



## **Norfolk Police and Crime Panel**

### **Minutes of the Meeting held on 27 November 2018 at 10am in the Edwards Room, County Hall, Norwich**

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

Mr W Richmond (Chairman)	Norfolk County Council
Mr Timothy Adams	Norfolk County Council
Mr Martin 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 Kevin Maguire	Norwich City Council
Mr Frank Sharpe	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Francis Whymark	Broadland District Council
Mr Mike Smith-Clare	Great Yarmouth Borough Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt	Co-opted Independent Member

#### **Officers Present:**

Mr Greg Insull	Assistant Head of Democratic Services, Norfolk County Council (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
Ms Sharon Lister	Director of Performance and Scrutiny, OPCCN
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN
Mr Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies had been received from Mrs Sarah Butikofer, substituted by Mr Timothy Adams.

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

- 2.1 There were no interests declared.

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

3.1 There were no items of urgent business.

**4. Minutes**

4.1 The minutes of the meeting held on 10 September 2018 were confirmed as a true and accurate record and signed by the Chair.

**5. Public Questions**

5.1 No public questions had been received.

**6. Police and Fire Collaboration – local business case update (verbal update)**

6.1 The Panel received a verbal update from the PCC, which included a statement setting out the reasons for his decision to pause his fire governance business case project. A copy of the statement is attached at Appendix A.

6.2 In response to Panel Members' questions, the following points were noted:

- The PCC explained that the findings of the upcoming HMICFRS inspection would influence a subsequent decision (to submit his case to the Secretary of State). If the outcome of the inspection was good, that would be a big influence for him. If the outcome of the inspection was not good, that would also be a big influence.
- In respect of the PCC's request to become a member of the Norfolk Fire and Rescue Authority (Option 2), the PCC had written to the Leader of Norfolk County Council but not yet received a response. The PCC would publish the correspondence. Should his request be accepted, further discussion would take place about implications for his accountability to the Panel and the need for the protocol agreement (between PCC and Panel) to be amended.
- The Panel asked what progress had been made in respect of the services entering into a collaboration agreement. The PCC confirmed it was his understanding that the Emergency Services Collaboration Board had recently met. The Chief Constable explained that the existing, established good collaboration needed to be acknowledged, but progress with reinvigorating the Collaboration Board had been frustratingly slow. He and the Chief Fire Officer had recently met with the intention of using the 'Business Case for Change' as the future blueprint for collaboration. There was renewed energy and vigour in reinstating the Emergency Services Collaboration Board. When asked by the Panel if this included the Ambulance Service, the Chief Constable explained that there was already collaboration taking place with the ambulance service through One Public Estate. The PCC added that in his view reinvigorated collaboration was not just about co-location and estates, but also about visible leadership and enhancing accountability.

- Within a 12-month period, emergency service chiefs met informally on a regular basis. Formal meetings had fallen by the wayside.
- In respect of the level of response to his consultation, and whether it could be assumed that people who had chosen not to respond were satisfied with the current arrangements, the PCC said that he viewed the outcome as having indicated an overwhelming appetite for change.
- The associated costs of the business case project had been published for some time. The cost of the consultation was £1,900, and the cost of producing the business case under £100,000.
- The PCC confirmed that his decision had been largely influenced by the County Council's response to the consultation. If the County Council's view changed, he would also change his view (about his decision to pause the project).
- Acknowledging the significant amount of work that had been done to produce and publish both a meaningful decision notice, in addition to the associated information, the Panel wished to record its thanks to the PCC and his office.

6.3 The Panel **NOTED** the update and **AGREED** to request a further update from the PCC, if appropriate, at its February 2019 meeting

## **7. Police and Crime Commissioner for Norfolk's 2018-19 Budget Consultation**

7.1 The Panel received the annexed report (7) which provided an outline of the PCC's approach to the public consultation and an overview of the main issues being considered before a final decision on the budget was made.

7.2 The Panel heard that the Police Funding Settlement was due to be announced on 6 December 2018. Therefore, the public consultation on the proposed precept amount would start on 2 January and run until 30 January 2019. It was also confirmed that the consultation would include public meetings, the details of which would be made available in the new year.

7.3 The Panel **NOTED** the PCC's approach to public consultation.

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

8.1 The Panel received the annexed report (8) which provided an overview of the progress made against delivering two of the strategic priorities (Priority 2, support rural communities, and Priority 3, improve road safety) within the Norfolk Police and Crime Plan 2016-2020, since its publication in March 2017. The report also provided the Panel with the latest metrics for the two strategic priorities.

8.2 Regarding the Special Constabulary National Strategy, the Chief Constable explained that Norfolk Constabulary was looking to adopt those elements that would work for Norfolk, while recognising the challenges around recruitment. There were different ideas about how the training could be delivered and putting a buddy system in place. The Chief Constable hoped that in 12 months, the Constabulary would be in a better place with

Special Constables. The Panel supported the PCC's comments that Special Constables needed to be commended for the work that they do.

- 8.3 It was noted that fly-tipping had been raised as a big concern during the PCC's Barnstorming events, and the Panel asked what initiatives were being taken forward to address the issue. The PCC commented that this was a district council responsibility, not a policing responsibility. The Chief Constable added that although the Constabulary had received many calls which related to fly-tipping and other non-police issues, there was no direct focus on this issue. He drew the Panel's attention to the report published by HMICFRS that morning, titled 'Policing and mental health – picking up the pieces'. While it focused on the police response to people with mental health problems, it highlighted the fact the police did not have the capacity to fill the gaps left by other public services and that it was becoming more important than ever for partners to work together to address causes of concern to local communities. He also referred the Panel to the NFU Mutual claim statistics on page 48 of the agenda, which showed the positive impact of the PCC's focus on supporting rural communities in Norfolk. The figures showed the amount/value of plant stolen. The Panel acknowledged that this was a good news story, and noted that the Constabulary used all available approaches to publicise good news, not least to alter the public perception of rural crime in the county. The PCC added that following the success of this approach to tackling rural crime, he intended to launch a business crime strategy in due course.
- 8.4 The Panel heard that the Rural Crime Task Force was still ongoing. There had been a slight dip when the Specials had joined the regular force through the 2020 model, however changes and improvements in rural crime had been an impact of the Task Force.
- 8.5 The Panel asked what data, if any, was recorded about those who attended the #Impact events and if the impact of those events on road safety was measured. The Director of Policy and Commissioning (OPCCN) explained that although personal data, including each individual's reaction, was recorded on a voluntary basis at the events it wasn't cross referenced with accident data. The Panel suggested that the PCC might consider doing so, and that a question around whether an individual had received road safety education might be asked at the scene of road accidents. The PCC and the Chief Constable agreed look into this.
- 8.6 Through the 'Raise the Alarm' campaign of fitting alarms to Church roofs, only two of those which had been affected by crime had subsequently been affected. Data sets were also being recorded.
- 8.7 30 applications had been received through the recruitment of recently retired officers, with interviews due to take place shortly.
- 8.8 The PCC highlighted that he would be calling for more volunteers to join the county's Independent Custody Visitor (ICV) scheme, and that a recruitment campaign would be launched to coincide with National Volunteer Day on 5 December.
- 8.9 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.

## **9. Information Bulletin – questions arising to the PCC**

- 9.1 The Panel received the annexed report (9) which summarised both the decisions taken by

the PCC and the range of his activity since the last Panel meeting.

- 9.2 The Panel noted the findings of the recent inspection of police custody provision and the PCC's response. In respect of recommendations relating to detainees' access to specialist mental health and substance abuse services, the Panel asked whether the police service was let down by not having a custody suite in Norwich. The Chief Constable explained that analysis had been carried out to find out where custody suites should best be sited. In addition to which, the former custody suite located at Bethel Street, Norwich, had been deemed not fit for purpose. Although his colleagues would like it to still be in use, it would be too expensive to refurbish.
- 9.3 The PCC confirmed that he had not received a response to his letter to Ministers regarding the Government's police pensions proposal. He went on to say that Norfolk Constabulary was incredibly fortunate to have received increased levels of funding from the taxpayer throughout the years. The Policing Service across the country was finding it increasingly difficult to meet demands on a day-to-day basis and was at a tipping point. It was hoped that an extra £5 million would not have to be found, to cover the unexpected and unplanned additional pensions cost. But if that was to be the case, then neighbourhood policing would be in jeopardy.
- 9.4 The PCC had the power to levy a charge on the residents of Norfolk to fund the Constabulary, and he would consider the options to consult on following the Police Funding Settlement announcement.
- 9.5 The PCC explained that he had sponsored a three-year initiative to combat knife crime in Norfolk through Street Doctors. In addition to this, the Chief Constable explained that the whole country was seeing a big increase in violent crime, including use of knives. There had been a robust response from Norfolk Constabulary to the effects of County Lines; knives, drugs and cash had all been sized through a series of warrants. However, the Chief Constable felt that a public health approach would be the most effective way of tackling this issue, with cross-agency working likely to achieve the best long-term results.
- 9.6 The Panel **NOTED** the information bulletin.

## **10. National Police and Crime Panel Conference 2018**

- 10.1 Dr Christopher Kemp, Mr Peter Hill, Air Commodore Kevin Pellatt along with Scrutiny Support Manager, Jo Martin, had attended the recent National Police and Crime Panel Conference, where they had participated in various workshops on topics such as modern slavery, revenue reserves and public perception and the reality of crime.
- 10.2 Jo Martin and Kevin Pellatt had delivered workshops on policing complaints reforms, which had been well received. It was noted that the excellent working relationship between the Panel and OPCCN had ensured that Norfolk's Panel was well-informed about the reforms.

## **11. Work Programme**

- 11.1 The Panel **AGREED** the proposed work programme, with the possible addition of an update by the PCC on fire governance at the 5 February 2019 meeting.

Meeting ended at 11.45pm

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



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**Item 6. Police and Fire Collaboration – local business case update (verbal update)**

Thank you Chairman.

You will know by now that after careful consideration and weighing up all the evidence I have decided that it is not yet the right time to submit a case for a change of fire governance to the Secretary of State.

I believe this has without doubt been a worthwhile journey and from the outset I would like to thank everyone who has played their part, especially those who took part in the consultation – Norfolk people's interest, time and feedback was hugely valuable in helping me make my decision.

As Members know I began the consultation with a clear message: having carefully read the full and thorough draft business case I believed there was a compelling case for a change of governance of our fire and rescue service in Norfolk. I put my cards on the table and said in my opinion moving governance to a Police, Fire and Crime Commissioner would allow us to do even more to protect the vulnerable and make our communities even safer.

However, I stressed that whilst that was my view, it was of great importance to me to hear the views of the people of Norfolk, key partners and stakeholders and those within our emergency services. Who would not want to find out if we could do better for the people we serve?? Who would not want to hear direct from the people we serve?

I stressed that whilst I had formed a view on the state of the evidence before consulting, I remained open to and welcomed as many responses and views as possible, all of which would be carefully considered. Clearly proposals were still at a formative stage and I wanted to fully understand the appetite for change.

The consultation results show that appetite clearly exists.

In total there were nearly 8000 responses to the consultation, with more than 1800 people also leaving a comment. These are exceptional numbers - this is more than three times the number of people that any other PCC has heard from. It represents a great deal of work by a small team working hard to give as many people as possible the opportunity to have their say.

In total 59% of all those who took the consultation survey felt that governance of the fire and rescue service in Norfolk should transfer to a Police, Fire and Crime Commissioner. The consultation found that of the 6,600 respondents who claimed not to work for one of the three main stakeholders 61% agreed with the proposal, including 46% of fire and rescue personnel. The RFU expressed strong support as did members of the constabulary and seven of our county Members of Parliament.

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In January 2017, Parliament enacted a new legal duty for the three main emergency services to collaborate. This legislation provided PCCs with the opportunity to explore whether collaboration could be made simpler, faster and better, with specific reference to police and fire & rescue. Was there a better way of working? Parliament asked.

This whole exploration of possibilities and options has been about the future of two highly valued public services, and about doing what is right in their best interests and the best interests of the people of Norfolk. I said from the start I would be guided by the evidence and would only make a decision on how to progress after hearing from the people of Norfolk and key stakeholders.

Norfolk County Council's continued opposition means it has not been possible to achieve local consensus. Given the nature of the change, the County Council's co-operation and support – or lack thereof - has a significant impact on the likelihood that the change could be delivered successfully and in line with the business case.

As a result of these concerns, the deliverability of the project to implement a new governance model transferring governance to a Police, Fire and Crime Commissioner is subject to a higher risk. As a result, the current impasse with the Council means Option 3 has had to be downgraded, notwithstanding the potential benefits to the community.

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So, taking all of this carefully into account I have decided to keep the situation under close review for the time being, on the clear understanding that should circumstances change; A Case for Change can be submitted to the Secretary of State. The lights are amber, moving towards green.

I also want to be clear that the status quo has gone; the train has left the station.

The whole process has been a catalyst for change. As a direct result, a new Emergency Services Collaboration Board met for the first time on Monday and agreed that A Case for Change should be a blueprint for the future, whoever oversees our public services. This is a welcome move and no doubt something that will also be of interest to HMICFRS during Norfolk Fire and Rescue's upcoming inspection.

However the proof of the pudding is always in the eating and as PCC I will be monitoring progress around collaboration closely. To allow me to have total oversight and scrutiny I have requested to become a member of the Norfolk Fire and Rescue Authority.

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As elected officials we must continuously remind ourselves who we are here for and what we are here for. We have an absolute duty always to serve faithfully the men, women and children of our county.

We are servants of the public – their interests must come first, for the most important political office is that of citizen. I take much inspiration from the Rotary International motto: "Service above self".

We must internalise being better; doing better. To say "if it isn't broken, don't fix it" is does a great disservice to those for whom we have a duty always to strive for better. That has been the guiding principle in our exploration of options for the governance of the fire and rescue service in our county going forward. Could we do better for our men, women and children? Could we enhance their public safety and provide more effective and more cost efficient services?