the number of volunteers allocated to the Constabulary's Rural Crime Force, they were now giving more hours and were more effective.

7.3 Noting the series of fatal accidents in recent months on the A47, and that the numbers of killed and seriously injured (KSI) collisions in Norfolk were on the rise again, the PCC confirmed that he would be supporting the local campaign to dual the A47. It was also noted that a member working group of NCC's Communities Committee had been set up to develop a revised strategy for road safety, as part of which it would explore the KSI statistics. OPCCN would be participating in this work. The Chief Constable confirmed that a sustained 365-day-per-year campaign was seeking to deter use of mobile phones while driving. OPCCN **agreed** to provide further information on the demographic breakdown of those caught speeding, in order to determine whether the plan was being targeted in the right way.

7.4 The tactical delivery plan, which had been written and agreed with cross-border forces including Lincolnshire, Cambridgeshire and Suffolk, had been implemented approximately a year ago and was considered daily.

7.5 Early statistics indicated that as more offenders were being caught for rural crime, the rural community were feeling safer. There was a good relationship between farmers and the Constabulary.

7.6 The 'Dashcam' project had meant that footage could be downloaded from dashboard cameras in order to catch speeders and other motorist offenders. The footage could be

used to charge the offender although a written statement also needed to be provided, and this was not always given.

- 7.7 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.

## **8. Office of the Police and Crime Commissioner for Norfolk – Commissioned Services Update**

- 8.1 The Panel received the report from the OPCCN which updated them on the activity, projects and services commissioned by OPCCN to prevent and reduce offending in Norfolk.
- 8.2 The OPCCN explained that investment has been made into strategy services especially strong rehabilitation pathways. The 'WONDER' (Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation) programme addressed causes of reoffending. It had been a very successful pilot, with funding from Ministry of Justice, which took place initially in Wymondham and King's Lynn. The Ministry of Justice had then provided further funding to enable the project to be rolled out across the county in every Police Investigation Centre.
- 8.3 Close work was carried out by OPCCN with District Councils through projects such as the Community Chaplaincy Scheme, which allows Chaplains to support prisoners from Norwich over a number of months leading up to and beyond their discharge.
- 8.4 The Panel also heard about the Court mentor Programme. In February 2017, the OPCCN and Norwich Prison began piloting a court mentor role. Costing £2.5k over a six month period, the role based on an identification of need and previous good practice was set up to offer support and guidance to defendants and their families and friends, regardless of the court disposal. The role provided a serving, category D offender, with an opportunity to develop new transferrable skills around mentoring to aid their rehabilitation on release from prison and was undertaken at Norwich Magistrates Court all day on Tuesday and Fridays (guilty plea days).
- 8.5 The Panel **NOTED** the update from the OPCCN about its Commissioned Services.

## **9. PCC Complaints Monitoring Report**

- 9.1 The Panel received the report from the PCC's Chief Executive and Norfolk County Council's Head of Democratic Services which provided them with details of ongoing complaints relating to the Commissioner, FOI (Freedom of Information) requests to the OPCCN and complaints and FOI requests relating to the Police and Crime Panel.
- 9.2 The Panel **NOTED** the monitoring information.

## **10. Complaints Handling Sub-Panel – Update**

- 10.1 The Panel received the report from the Chairman of the Sub-Panel which updated them on various matters of complaint handling. Introducing his report, Kevin Pellatt highlighted that the timetable for changes to the police complaints system had been put back significantly with the transfer of responsibility for the appellate function from the Chief Constable to the PCC now unlikely to take place before summer 2019. He also

highlighted that further guidance and regulations were expected in relation to changes to the handling of PCC conduct complaints, and of particular interest to the sub-panel was the proposal to give PCPs greater investigatory powers. The sub-panel would consider the new guidance when available, and make recommendations to the Panel about whether or not its PCC conduct complaints procedure should be amended.

10.2 The Panel **NOTED** the update from the Complaints Policy Sub-Panel.

**11. Information Bulletin – questions arising to the PCC**

11.1 The Panel received the information bulletin from the OPCCN which updated them on both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

11.2 The Panel **NOTED** the information bulletin.

**12. National Representative Body for Police and Crime Panels**

12.1 The Panel received the report from the Democratic Support and Scrutiny Team Manager which asked them to consider the proposal to establish an LGA Special Interest Group.

12.2 It was highlighted that options considered had included both a national association of PCPs, and a Special Interest Group (SIG) within the LGA. The view at the national conference was that a SIG was the most appropriate model to adopt. It was unclear whether the Home Office grant was available to cover the subscription fee. Further advice was being awaited.

12.3 The Panel;

- **ENDORSED** the proposals, and in principle a contribution up to £500
- **AGREED** that either the Chairman or Vice-Chairman should represent Norfolk's PCP at the inaugural meeting.

**13. Work Programme**

13.1 The Panel received the work programme which scheduled agenda items for the rest of the year.

13.2 The Panel **AGREED** the work programme and noted that there could be a need for an extraordinary meeting to discuss the outcome of the PCC's decision relating to Fire Governance.

Meeting ended at 12.20pm

**Mr William Richmond, Chairman,  
Norfolk Police and Crime Panel**



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## **Police and Fire Collaboration – Local Business Case Update**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

The Panel is asked to consider the PCC's decision to develop a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.

#### **1. Background**

- 1.1 The Government is committed to closer collaboration between emergency services, and views their joint working as a means of delivering better local accountability, an improved service for communities and significant savings for taxpayers.
- 1.2 It is within this context that the Policing and Crime Act 2017 ("the Act") includes measures to support the increased collaboration and integration of policing with Fire and Rescue Services (FRS). These measures enable Police and Crime Commissioners (PCCs) to take on responsibility for the FRS in their area where a local case for change is made.
- 1.3 The Act outlines the statutory tests that must be met and against which the Home Secretary will judge any local case for change. These are: economy, efficiency and effectiveness or public safety.
- 1.4 Norfolk's PCC commissioned independent consultants, Grant Thornton, to review the full range of options for extending police and fire collaboration in the county and identify whether there is a local case for change. Their Options Analysis scores each option against a set of evaluation criteria and recommends a 'preferred option' – Option 3 (Governance Model).
- 1.5 Having considered feedback from a range of stakeholders on Grant Thornton's findings, the PCC has decided to develop a full business case to explore the future governance of the FRS in more detail.

#### **2. Purpose of today's meeting**

- 2.1 The purpose of the item on today's agenda is to allow the Panel to consider the PCC's decision to develop a full business case.

### 3. Suggested approach

- 3.1 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has provided a short report setting out the context of the PCC's decision, which is attached at **Annex 1**. A copy of the statement made by the PCC on 23 February 2018, when he announced his decision, is included.
- 3.2 After the PCC has set out the reasons for his decision, the Panel may wish to ask questions on the following areas:
- a) The range of stakeholders the PCC has received feedback from, and their main messages.
  - b) The PCC's view of how the key challenges to implementing Option 3 (the Governance Model) might be addressed.
  - c) The cost of the process to taxpayers.
  - d) The potential impact of the process on the Fire and Rescue Service.
  - e) Indicative timescales.
  - f) How local cases for change of governance have been assessed by the Home Office, and the outcomes.

### 4. Action

- 4.1 The Panel is asked to consider the PCC's decision to develop a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.



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**Office of the Police & Crime Commissioner  
Fire Governance**

**Summary**

This report sets out the background, context and decision by the PCC to proceed to Full Business Case, to explore further whether a new governance model could produce real and tangible benefits for emergency services in Norfolk.

**1.0 Background**

The Policing and Crime Act 2017 received royal assent on 31 January 2017 and the provisions set out in Sections 6 and 7 and Schedule 1: (Police and Crime Commissioners: Fire and Rescue functions) were enacted on 3 April 2017.

These provisions enable Police and Crime Commissioners to take on responsibility for the governance of local Fire and Rescue Services (FRS) where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety for an order to be made giving effect to the proposal.

A number of PCC's have already completed their respective business cases and are currently in public consultation and/or awaiting Home Office approval.

**2.0 PCC Decision**

The PCC made his decision to proceed to a Full Business case on 23<sup>rd</sup> February, 2018.

The Outline Business Case produced by Grant Thornton (consultants) with expertise in Emergency Services transformation, recommended the Governance Model as the preferred option.

The PCC took feedback into account from a range of key stakeholders to inform his decision making process:

- Norfolk County Council
- Fire Brigade Union (FBU)
- Retained Firefighters Union (RFU)
- Members of Parliament
- District, Borough and City Council's

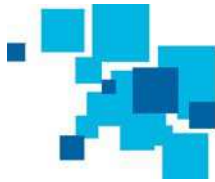
Please find attached the Press release issued by the OPCCN.

### **3.0 Next Steps**

Indicative timescales are as follows:

- Project planning and mobilisation of resources 1-12<sup>th</sup> March, 2018
- Full Business Case completion 30<sup>th</sup> June, 2018 (estimated)

Alongside the development of the Full Business Case, the OPCCN will monitor progress nationally, with weekly communication with the Home Office and participation in National Working Groups to remain fully updated at all times.



## OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

23/02/18

Press Release

### **PCC to explore full benefits of future police and fire governance**

A thorough and detailed assessment should be carried out into future options for fire and rescue and police governance in Norfolk, the county's Police and Crime Commissioner has decided.

Announcing his decision to explore further whether a new governance model could produce real and tangible benefits for emergency services in the county, Lorne Green said his first duty was to the people of Norfolk.

"As a servant of the public I believe it is incumbent on me to explore fully any change that could offer the possibility of keeping the people of Norfolk even safer, and to provide them with the most cost-effective emergency services for their hard-earned tax pounds. I bring no personal bias or agenda to this exploration; I will be guided by the evidence.

"Last month I received an initial report from independent experts which concluded that there was enough evidence to warrant a more detailed and thorough look into future governance options.

"Having listened to numerous stakeholders and interested parties, and carefully weighed up the evidence before me, I have decided that we should proceed to a full exploration of whether safer, more efficient and effective emergency services can be provided for Norfolk residents, businesses and visitors. This process also, importantly, allows for the people of Norfolk to have their direct say.

"Upon development of a business case, were it to recommend strongly a new governance model, before any decision was taken it would be put to Norfolk residents in an extensive countywide consultation so that the evidence can be weighed in public and in detail; which is the way it should be. Development of a business case in due course can inform an evidence-based discussion of the future of public safety in our county in which everyone can participate.

"I do want to make it clear, however, that I am not interested in pursuing a potential merger of the two services. I have for long stated that I respect the clear identities, professionalisms and cultures of the police and the fire and rescue services. We simply are exploring what benefits there could be for the people of Norfolk in a new way to govern the services, to make them safer and more secure."

The Policing and Crime Act 2017 (which became law in April 2017) included provision enabling Police and Crime Commissioners to take responsibility for the governance of



local fire and rescue services, “where a local case is made”. Any local case would have to meet the specific criteria of effectiveness, economy and efficiency or public safety. Similar considerations currently are at various stages of development across the country with Essex being the first county to move to a shared governance model.

In January an Options Appraisal compiled by independent consultants Grant Thornton, who have experience in this specific area, assessed four possible changes to governance in Norfolk.\* The report favoured a new model whereby the governance of both the fire and rescue service and the police come under the Police and Crime Commissioner. While this was the consultants’ conclusion, the detailed evidence to make a decision is not yet available.

The PCCs decision to proceed means more detailed analysis now will be carried out in the form of a Full Business Case. If that Case produces important evidence for change, it will be put to the people of Norfolk in a public consultation.

Once the final report is complete, it will be for the PCC to decide whether to submit a case for change to the Home Office.

ENDS>

#### **Notes to Editors:**

\* The four options, supported under the Policing and Crime Act 2017, were:

- continue with the Fire and Rescue Authority as part of Norfolk County Council and continue with collaboration where appropriate
- continue with the Fire and Rescue Authority as part of Norfolk County Council but give the PCC a position on the Fire and Rescue Authority (embodied by a Council Committee)
- move the Fire and Rescue Service under the governance of the PCC but keep it independent of the existing Office of the Police and Crime Commissioner
- move the Fire and Rescue Authority under the governance of the PCC by creating a single organisation that includes both police and fire under command and control of a new Emergency Services Chief Officer.

#### **Further information:**

Martin Barsby

Office of the Police & Crime Commissioner for Norfolk

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Website: [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

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- 41 Police and Crime Commissioners (PCCs) were elected across England and Wales on the 15th November 2012. PCCs took office on the 22nd November 2012.
- The role of the PCCs is to be the voice of the people and hold the police to account. They are responsible for the totality of policing.
- PCCs aim to cut crime and deliver an effective and efficient police service within their force area.
- PCCs have been elected by the public to hold Chief Constables and the force to account; effectively making the police answerable to the communities they serve.
- PCCs ensure community needs are met as effectively as possible, and are improving local relationships through building confidence and restoring trust. They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

## **Police and Crime Plan for Norfolk 2016-2020 – performance monitoring**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.

#### **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which the election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
  - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
    - Crime and disorder reduction in Norfolk
    - Policing within Norfolk
    - How Norfolk Constabulary will discharge its national functions.
  - b) The policing that the Chief Constable will provide;
  - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
  - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
  - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

## 2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the 2016-20 Plan, since its publication in March 2017.
- 2.2 At the Panel's 26 September 2017 meeting, members received an update on activity undertaken to deliver the Plan as part of the PCC's Annual Report. It has subsequently received updates relating to the following priorities:
  - a) Priority 5: Support victims and reduce vulnerability (28 November 2017)
  - b) Priority 6: Deliver a modern and innovative service (28 November 2017)
  - c) Priority 2: Support rural communities (6 February 2018)
  - d) Priority 3: Improve road safety (6 February 2018)
- 2.3 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** outlines further progress that has been made against:
  - a) Priority 1: Increase visible policing
  - b) Priority 7: Good stewardship of taxpayers' money
- 2.4 In addition to a description of progress against each strategic objective, OPCCN's report now also provides the Panel with the latest performance metrics along with a case study. Future reports will also incorporate the outcomes of commissioned services activity, as that activity relates to a specific PCC priority.
- 2.5 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 2.6 After the PCC has presented his report, the Panel may wish to question him on the following areas:

### Priority 1: Increase visible policing

- a) How the PCC is monitoring the impact of the Norfolk 2020 policing model on his commitment to maintain a strong police presence across Norfolk.
- b) How the risks and benefits of increasing the number of police volunteers are being monitored by the PCC.
- c) How self-managed community schemes, such as Neighbourhood Watch, are being monitored.
- d) Whether the public are using the range of opportunities to engage with the PCC and police, and how those interactions are influencing the PCC.
- e) Progress with developing positive relationships between local communities and the police, in particular with young people and minority groups.

- f) The extent to which community views are influencing local policing priorities.
- g) Whether any new or emerging concerns are being raised by local communities.
- h) Whether Norfolk's communities are safer and feeling safer as a result of the action being undertaken by the PCC.

Priority 7: Good stewardship of taxpayers' money

- i) How the PCC monitors the implementation of recommendations made by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
- j) How the PCC is monitoring the implementation of the Norfolk 2020 recommendations, and the mitigation of any operational and organisational risks.
- k) How the PCC is monitoring the performance and quality of specialist and preventative policing services, as well as the emergency response, given the significant rise in demand in safeguarding and investigations.
- l) Progress being made towards identifying opportunities for efficiencies, through shared service provision and collaboration (locally, regionally and nationally).
- m) How the PCC is supporting the development of innovation in local policing.
- n) How the PCC's accountability framework and governance arrangements compare to those of other PCCs, particularly in places with high performing forces.
- o) How the accuracy of the Constabulary's performance data is challenged by the PCC, and whether he has been assured that issues with the multi-force information management system (Athena) have been resolved.
- p) Whether good value for money is being achieved as a result of the action being undertaken by the PCC.

### **3. Action**

#### **3.1 The Panel is recommended to:**

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.



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**Office of the Police and Crime Commissioner**

**Norfolk Police and Crime Plan 2016-2020**

**Performance Monitoring Report**

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

This report also provides the Panel with the latest metrics for the two strategic priorities along with a case study on how Norfolk Constabulary utilises performance information in delivering against the Police and Crime Plan.

**1. Background**

- 1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under view.
- 1.2 This is the third performance paper to be submitted to the Police and Crime Panel on this plan.

**2. Norfolk Police and Crime Plan priorities**

- 2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:
  - Increase visible policing
    - Increase the number of volunteers in policing
    - Increase opportunities for the public to engage with the police and the PCC
    - Bring the community, including importantly young people, and the police together to develop more positive relationships
    - Give people an opportunity to influence policing priorities where they live
    - Increase public confidence and reduce fear of being a victim of crime
  - Support rural communities
    - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
    - Increase confidence of rural communities
    - Increase levels of crime reporting in rural communities
  - Improve road safety
    - Tackle dangerous driving through education and enforcement
    - Reduce speeding in rural villages and communities
    - Reduce killed and serious injury collision's caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

- Prevent offending
  - Tackle all forms of violence and abuse
  - Reduce the number of domestic abuse incidents
  - Continue to work in partnership to tackle anti-social behaviour
  - Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
  - Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people
- Support victims and reduce vulnerability
  - Work to improve the overall experiences and outcomes for victims and witnesses
  - Work in partnership to make those at risk less vulnerable to victimisation
  - Work in partnership to deliver the most appropriate response to those in mental health crisis
  - Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
  - Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime
- Deliver a modern and innovative service
  - Support the police by giving them the tools they need to fight and reduce crime
  - Improve information technology network connectivity and invest in new technologies
  - Improve information sharing across partner agencies
- Good stewardship of taxpayers' money
  - Deliver an efficient policing service, achieving value for money for all Norfolk residents
  - Join up emergency services and identify opportunities for further collaboration
  - Develop robust accountability frameworks and governance arrangements

2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and the Norfolk Constabulary.

2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.

2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

### **3. Monitoring progress against plan priorities**

3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.

3.2 Norfolk Constabulary provides the PCC with updates on the progress they are



making with the police and crime plan through the Police Accountability Forums and public papers are available on the OPCCN website.

- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made against the specific actions set within two of the police and crime plan priorities since its publication in March 2017:
  - a) Increase visible policing
  - b) Good stewardship of taxpayers' money
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime Plan.

#### 4. Progress to date

<b>KEY: (OPCCN) Action for Office of the Police and Crime Commissioner</b> <b>(NC) Action for Norfolk Constabulary</b>		
<b>PRIORITY 1: Increase Visible Policing</b>		
<b>Strategic Objective</b>	<b>Action</b>	<b>Progress for Quarter 4 (Jan - Apr 2018)</b> <b>*full set of performance measures will be provided annually</b>
<i>SO1: Increase the Number of Volunteers in Policing</i>	Support initiatives to increase volunteering in policing through the PCC's Early Intervention Fund (OPCCN)	Through the early intervention fund the OPCCN has funded the purchase of equipment to support speeding enforcement campaigns carried out by police volunteers in South Norfolk, Great Yarmouth and North Norfolk.
	Develop a Citizens in Policing command through the Norfolk 2020 review, publish a Citizens in Policing strategy, increase engagement methods with diverse communities, realign and restructure the command in line with Force and PCC priorities (NC)	A Citizens in Policing Strategy has been developed, and is constantly under review to ensure it is fit for purpose and delivers our key objectives. Diverse engagement methods are used and many districts utilise communication through parish council newsletters, which are well received. The Community Safety & Citizens in Policing Command are currently reviewing their structure to re-align with the Constabulary and Police and Crime Commissioner's priorities as set out in the OPCCN Police and Crime Plan; this includes developing a joint strategy for work in the joint space with Norfolk Fire and Rescue Service.
	Increase the number of community volunteering schemes such as Speed watch and Home Watch (NC)	Work is being undertaken within the Community Safety & Citizens in Policing Command to improve publicity around community volunteering schemes and to improve the way we monitor self-managed schemes such as Neighbourhood Watch.
<i>SO2: Increase opportunities for the public to engage with the PCC and police</i>	Develop and implement a new communications strategy for the OPCCN, reflecting the priorities of the PCC (OPCCN)	The Communications Strategy 2016-2020 continues to be delivered and reflects the priorities of the PCC. Examples for this period include the OPCCN being awarded a national award for openness and transparency, for the third year running and the PCC's first public Question and Answer (Q&A) event in Watton.
	Introduce a Tell Lorne email system to give the public direct and swift access to the PCC (OPCCN)	The email address was used during the recent budget consultation and remains a means of the public reaching the PCC.
	Conduct county-wide consultation, engaging with all communities, on the Police and Crime Plan (OPCCN)	The OPCCN continues to support the PCC in his engagement activities with the community. With the Police and Crime Plan established these activities offer the PCC the chance to validate his priorities with the

		public. Examples include Budget consultation PCC Surgeries, Barnstorming events and Public Q & A's (last event in Watton (7/3/18) was attended by 55 members of the public covering a range of local issues including Visibility, theft, Street Drinking and response times.
	Conduct comprehensive county-wide consultations annually to inform the setting of the police precept (OPCCN)	The annual precept/budget consultation report was brought before Members of the Police and Crime Panel in early February following another thorough and robust consultation process. This allowed the PCC to make a decision, taking the views of Norfolk people and partners into account (2088 responses via online survey, hard copy survey, letters/emails to the PCC and telephone calls).
	PCC to engage with frontline police across the county (OPCCN)	The PCC continues to engage with frontline police including at local surgeries (most recently in Stalham), at public Q&A events (Watton) and more generally at stations and on the frontline.
	PCC to attend, on occasion, meetings of Safer Neighbourhood Action Panels and similar schemes (OPCCN)	The PCC has recently attended Community Speed watch schemes to support the volunteers and learn more about the schemes in general. He also held a public Q&A event in Watton.
	Introduce Community Engagement Officers in all policing districts (NC)	Seven Community Engagement Officers have been appointed to each of the policing districts within the county.
	Develop wider contact via the Community Engagement Officers with community groups such as parish councils and under-represented groups (NC)	The Community Engagement Officers have begun a comprehensive plan to engage with local communities including parish councils and underrepresented groups. It is too premature to fully review the success of this engagement however, some good examples are evident. For example, in King's Lynn, a local Independent Advisory Group (IAG) meeting is held where diverse communities are represented and local views fed into the county IAG. Community Engagement Officers are also working with the diverse groups in their areas. For example, in Great Yarmouth meetings are held with Muslim and Hindu groups, and in Norwich regular contact is made with groups and bodies supporting the vulnerable such as Dementia Alliance, Assist Trust, Guide Dog Forum, Sheltered Housing, Trust Day Centre (Dementia) and Vanguard Court (supported living for adults with Mental Health issues, drug dependency, etc.)
	Develop innovative ways of consulting the public using both traditional and electronic methods such as social media surveys (NC)	The Engagement Officers are using social media to communicate effectively with the public developing innovative ways to engage with their communities and identify local priorities. South Norfolk hold quarterly multi-agency street surgeries, these include community

		connectors from the Early Help Hub, trading standards, victim support and adult social services will shortly be involved. An online version of the surgery has also been trialled. Broadland and Norwich utilise online voting, and in Norwich, the new online priority setting process across the district has seen them reaching thousands of people through social media. Initial consultation through email with key stakeholders and residents' meetings generate a list of topics affecting the community which are then put to public vote through social media, generating discussion. An example of the capability of this process was on Earlham South over the summer. 368 votes were generated through twitter and Facebook and reached 10,800 people. The consultation and voting process is managed by the Community Engagement Officer with results disseminated to area leads for action. Great Yarmouth and King's Lynn have a good with local conventional media with regular communication via e-mail and social media. Regular interviews are provided and the media are encouraged to join action days for local priorities and the Superintendent has a monthly column in the Lynn News.
	Develop a local policing engagement strategy as part of the wider Citizens in Policing agenda (NC)	A Local Policing Communications and Engagement Strategy has been implemented and sets out how the Local Policing Command will effectively engage with the residents of Norfolk. Our key aims are: to actively engage with the public, utilise digital technology to reach a wider audience, ensure officers and staff have a clear understanding of expectations, actively engage with partners, and act on feedback to ensure we meet service users' needs and requirements. Each policing district also has its own district strategy which covers engagement at a local level.
	Provide more opportunities for the Independent Advisory Group (IAG) members to be involved in local policing, including the Ethics Committee, selection processes, observations on safeguarding decisions, becoming part of the Stop and Search Scrutiny Panel and developing relationships with distinct commanders on operational issues (NC)	The Independent Advisory Group (IAG) has been reinvigorated with the appointment of a number of new members. Whilst the IAG is run by the Office of Police and Crime Commissioner for Norfolk, the Constabulary has been working in partnership to develop what is considered a vitally important part of public engagement. The Independent Advisory Group is increasingly involved in local policing including; Chairing of the Ethics Committee, active involvement in the selection of direct entry fast track police officers and internal promotion processes. The IAG also support lay observation of policing legitimacy and scrutinise the use of coercive powers such as stop search. The Constabulary is also developing local

		IAG integration with District Commanders county-wide.
SO3: Bring the community, including importantly young people, and the police together to develop more positive relationships	Create and manage a youth commission to give young people a greater say on police and crime issues (OPCCN)	The PCC's Youth Commission continues to flourish with young people canvassing the views of a wide range of their peers on policing and crime issues across the county. They will present their findings in April.
	Continue with the development of the Safer Schools Partnership, including delivery of key packages in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation (NC)	The Safer Schools Partnership is now an integrated part of the Community Safety & Citizens in Policing Command. The Safer Schools Partnership has completed an assessment of all high schools in the county to understand demand and assess those that manage the greatest risk. The team continues to deliver key messages in these schools in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation. The Safer Schools Partnership team are also producing videos on other key areas such as anti-social behaviour and arson that can be delivered by the schools themselves. Tier 1 schools will continue to receive the support of dedicated police officers that will deliver the key messages and support the schools in assessing, managing risk and safeguarding.
	Enhance operational effectiveness and partnership with the early help hubs across the county (NC)	The Constabulary continues to be represented on the Early Help Improvement Board. In the last 6-12 months each district has made significant improvements in the development of Early Help Hubs. District Commanders and Operation Partnership Team's (OPT) have fostered strong relationships with the respective leads in the hubs. The Contact and Control Room Mental Health Advice Team are providing support to the OPTs and Early Help Hubs through proactive community visits, education to partners and relevant advice to front line practitioners in order to maximise early intervention and minimise crisis in the community.
	Explore expansion of the cadet scheme, and co-operation and joint initiatives with other emergency service cadet schemes (NC)	The Norfolk Constabulary cadet scheme has doubled in size this year from 4 cadet units to 8 with a total of 116 cadets across the county. A calendar of events, as well as a learning portfolio is in place for the cadets to ensure variety of activity and continuity across the districts. The Citizens in Policing Command has been meeting with Norfolk Fire and Rescue Service Cadets to identify opportunities for joined-up approaches to training and activity. It is hoped that through 2018 there will be a variety of events undertaken jointly, allowing cadets from each organisation to benefit from one another's facilities and subject

		expertise.
	Participate in the youth parliament (NC)	The Constabulary has undertaken a review into how to best support the Youth Parliament and is now actively involved. The Constabulary is regularly invited to meetings and frequently consults with members of the Youth Parliament regarding matters relating to young people in the county.
SO4: Give people an opportunity to influence policing priorities where they live	Increase outreach to the wider community through public meetings and ensure public awareness of the Police Accountability Forum (OPCCN)	The PCC held a Police Accountability Forum and his first public Q&A event during this period. The two were separated to give greater clarity to the public in terms of when they could ask questions of the PCC and Chief Constable and when statutory business must be done (albeit still in a public forum).
	Encourage a safer neighbourhood action panel or equivalent approach in all districts, specifics to the needs of the community (NC)	The Constabulary is conducting a review of community engagement processes and districts have taken various approaches to the Safer Neighbourhood Actions Panel meetings in order to provide something bespoke to their local demographic. South Norfolk district holds a quarterly public meeting at different locations; King's Lynn and West Norfolk hold a drop-in style session once a month in one area and a more formal meeting bi-monthly in another. Other districts utilise social media to advertise quarterly meetings, and to set local priorities. Great Yarmouth district are reviewing their Safer Neighbourhood Action Panel process following poor attendance, and are moving to host one meeting per local policing command area starting in January 2018.
	Support the OPCCN in its development of the Police Accountability Forum (NC)	The Police Accountability Forum has been developed as a strategy to ensure that a medium exists where the Police and Crime Commissioner can hold the Chief Constable to account for the delivery of policing objectives in a public forum. The public are given the opportunity to both listen to the exchanges and also propose questions of their own.
	Further develop a partnership approach with key stakeholders within local policing and specifically with minority groups (NC)	The Constabulary's Diversity Team in partnership with Norfolk County Council launched its refreshed 3rd Party reporting process Stop Hate in Norfolk (SHiN). Training is planned for 2018 for all interested parties including minority communities who are more likely to be affected by hate crime. The Diversity Team has attended the first local Independent Advisory Group in King's Lynn which is a way to understand local issues from communities and help them problem solve the issues or escalate them to the county IAG for formal discussion with senior representatives of the Constabulary.

SO5: Increase public confidence and reduce fear of crime	Implement the recommendations of the Norfolk 2020 review into local policing, particularly with regards to safer neighbourhood development (NC)	Norfolk 2020 entered collective consultation on 17th October 2017 with regards to its proposals for local policing. There was significant public engagement throughout this consultation to ensure that the communities were aware of the proposals. As a result of the proposals, 150 PCSOs and 26 Public Enquiry Office staff were put at risk of redundancy. Collective consultation closed on 18th December 2017. The proposals are for 7 of the 10 Public Enquiry Offices to close and for the removal of the Police Community Support Officer (PCSO) role, to invest in police officers, an uplift of 81, and to make necessary savings of £1.6m.
	Review the complaints reduction strategy (NC)	The Strategic Profile for Professional Standards has recently been reviewed. This is a high level document outlining a number of key aspects such as the highest categories of complaints, any trends and the circumstances of complaints (such as day / time / location) to assist with future training of staff and community engagement. This will in turn inform the Complaint Reduction Strategy. As a result of the review, the Constabulary is commencing work with analysts in the Professional Standards Department, initially to look at the “other neglect or failure in duty” category of allegations. Working to a specific terms of reference the last 12 months of data will be reviewed for cases that have been finalised. If patterns and common themes of complaint are identified these will then inform the Complaint Reduction Strategy in an attempt to reduce the complaints and encourage community engagement. This will also enable the Constabulary to be transparent and visible. Representatives from the Professional Standards Department have also been attending the Independent Advisory Group meetings and discussing current themes, seeking views from different communities and looking at other ways to engage. They have also been attending the Independent Stop and Search scrutiny panels to discuss any complaints that are relevant to that area of business, including the use of Body Worn Video.
	Further develop initiative, such as Operation Randall, in order to address areas of concern and particularly rural crime issues (NC)	The Constabulary in partnership with the Office of the Police and Crime Commissioner for Norfolk launched a new Rural Policing Strategy following the Commissioner’s Rural Summit in October 2016. This strategy is supported by an action plan to ensure delivery of strategic intentions and objectives. The renewed launch of Operation Randall

		continues to reinforce the Rural Crime Strategy, providing crime prevention advice and targeted rural operations such as Operation Galileo (Hare Coursing), Operation Traverse (Waterways) and Operation Einstein (Church Lead thefts). Special Constabulary officers are undertaking specific tasking's in relation to rural crime prevention and enforcement within their operational tours.
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**Below are the performance measures contained within Appendix B of the Police and Crime Plan as of 14/03/2018:**

<u>Area</u>	<u>Indicator</u> (PCC Indicator highlighted purple)	COUNTY			
		Last 12 months	Long Term Average	Difference	Exception
<b>Increase Visible Policing</b>	Actual Strength: Police Officers	1,479	1,527	-3.2%	
	Actual Strength: PCSOs	108	188	-42.5%	
	Actual Strength: Operational Support Police Staff	413	N/A		
	Actual Strength: Organisational Support Police Staff	651	N/A		
	Actual Strength: Special Constabulary	192	251	-23.5%	
	Actual Strength: Police Volunteers (data from May 2016)	122	44	277.0%	
	Funded Strength: Police Officers	1,439	1,519	-5.2%	
	Funded Strength: PCSOs	147	218	-32.0%	
	Funded Strength: Police Staff	1,075	1,067	0.7%	
	% of Police Officer Funded Strength available for front line duties	N/A	N/A		
	% of people who agree that they have confidence in police (CSEW)	82.9%	81.2%	1.7%	
	% of people who agree that police deal with community priorities (CSEW)	62.3%	66.9%	-4.6%	

### **Commentary:**

It is important to note that these figures are a snapshot taken in the midst of the Norfolk 2020 implementation.



In terms of context, clearly when comparing any figures to a Long Term Average of 3 years, the amount of funding Norfolk Constabulary has had has been reducing significantly. There has been a £15.9m reduction from 1<sup>st</sup> April 2015 to the 31<sup>st</sup> March 2018. With over 80% of the available funding spent on officers and staff, it is reasonable to expect reductions in the overall numbers in line with reducing budgets.

Equally, because the date of the snapshot is February 2018, this does not take into account the uplift in Police Officer numbers within Local Policing. This set aside an impending reduction in police officer numbers across the joint areas of business, protective services, support services and criminal justice, will result in a new number that our actual strength (1479) is in line with (as opposed to appearing to be 40 police officers over budget – 1479 vs 1439).

The PCSO strength is on a steep downward trajectory. This is because the Constabulary froze PCSO recruitment in 2013 and managed down the numbers of PCSOs from its peak of 280 until, on the 19<sup>th</sup> October 2017, the Constabulary opened consultation on removing the PCSO role from the establishment altogether. This process will be complete on 31<sup>st</sup> March 2018, and has enabled an uplift in Police Officers within Local Policing, the creation of civilian staff roles in prevention (Safer Schools and Early Help) as well as meeting an element of the necessary savings programme (£1m).

The reason for reduction in the Special Constabulary, which is the opposite direction of travel to the Constabulary's desire is threefold: conversion to Police Constables, natural churn – people's availability and interest changes, and a robust assessment of the Specials enlisted to ensure that they were still regularly providing hours to the Constabulary. Pleasingly, while the number of special has reduced, the number of hours of service provided by the Specials that remain has increased. Furthermore, the Specials are becoming more involved in targeted operations such as rural crime and Operation Moonshot, as well as the significant support to Football and Public Order which has always been a mainstay of their work.

The increase in the volunteers is a significant uplift and is a testament to the work of the HR department and the community engagement officers, one of whose areas of work is to focus on garnering the support of our communities to assist the Constabulary in our daily business.

The funded strength figure will change on April 1<sup>st</sup> 2018, when the number of officers within Local Policing increases as per the Norfolk 2020 announcements, but the number of police officers in all other of aspects reduces slightly owing to the need for savings.

The current difference between Strength of PCSOs and funded posts (108 vs 147) reveals the fact we are reaching the conclusion of the notice period of the PCSOs, and a number have resigned or taken early redundancy.

Police staff across the organisation remains a relatively stable number. However, hidden behind the figures is a significant change in the nature of the roles. The support area has been reduced owing to the need for savings and efficiency. However, civilianisation of police officer roles has also been a means of making savings whilst not adversely affecting performance. Equally the change in the nature of crime has led to a number of roles being created to tackle criminality which a civilian can perform. We have seen a significant increase in the number of civilian case investigators, fraud roles and technological roles to combat crime which reflects the force modernising and therefore offsets the reductions in the more traditional administration, finance and ICT roles.

Regarding the % of Police Officer Funded Strength available for front line duties, owing to the transition period of the Norfolk 2020 model, it has been deemed not suitable to report this figure at this time. This is because the effective strength figure is highly impacted by the significant number (>100) of student officers, which affects the figure as well as those on restricted or adjusted duties. Once the transition is resolved, this will be reported (likely in 2 meetings time).

In terms of the Confidence figure, the Constabulary is delighted with the stable figure in terms of the Public Confidence. To retain such a high figure despite the £30m reductions since 2010 is a significant achievement.

The slight drop in the people who agree that the police deal with community priorities is less positive. However, this is a natural trend given the level of reductions the constabulary faced, particularly to Neighbourhood Policing. That said, the 2020 model is reintroducing Local Policing Neighbourhood Policing Sergeants to drive more visible leadership on neighbourhood priorities, whilst retaining Beat Manager PCs in all 49 safer neighbourhoods across Norfolk, which means that once the transition period is over, the Constabulary believes we will be able to improve this perception of the public. Neighbourhood priorities are a statutory responsibility which we continue to fulfil, and neighbourhood policing remains the bedrock of our policing model.

2017/18 is the 8th year of austerity. In 2010/11 Norfolk's Police Grant was £100.9m, this year (on a like for like basis) it is £77.9m. This is a 23% reduction in cash and 37% in real terms. Over the same period the council tax has increased by an average of 1.9% each year but that has never been enough to balance the budget.

By the end of this year Norfolk Police will have made annually recurring savings of £34m. Even with the PCC's additional precept flexibility in 2018/19 and 2019/20, over the next four years (to 2021/22) a further £9m will need to be saved. A well-established and continuous Change Programme drives efficiency reductions in staffing and technological change to reduce costs at minimum risk, with a view to protecting front line policing and providing for additional and more complex demand.

The PCC holds the Chief Constable to account for the spending of funds delegated to him for operational policing within the parameters set by the Police and Crime Plan.

PRIORITY 7: Good Stewardship of Taxpayer's Money		
Strategic Objective	Action	Progress for Quarter 4 (Jan – Apr 2018) *full set of performance measures will be provided annually
<i>SO25: Deliver an efficient policing service, achieving value for money for all Norfolk residents</i>	Delete the post of Deputy Police and Crime Commissioner and use funds to provide an additional two police officers (OPCCN)	The Deputy Police and Crime Commissioner post was deleted from the establishment in May 2016 and the funds transferred to the Chief Constable for the recruitment of two police officers.
	Publish PCC response to all HMIC PEEL inspection recommendations (OPCCN)	Timetable in place to ensure that all HMICFRS inspection reports are review upon publication so responses can be provided by way of a press release from the PCC and published on the OPCCN website.
	Monitor Norfolk 2020 recommendations and implementation plans (OPCCN)	The Norfolk 2020 recommendations and implementation are monitored on a monthly basis through the Strategic Governance Board by the PCC.
	Police integrity reforms - develop PCC local service model for complaints handling and oversight (OPCCN)	Process has been developed and implemented for routine monitoring of PSD performance on public complaints handling. Regular liaison takes place between the OPCCN and the Constabulary. The OPCCN continues to attend the Home Office Working Group on Complaints Handling and is actively working towards the implementation of reforms around appellant body functions for public complaints.
	Police integrity reforms - monitor implementation of Chip Chapman Review recommendations on police disciplinary system (OPCCN)	Monitoring of these reforms takes place by the OPCCN having regular attendance and dialogue at the Home Office working group on complaints which also discusses the wider police integrity reforms progress.

	Respond to the recommendations of the HMIC inspection reports under the PEEL framework (NC)	A meeting structure has been put in place to manage Areas for Improvement included in HMIC reports. They are managed through the Deputy Chief Constables' HMIC Steering Group and have Chief Constable approval prior to submission to the Strategic Governance Board. A number of meetings have been held so far, and all Areas for Improvement and the informal actions are being progressed.
	Develop plans and seek to achieve efficiencies through shared service provision (NC)	The Constabulary is committed to achieving efficiencies through a shared service provision, and is actively exploring national, regional and local opportunities, through the 7 forces strategic collaboration programme and with our preferred partner, Suffolk Constabulary.
	Implement recommendations from the Norfolk 2020 review (NC)	Norfolk 2020 entered collective consultation on 17th October 2017 with regards to its proposals for Local Policing. As a result of proposals, 150 PCSOs and 26 Public Enquiry Office staff were put at risk of redundancy. The proposals are for 7 of the 10 Public Enquiry Officers to close and for the removal of the PCSO role, to invest in police officers, an uplift of 81, and to make necessary savings of £1.6m.
	Maximise use of new legislation particularly with regard to civil powers to reduce reoffending (NC)	Where available and in order to achieve better outcomes, the Constabulary is maximizing the use of new legislation, such as the Anti-social Behaviour, Crime and Policing Act 2014. 19 previous powers to deal with Anti-Social Behaviour have been reduced to 6.
	Use of evidence-based policing approaches to drive through an efficient policing service for Norfolk (NC)	The Constabulary is committed to evidence based approaches to ensure efficiencies, demonstrated in the depth of the Norfolk 2020 review. This is further evidenced through the application of the Chief Constable's Evidence Based Policing (EBP) Problem Solving fund, the use of academia, and the investment in officers and staff to understand EBP principles.
<i>SO26: Join up emergency services and identify opportunities for further collaboration</i>	Work with the responsible authority on future collaboration with Fire and Rescue (OPCCN)	The PCC has proceeded to developing a full Business Case to explore future governance arrangements.
	Monitor progress against six themes (shared estate, joint control room, operational support, community safety, support service functions, training and development) for collaboration between Norfolk Constabulary and Norfolk Fire and Rescue Service (OPCCN)	Progress is monitored through work streams under the Norfolk 2020 programme whereby the PCC receives briefings from the Chief Constable at the Strategic Governance Board.
	Continue to explore initiatives with Fire and Rescue, with a view to exploring the business	Plans are underway to co-locate five members of FRS staff into the Citizens in Policing Command and work is progressing to develop a joint

	case for future collaboration (NC)	community safety strategy which seeks to develop further opportunities for joint working in this arena. Joint control room work is also progressing with floor space being created within the Contact and Control Room. Downham Market Police Station is fully operational with FRS sharing this facility.
	Support the work of the Seven Force collaboration project (NC)	The Constabulary is committed to support the work of the 7 Force collaboration project.
	Continue and develop the integration of force-wide systems such as Athena and ERP (NC)	Athena and the Enterprise Resource Planning (ERP) systems continue to be integrated into our current ICT structures, including supporting training to staff.
<i>SO27: Develop robust accountability frameworks and governance arrangements</i>	Increase active membership and participation in the Independent Advisory Group (OPCCN)	The Independent Advisory Group continues to have an active membership which provides valuable, independent guidance and advice to the police on behalf of communities. There are currently 12 members
	Deliver an Independent Custody Visiting Scheme (OPCCN)	The OPCCN continues to deliver an efficient and effective Independent Custody Visiting Scheme, checking on the welfare of those held in police custody.
	Publish an annual report setting out progress in delivering the Police and Crime Plan (OPCCN)	The PCCs Annual Report for 2017/18 will be published in September 2018 and will also include an update on the full list of performance measures from the Police and Crime Plan.
	Ensure the OPCCN is Specified Information Order (SIO) compliant (OPCCN)	The OPCCN was recently awarded a national award for openness and transparency, for the third year running. A major part of that award is compliance with the SIO.
	Reinvigorate the Norfolk and Suffolk Joint Collaboration Panel (OPCCN)	Norfolk PCC has met with the Suffolk PCC at an Eastern Region PCC meeting. A proposal has been put forward to hold a Performance based Panel to provide scrutiny to the functions delivered through collaboration – date to be confirmed.
	Conduct dip-sampling of all public police complaints in line with Independent Police Complaints Commission (IPCC) guidelines (OPCCN)	The PCC is represented at regular IOPC briefings whereby performance of the PSD on complaints management is discussed and cases discussed in more detail. Ad-hoc dip-sampling arrangements are currently being implemented within the OPCCN and detailed performance papers being prepared for the PCC for future Police Accountability Forum.
	Develop a quality assurance process for monitoring performance of legally qualified chairs (OPCCN)	A meeting was held with the Eastern Region OPCCs in February 2018 to discuss issues pertaining to Legally Qualified Chairs (LQCs) and was attended by the President of the national LQC network. Work is well underway to deliver a quality assurance process for the Norfolk PCC.

	Support the integration of IAG membership with the Force (NC)	The organisation has worked hard with the OPCCN to recruit a more diverse and skilled Independent Advisory Group (IAG). Norfolk Constabulary has appointed members of the IAG to be part of key meeting structures, such as fast track recruitment boards and the Ethics Committee, and play a role in operational matters such as Stop Search, in addition to their oversight and advisory role in the Constabulary.
	Support initiatives through the Collaboration Panel with Suffolk Constabulary (NC)	Norfolk Constabulary scrutinises current collaboration projects with Suffolk Constabulary through the Collaboration Panel and is actively exploring future initiatives through this forum.
	Support the governance framework with regard to internal and external security of force performance (NC)	The Constabulary scrutinises force performance through a number of regular internal and external frameworks, such as the Strategic Governance Board, an internal meeting held with the Police and Crime Commissioner, and the Police Accountability Forum where the Chief Constable and Senior Officers and staff demonstrate performance updates in a public arena. Questions can be put to senior management by members of the public at dedicated Q&A sessions which are now being introduced around the county.

**Below are the performance measures contained within Appendix B of the Police and Crime Plan as of 14/03/2018:**

Area	Indicator (PCC Indicator highlighted purple)	COUNTY			
		Last 12 months	Long Term Average	Difference	Exception
Good Stewardship of PCC Finances	% Percentage Emergency Response in Target (Urban)	92.5%	93.9%	-1.4%	
	% Percentage Emergency Response in Target (Rural)	89.2%	91.2%	-2.2%	▼
	% Emergencies in target	90.9%	92.6%	-1.7%	▼
	Average time to answer 999 (County Only)	00:07	00:09	-00:02	
	% of 999s answered within 10 seconds	89.0%	86.0%	3.5%	
	Average time to answer 101 calls (County Only)	02:45	01:40	01:04	▲
	% of public who agree police are doing a good job	68.3%	68.0%	0.3%	

### Commentary:

Calls from the Public, Partner agencies and other Emergency Services into the Norfolk Contact and Control Room are graded for attendance in accordance with the threat, risk and harm as identified by the call taker. These are graded A-D with Grade A reflecting the more imminent levels of risk requiring an emergency response. Target times for front line officer attendance for such calls are set at 15 minutes for urban areas and 20 minutes for rural. As the data indicates there has been an overall decrease by 1.7% of these attendance targets being met in the previous twelve months.

There are several factors that can and do impact on the ability to reach the times set such as:

- Officers not immediately being able to acknowledge via their radios that they have arrived on scene
- The distances travelled by the attending units, which can be particularly problematic in the more rural locations

- The limiting factor of the nearest units being already committed with incidents of an equally pressing nature
- One of the biggest factors that must be taken into consideration is the year on year increase in emergency response calls that are graded A. The previous twelve months indicating a 2.4% increase in demand on call takers and onward to the frontline, this equates to 1004 more Grade A incidents than the three year average.

This increase in call demand is replicated across all 999 and 101 calls which are then converted into the appropriately graded CAD. It will continue to be a priority for Norfolk Contact and Control Room to resource correctly and protect the incoming 999 lines to ensure that we are responding to the immediate risk situations with a proportionate response. This practice has resulted in the previous twelve months returning an improved level of service with an average of seven seconds to answer and 89% of 999 calls answered within 10 seconds.

The increase in the public calls or 101 as they are more commonly known are filtered by the Contact and Control Room Switchboard who prevent in excess of 60% inappropriate calls for service. These are not reflected in the recorded grade A-D incidents but are usually redirected to more appropriate agencies or services. It is recorded that the time to answer 101 has increased on average by 1.04 minutes which will have been influenced by

- The year on year increase in the volume of 101 calls
- An increase in the time spent on the line with the caller during which time a robust risk assessment process (THRIVE) is undertaken where threat, harm, risk and opportunities to investigate are established.
- Call handlers are looking for opportunities to resolve the issues at the point of contact and may record crime details on Athena, therefore reducing the requirement for frontline attendance. Current year to date figures indicate frontline attend 31.56% of calls.
- Call handlers may generate a Grade C CAD for a scheduled attendance; however the alternative option of diary appointments enhances our opportunities to attend at a pre-arranged time that is suitable for both the Constabulary and the public. The continued implementation of diary appointments is reflected in the noticeable reduction of Grade C incidents which has reduced by 25.1%. In the same twelve month period there have been 15,019 diary appointments raised, which if combined with Grade C incidents would equate to 38,098 deployments.

It is pleasing to see that there has been a slight increase in the percentage of the public who agree the police are doing a good job, especially given the increased demand outlined above and the changes ongoing through the Norfolk 2020 programme. These figures are obtained through the National Crime Survey for England and Wales.



## CASE STUDY ON HOW NORFOLK CONSTABULARY USES DATA

### Introduction

For Norfolk Police to be effective, it needs access to accurate and timely data to help in the making of important and signification decisions on a daily basis.

Data is stored on a number of different systems (due to different levels of sensitivity and the type of data). Access to the data, is on a 'need to know basis' with information security an important factor in how data is handled, stored and shared.

While most of the staff in Norfolk Constabulary has access to data they need to use for their day-to-day business, there are teams within the organisation with a responsibility to make sense of the data. To understand the picture of criminality or how the police respond to certain issues, interrogation of a number of systems is required to provide key inferences and recommendations on how to proceed.

This document aims to provide an understanding on how multiple datasets is used in local policing, how it used in performance reporting and how police data is shared and used outside of the Constabulary.

### Performance Documents – data analysis

#### Role of data in meetings

Staff focussed on data analysis are regularly invited to attend meetings, working groups and panels to ensure to provide data that is accurate, timely and relevant.

An example of this is the daily management meetings at a district and force level. Each day, there are meetings to discuss the last 24 hours, looking at crime levels, emerging issues and call handling, whilst also looking forward into the next 24 hours. For this meeting:

- District commanders will review resource levels, recent crime recording and set actions for their team
- Intelligence staff will highlight any emerging issues
- Analysts will review crime and calls to see if there are any emerging patterns or concerns to be raised.
- OPT will look at any recent ASB issues for the area

For the meetings to be productive, data needs to be reviewed, assessed and analysed from a number of different sources to make useful decisions for that day.

A number of performance reports are created by the Joint Performance & Analysis Department (JPAD) for the organisation. JPAD consists of analysts and researchers trained in using local and national systems, data extraction and using statistical methods to provide useful insights to police data.

JPAD are considered the data experts for the force, providing analytical products using business rules and nationally accepted standards to provide data that is comparable to other forces and other agencies. The analysis conducted by JPAD will normally develop inferences as to what is going on, highlight intelligence gaps and provide recommendations as to how to deal with the problem being discussed.

### Examples of performance documents created by JPAD:

- Performance Framework – provides a number of metrics based on the Police & Crime Plan, crime indicators and key non-crime areas.
- Tactical Assessments – four-weekly reports highlighting the Threat, Risk and Harm at district and county-wide level around crime, ASB and vulnerability.
- CCR performance pack looking at call handling, call volumes etc.
- Stop and Search quarterly reports

### Other units involved in dealing with data analysis:

- The 2020 Team were set up to look at the change programme for Norfolk Constabulary. Their aim is to ensure that the force is able to respond to the demands and responsibilities police need to provide. The team conduct analysis on resource levels to respond to demand and other areas.
- CD&C is a department that involves business analysts. They will manage key projects for the organisation and help provide insight into the current and future financial state of the force.

### **Performance Framework – highlighting exceptions in police data**

The Performance Framework (PF) provides a number of performance metrics for the force broken down into district and local policing command levels. Key features of PF:

- Uses four years' worth of data where possible and is updated on a monthly basis.
- Compares the rolling 12 month period to a longer term average to highlight longer term trends in crimes.
- The table uses standard deviation to create upper and control limits. If the indicator breaches one of these limits, it is highlighted as an exception. The confidence level is set at 80% to highlight early changes in the direction the indicator is heading.

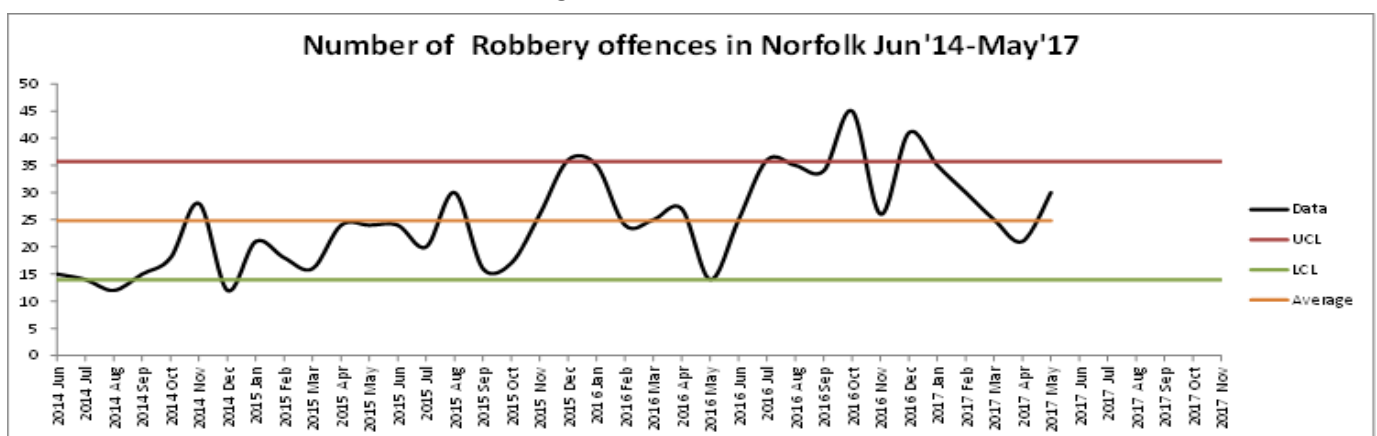


Figure 1: An example of a performance chart showing the control limits.

An example of a chart used to provide performance data to police officers. Each time the control limits (the red and green line) are breached, this is counted as an exception and analysis will be conducted to understand why this has happened. The analysis can include comparable data nationally, open source research, and provide a spotlight on resource levels and forecasting.

<b>Increase Visible Policing</b>	Actual Strength: Police Officers
	Actual Strength: PCSOs
	Actual Strength: Operational Support Police Staff
	Actual Strength: Organisational Support Police Staff
	Actual Strength: Special Constabulary
	Actual Strength: Police Volunteers (data from May 2016)
	Funded Strength: Police Officers
	Funded Strength: PCSOs
	Funded Strength: Police Staff
	% of Police Officer Funded Strength available for front line duties
	% of people who agree that they have confidence in police (CSEW)
	% of people who agree that police deal with community priorities (CSEW)
<b>Good Stewardship of PCC Finances</b>	% Percentage Emergency Response in Target (Urban)
	% Percentage Emergency Response in Target (Rural)
	% Emergencies in target
	Average time to answer 999 (County Only)
	% of 999s answered within 10 seconds
	Average time to answer 101 calls (County Only)
	% of public who agree police are doing a good job

## Police & Crime Plan indicators on the Performance Framework

### Use of Performance Data

- JPAD review the exceptions reported in the Performance Framework on a monthly basis and will proactively conduct work on new indicators or areas that need exploring.
- The exception reporting is shared with senior officers and district commanders at the time the data is deployed.
- Performance analysis is provided on the recent exceptions to the executive team at command team meetings

### Examples of rich data – call handling

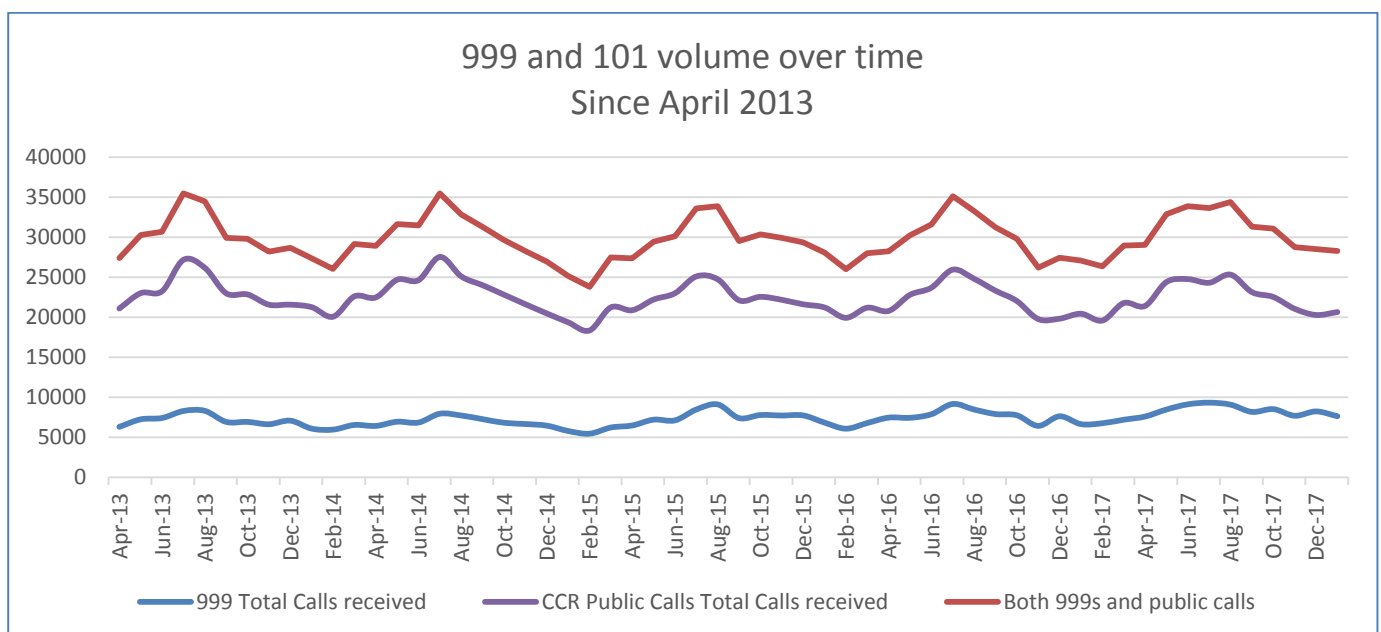


Figure 2: Number of calls to police broken down by emergency (999s) and public (101).

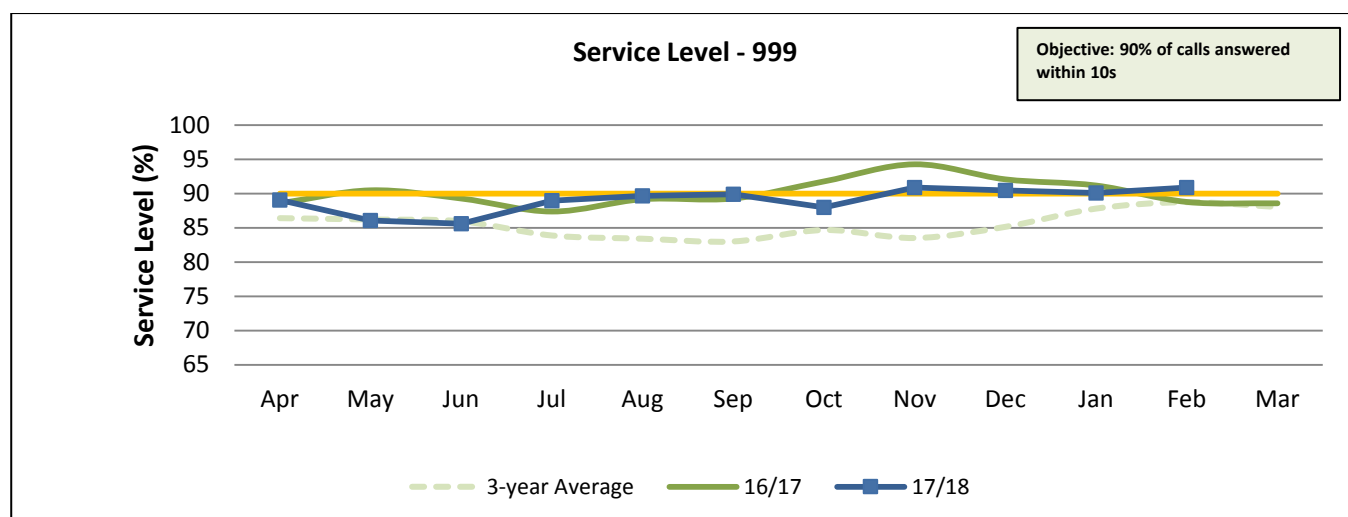


Figure 3: Average time to answer a 999 call by month

999 Received												
Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Average	6549	7213	7290	8539	8442	7532	7459	6946	7281	6432	6105	6743
16/17	6731	7470	7891	9174	8478	7914	7761	6438	7634	6653	6766	7205
17/18	7602	8480	9133	9337	9088	8181	8531	7700	8244	7642	6668	

Table 1: Number of 999s received by month

The charts and tables above have been built from the monthly Command and Control Room (CCR) performance pack. Figure 2 highlights the seasonal trends seen in call demand, with peaks in the summer and dropping through the winter months.

The performance pack also helps understand call handling and how the force is achieving national targets. Figure 3 provides a chart showing on average, the percentage of 999 calls answered within 10 seconds and table 1 provides the number of 999 calls for that month.

This data will be discussed at meetings in relation to welfare (call handlers, response officers) and is used to predict resource levels, including managing annual leave and sickness cover in the summer months to reduce the risk of not having enough staff to answer calls.

The performance pack provides both a short-term and long-term view of performance in terms of call handling and volumes to ensure this service is fit for purpose.

### Anti-Social Behaviour breakdown

Anti-social behaviour has historically been measured by the numbers of calls we get on three ASB categories – nuisance, personal and environmental. In terms of data and data analysis, the data is provided as a count of ASB over a time period (12 months) against a longer term average. The data can be presented in a number of different ways.

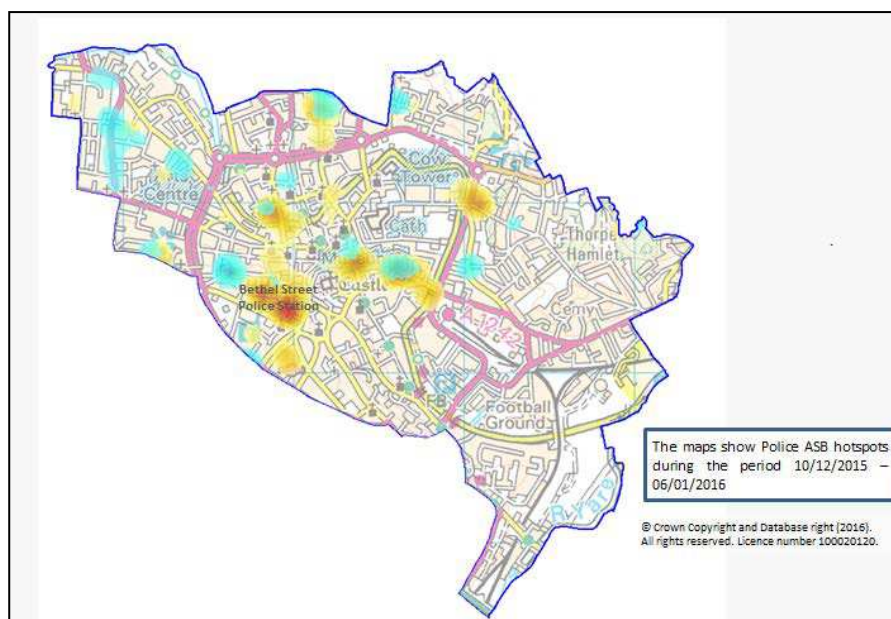


Figure 4: A map of ASB in F31 in Norwich. The blue hotspots is council data, the red is police data

District	Count of ASB (2017)	Population (2016)	PER 1,000	ASB CAD per 1,000
King's Lynn & West Norfolk	3042	151600	151.6	20
Breckland	2688	137000	137	20
North Norfolk	1510	103800	103.8	15
South Norfolk	1453	132800	132.8	11
Broadland	1350	127500	127.5	11
Norwich	5373	141000	141	38
Great Yarmouth	3537	99200	99.2	36
<b>Total</b>	<b>18953</b>	<b>892900</b>	<b>892.9</b>	<b>21</b>

Table 2: The number of ASB calls to police per 1,000 for Norfolk in 2017.

The table provides how calls per 1,000 were made to the police in each district in Norfolk and figure 4 provides a more granular view of the number of police calls by safer neighbourhood team. This allows the operational planning team (OPT) to highlight the areas with the highest amount of ASB and to drill down further to see if there are any ongoing or emerging issues that need to be addressed.

Figure 4 shows the use of council and police data to provide hotspot mapping of ASB activity in the Norwich city centre. These hotspots are annotated and presented at the local district tactical co-ordination group meeting that takes place every four weeks.

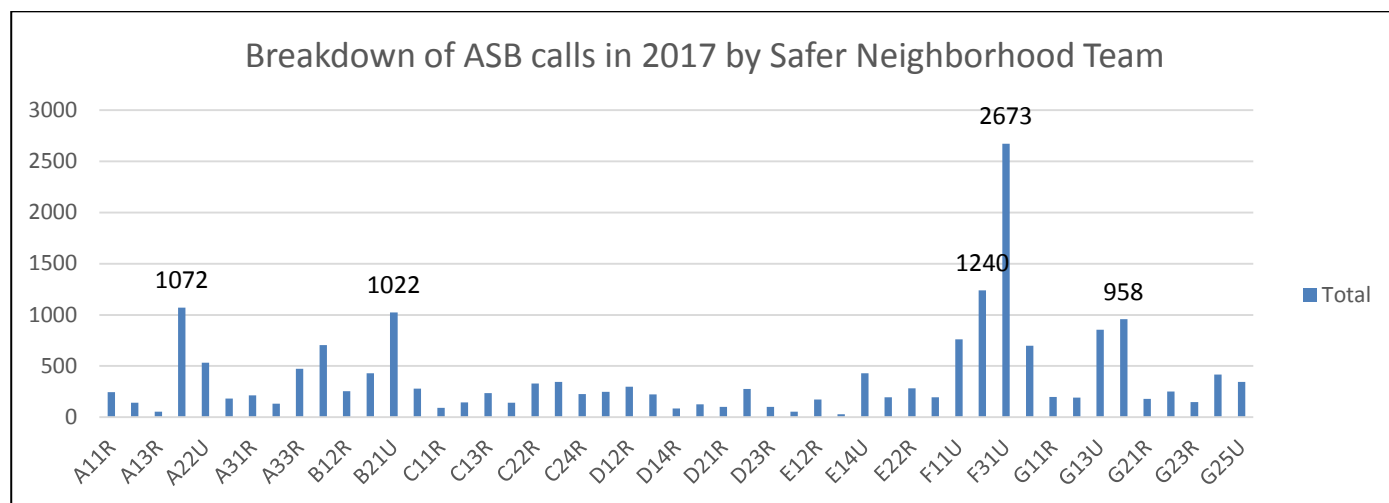


Figure 5: Number of ASB calls by SNT area in Norfolk for 2017

The OPT will review the ASB calls on a daily basis so they can proactively stop issues as they appear. For ASB, Norfolk Police will compare recent performance to previous years and highlight areas of concern that need to be addressed.

#### By ASB type:

	Yr to Feb 2016	Yr to Feb 2017	Yr to Feb 2018	24M change	12M change
Drugs	341	374	386	13%	3%
Drunk or rowdy	3771	3706	2961	-21%	-20%
Groups congregating	1717	2126	2013	17%	-5%
Intimidation	7601	7274	7139	-6%	-2%
Noise	3475	3103	2703	-22%	-13%
Rubbish or litter	340	261	250	-26%	-4%
Vandalism	7419	7184	7500	1%	4%
Vehicle nuisance	2252	2181	1825	-19%	-16%
Other ASB	1868	1931	1727	-8%	-11%
Unspecified ASB	2520	3052	3375	34%	11%
<b>Grand Total</b>	<b>31304</b>	<b>31192</b>	<b>29879</b>	<b>-5%</b>	<b>-4%</b>

Table 3: Number of ASB incidents in Norfolk up to the year ending in Feb by ASB sub-type.

Table 3 provides a drilled down version of the ASB types in Norfolk and how they compare to previous years. This data also includes low level crimes such as criminal damage and public order offences which would also come under ASB.

As part of the analysis of ASB, these kinds of tables would be made available for each district or local policing command to help understand local variation.

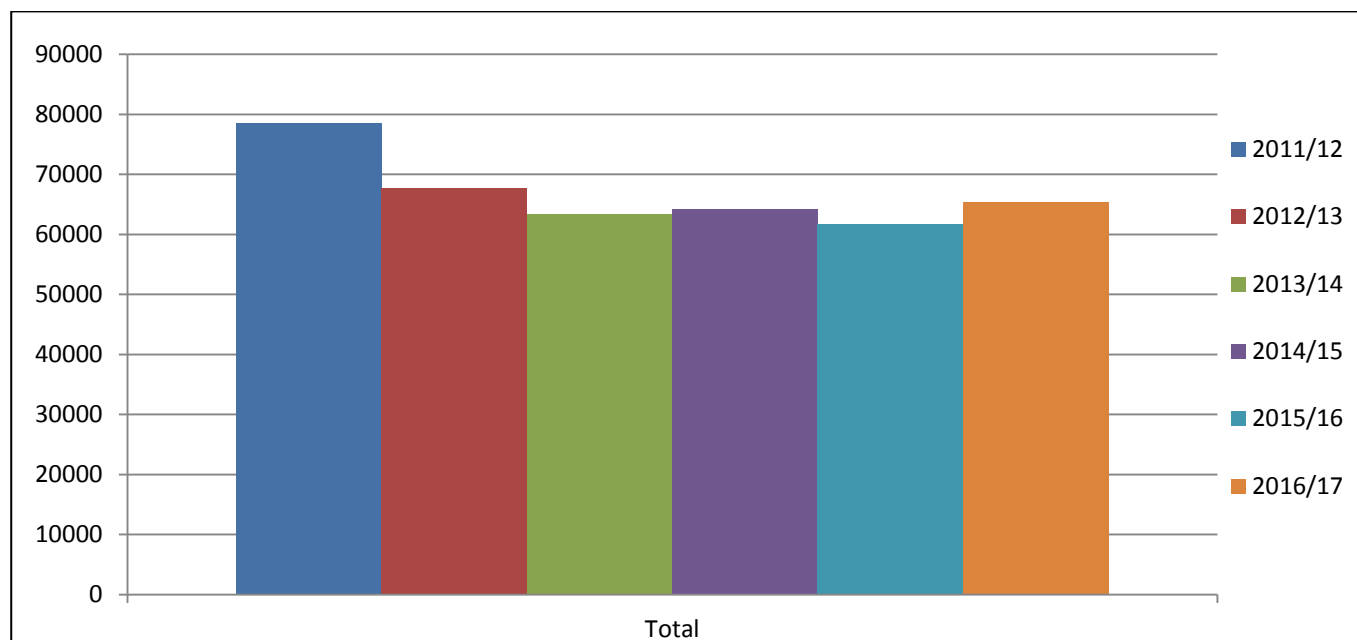


Figure 6: Number of ASB incidents recorded by the police, council and fire service by financial year.

Figure 6 shows the number of ASB incidents recorded by police, council and fire service in Norfolk from April 2011 to March 2017. Doing this highlights that while police recorded ASB has seen a drop (as shown in table 3), other partners have not experienced a similar trend. As the number of incidents in figure 6 remain similar to previous years, it would indicate that the council and, to a lesser extent fire service as they record significantly fewer ASB incidents, have experienced an increase in ASB reporting.

This is useful as it provides a better picture of how members of the public are experiencing ASB in Norfolk.

### Use of Partnership data and data sharing

There is a good understanding and acceptance that data from a number of difference sources and agencies is required to understand emerging and key issues in the community. The Police attend and are proactive in a number of working groups with other agencies on such important issues such as domestic abuse, child sexual abuse, human trafficking and organised crime.

Data sharing between police forces and agencies is an extremely important area that ensures Norfolk Police is effective and efficient in how it operates. Where possible, and in accordance with information security, Norfolk Police will share data with partners through regular daily practices such as in the MASH, or through designated working groups.

Examples of using partnership data in Police decision making:

- Use of the Office of National Statistics, HMICFRS and police resources to look at comparable data from other forces to see how Norfolk is performing. This is normally done in a ranking system.
- Norwich ASB (as shown in figure 4) uses council and police data to highlight certain hotspots.
- Strategic Profiles - analysts will consult with partners to share data to provide a better insight into emerging issues impacting Norfolk.
- The child sexual abuse working group where police data and local charity data is looked at together.
- Working with the council to look at a cohort of domestic abuse offenders.

## **Summary**

- Data is used on a daily basis across a number of different departments within Norfolk Constabulary and data security is taken seriously
- Analysis of the data is done on a regular basis to provide insight and develop inferences. Multiple internal performance reports are made for different levels of the organisation. The timescales for each report vary, but most are on a fortnightly, four-weekly or monthly basis.
- Data is used to show short-term and long-term trends through statistical analysis and forecasting.
- Data is taken from a number of different sources to try and provide a balanced view of an issue. Limitations on analysis are highlighted where necessary.
- Data is used from partners for police reports and data sharing is encouraged where appropriate to do so.



**5. Background**

5.1 There are no implications for the Police and Crime Panel.

**6. Financial Implications**

6.1 There are no financial implications.

**7. Recommendations**

7.1 The Panel is recommended to consider the information contained within this report.

## **Information bulletin – questions arising to the PCC**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager**

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

#### **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of his activities and decisions since the last Panel meeting.

#### **2. Summary of the PCC's decisions and activity since the last Panel meeting**

- 2.1 A summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting are set out below.

##### **a) Decisions taken**

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 29 March 2018, are listed at **Annex 1** of this report.

##### **b) Items of news**

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 29 March 2018, are listed at **Annex 2** of this report.

##### **c) Police Accountability Forum meetings**

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex 3** of this report.

##### **d) Norfolk and Suffolk Collaboration Panel meetings**

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered a number of joint units and departments in areas such as major investigations, protective

services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 5 February 2018 and 10 April 2018:

Date	Activity
6 March 2018	Eastern Region Commissioners Meeting, Bury St Edmunds
22 March 2018	APCC General Meeting, London

- f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex 5** of this report.

### 3. Suggested approach

- 3.1 The PCC has been invited to attend the meeting to respond to your questions, and will be supported by members of staff.

#### 4.0 Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

**PCC's Decisions**

**2018/19 Precept and Council Tax Requirement**

*Decision 2018-01*

The decision notice sets out the steps that have been taken by the PCC in determining his proposed precept and council tax requirement for 2018/19.

Further detail about each decision can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/transparency/decisions>

Alternatively, Panel Members can request this information in hard copy by contacting the Committee Officer.

## Summary of the PCC's activity

### PCC to hold Chief Constable to account at first meeting of new cycle

The visibility of policing in Norfolk will be under the spotlight next week as Norfolk's Police and Crime Commissioner (PCC) holds his first Police Accountability Forum of 2018.

31 January 2018

### PCC to take 2018/19 policing budget proposals to Panel

Norfolk's PCC Lorne Green will take his proposals for the 2018/19 policing budget to the county's Police and Crime Panel next week.

22 February 2018

### PCC supports national campaign to raise awareness about sexual abuse and violence

At the start of a national week aimed at raising awareness about sexual violence Norfolk's PCC has announced extra funding for survivors of such abuse.

5 February 2018

### PCC's police budget proposals receive unanimous Panel support

Lorne met with the Police and Crime Panel today to present his 2018/19 police budget proposals - including a 23 pence per week increase in the policing element of council tax.

6 February 2018

### Your chance to quiz PCC and Chief Constable

Norfolk's PCC and Chief Constable will be answering questions from the public at a special event next month.

21 February 2018

### Norfolk's PCC calls for tougher sentences for those who attack police

Norfolk's PCC has appealed for tougher sentences for those convicted of attacking emergency services personnel.

21 February 2018

### PCC to explore full benefits of future police and fire governance

PCC Lorne Green has decided a thorough and detailed assessment should be carried out into future options for fire and rescue and police governance in Norfolk.

23 February 2018

### Residents turn out for PCC's first Q&A event in Watton

More than 60 members of the public joined Lorne Green and Chief Constable Simon Bailey at the PCC's first Q&A session of 2018 held in Watton.

8 March 2018

### Norfolk PCC says latest inspection report "offers reassurance"

PCC Lorne Green has welcomed an inspection report which rated Norfolk Constabulary as 'good' in areas including supporting victims and protecting vulnerable people.

22 March 2018

Further details about each of the news items can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/latest-news>

## List of items discussed at the most recent Police Accountability Forum meeting

<b>Date: 29 March 2018</b>	
Subject	Summary
<b>Public agenda</b>	
Budget Monitoring Report	<ol style="list-style-type: none"> <li>1. The report provides a high level financial overview of the Group Revenue and Capital Budgets for the current year, 2017/18.</li> <li>2. The PCC approved the revenue and capital programme for 2017/18 in February 2017 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of January 2018.</li> <li>3. The group forecast revenue year-end position is an overspend of £1.8m.</li> <li>4. This report now includes the forecast of the full impact of transitional costs (e.g. redundancy) in respect of the Norfolk 2020 policing model announced on 19 October 2017. These costs are still subject to final confirmation.</li> <li>5. Previous reports highlighted insurance provisions as a risk without being quantified. An additional £0.2m is now included in the forecasts. This is a volatile area, therefore the liability continues to be reviewed and challenged in relation to timing and certainty as we move towards year end.</li> </ol> <p><b>Recommendation:</b> PCC to note the report.</p>
Police and Crime Plan Theme: Good stewardship of taxpayers' money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: good stewardship of taxpayers' money, as set in the Police and Crime Plan 2016-2020. It also updates the PCC on the latest position with the Norfolk 2020 estates strategy projects.</p> <p><b>Recommendation:</b> PCC to note the report.</p>
Police and Crime Plan Theme: Improve Road Safety	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 3: improve road safety, as set in the Police and Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> PCC to note the report.</p>
Police and Crime Plan Theme: Support rural	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 2:</p>

communities	support rural communities, as set in the Police and Crime Plan 2016-2020.  <b>Recommendation:</b> PCC to note the report.
Emerging Operational and Organisational Risks	Oral update.

A public question and answer session was held at The Queens Hall, Watton, on Wednesday 7 March 2018.

The next PAF meeting is due to take place at 2pm on 14 May 2018 – Filby Room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

The next public question and answer session will be held on Monday 23 April 2018.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

**List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting**

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting.

The next meeting is yet to be scheduled.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.



**List of items discussed at the most recent Audit Committee meeting**

The Audit Committee last met on 9 January 2018, and items were reported to the 6 February 2018 PCP meeting.

The Audit Committee is due to meet next at 2pm on Tuesday 17 April 2018.

The public reports can be viewed on the Commissioner's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/spend/audit-committee/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

## Forward Work Programme

19 June 2018, County Hall	<b>Election of Chairman and Vice-Chairman</b> <b>Balanced Appointment Objective</b> <b>Panel Arrangements and Rules of Procedure – Review</b> <b>Police and Crime Plan performance monitoring (including commissioned services)</b> <b>Police and Fire Collaboration – Local Business Case Update</b> <b>PCC Complaints Monitoring Report</b> <b>Information bulletin – questions arising to the PCC</b> <b>Norfolk Police and Crime Panel funding</b> <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10 September 2018, County Hall	<b>PCC's 2017-18 Annual Report</b> <b>Information bulletin – questions arising to the PCC</b> <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
27 November 2018, County Hall	<b>PCC's Budget Consultation</b> <b>Police and Crime Plan performance monitoring (including commissioned services)</b> <b>Complaints Handling Sub-Panel – Update</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	<b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	
To be confirmed - January 2019, County Hall	<b>Panel refresh training - consideration of precept</b>	
5 February 2019, County Hall	<b>Review the PCC's proposed precept for 2019-20 (the Panel must review and report by 8 February 2019)</b>  <b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>PCC Complaints Monitoring Report</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
18 February 2019, County Hall	<b>Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2019)</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
30 April 2019, County Hall	<b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

**PCP - Complaints Policy Sub Panel**

Membership: Air Commodore Kevin Pellatt (Chairman), Dr Christopher Kemp, Mrs Sarah Bütikofer, Mr Trevor Wainwright.

Date of last meeting: 16 January 2018

Next meeting: 30 April 2018

**PCP training and network events**

- Eastern Region PCP network: 7 March 2018 (Dr Kemp attended), next meeting scheduled for 17 September 2018
- PCP LGA Special Interest Group, steering group meeting 19 April 2018 (Dr Kemp to attend)
- National PCP Conference 2018: Monday 12 November 2018 (Scarman House, Warwick Conference Centre)

**For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; date of next meeting to be confirmed.

Police Accountability Forum meetings are due to take place on the following dates (agendas will be made available via OPCCN's website).

- 14 May 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 31 July 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 1 October 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 19 November 2018 – (2.00pm at Norfolk Constabulary Headquarters)

PCC public question and answer session – next to be held on Monday 23 April 2018 (details will be made available via OPCCN's website).

Norfolk and Suffolk Collaboration Panel meetings are held in public every other month, with the venue alternating between Norfolk and Suffolk (agendas will be made available via OPCCN's website). The next meeting is yet to be scheduled.