



Norfolk Police and Crime Panel

Minutes of the Meeting held on 02 February 2017 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr Michael Chenery of Horsbrugh	Norfolk County Council
Mr James Joyce	Norfolk County Council
Dr Christopher Kemp	South Norfolk Council
Mr Paul Kendrick	Norwich City Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr William Richmond	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Fran Whymark	Broadland District Council
Air Commodore Kevin Pellatt	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	Co-opted Independent Member

Officers Present:

Mrs Jo Martin	Democratic Services and Scrutiny Support Manager
Mr Chris Walton	Head of Democratic Services
Mr Harvey Bullen	Assistant Director of Finance, Norfolk County Council

Others Present:

Mr Simon Bailey	Chief Constable, Norfolk Constabulary
Mr Martin Barsby	Director of Communications and Engagement, Office of the Police and Crime Commissioner
Mr Lorne Green	Police and Crime Commissioner for Norfolk
Mr Peter Jasper	Head of Finance, Norfolk and Suffolk Constabularies
Ms Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner

1. To receive apologies and details of any substitute members attending

- 1.1 Apologies were received from Chairman Mr A Byrne (Mr M Chenery of Horsbrugh substituting), Vice-Chairman Mr B Hannah (Mr J Joyce substituting), Mr B Long (Mr C Manning substituting), Ms K Stenhouse, and Mrs M Wilkinson.

2. Order of Business

- 2.1 'Election of Chairman' was taken as the next item of business, then the Panel returned to the running order as set out on the agenda.

3. Election of Chairman

- 3.1 The Chairman and Vice-Chairman had sent their apologies to the meeting, therefore it was necessary to elect a member of the Panel to Chair the meeting.
- 3.2.1 Mr M Chenery of Horsbrugh nominated Dr C Kemp, seconded by Mr A Sommerville.
- 3.2.2 The Panel **ELECTED** Dr C Kemp to Chair the meeting.
- 3.2.3 Dr C Kemp in the Chair.

4. Members to Declare any Interests

- 4.1 There were no declarations of interest.

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

- 5.1 There were no matters of urgent business.

6. Minutes of the meeting held on the 22 November 2016

- 6.1 The minutes of the meeting held on the 22 November 2016 were agreed as an accurate record and signed by the Chairman.

7. Public Questions

- 7.1 No public questions were received.

8. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2017/18

- 8.1.1 The Panel received the report detailing the Commissioner's budget consultation 2017/18, the process for the panel's decision regarding the precept, and the forecast police budget from 2017-2020.
- 8.1.2 The Chairman welcomed the Commissioner and his team to the meeting.
- 8.1.3 The Director of Communications and Engagement introduced Annex 1 of the report. In November 2016 a report had been brought to the Panel detailing the timescales

and approach to the precept consultation; the timescale had been extended from 4 to 6 weeks to allow more time for people to respond. 67% of respondents said they would be prepared to pay the extra 1.99% police precept. A copy of all written responses would be made available to view in the Members room.

- 8.1.4 The Head of Finance for the Constabulary introduced Annex 2, the budget report and medium term financial plan; he reported that if there was a council tax freeze, £14.7m of savings would need to be identified over the life of the plan, however with a precept of 1.99%, £9.5m of savings would need to be found of which £6.6m had been identified, meaning further savings and efficiencies would need still be needed.
- 8.1.5 The Funding Formula for the Government police grant was under review and the outcome expected in 2018/19, therefore the budget would be subject to change in line with changes to the Funding Formula.
- 8.1.6 The capital budget included investment for modernisation in technology, body worn video and replacement for air wave radios for example.
- 8.1.7 Earmarked reserves were forecast to reduce from approximately £20m to approximately £6m over the span of the medium term financial plan.
- 8.2 Mr R Shepherd arrived at 10:13am.
- 8.3 The Commissioner addressed the Panel (see Appendix A) regarding work undertaken to engage with community groups, organisations and the voluntary sector during the consultation process. The Commissioner confirmed that he proposed to raise the police precept by 1.99%, which would increase Band D Council Tax by £4.23 per year, around 8p per week.
- 8.4.1 **Questions arising from Annex 1:**
- 8.4.2 Page 22 of the report indicated the highest percentage of consultation responses came from people living in South Norfolk (approximately 26%), and the lowest from people living in Great Yarmouth (approximately 9%). The Police and Crime Commissioner reported that the consultation was launched in Great Yarmouth and was unsure of the reason for the disparity in the figures. The Director of Communications and Engagement, confirmed that an equitable approach to promoting the consultation was taken in each area; it was possible that the higher response seen was due to a surgery carried out in a Mulbarton supermarket where the footfall was high. The Commissioner discussed that response rates were analysed throughout the consultation so promotion could be increased where low response levels were seen.
- 8.4.3 The Commissioner and the Chief Constable reported that the cost of a police officer was approximately £41,500. A 1.99% increase in the police precept would provide an additional £1.2m which was equivalent to the cost of approximately 30 police officers; 83% of the police budget represented staff costs.
- 8.4.4 The detective resource had been moved into the vulnerability team due to requirements of crimes such as domestic abuse, child sexual exploitation and other priority areas; a dedicated team had been set up to research the future of policing and identify trend lines to ensure the workforce could meet demand.

- 8.4.5 The Chief Constable reported to the Panel that without the precept, the critical infrastructure could not remain; valuable links such as those with early help teams and other key priorities would not be sustainable. He reported that the precept would allow the Police to meet community expectations which would otherwise not be sustainable; £32m of savings had already been found while protecting frontline services and any further cuts made above those indicated would put critical services at risk of delivery.
- 8.4.6 Mr Sommerville congratulated Norfolk Constabulary on the grading received at their HMIC (Her Majesty's Inspectorate of Constabulary) inspection; his congratulations were echoed by the Chairman and Panel.
- 8.4.7 The Chief Constable confirmed that there was a separate budget for money given specifically to cover costs associated with officers for the Sandringham estate.
- 8.4.8 It was queried, if the 1.99% precept still required savings to be found, how the Commissioner intended to deliver improvements, as requested by the public in the consultation. The Chief Constable was required to align assets to meet the demands of crime and deliver the police and crime plan; savings and economies of scale had been identified and would be presented to the Panel on the 20 March 2017 (see paragraph 8.4.10). He gave an example of the dedicated Police Constable at King's Lynn police station since April 16, whose key role was to increase police visibility and improve links with the community; she had done this through, for example, supporting residents to set up a new speed watch and homewatch teams. The Chief Constable planned to increase the number of special constables from 250 to 350; 20 special constables with a rural focus had been recruited, which had had a positive impact on rural crime and a second rural crime summit was due to be held in early April 2017.
- 8.4.9 The Commissioner was keen to address Church roof lead theft and heritage crime, and had identified that there were 157 churches at risk in Norfolk; he was due to launch a campaign to protect Norfolk's Churches in conjunction with the diocese.
- 8.4.10 The Commissioner invited Panel Members, Independent Members and substitute Members to a presentation on the plans for Norfolk 2020 and the future policing model on 20 March 2017 at Wymondham Police HQ.
- 8.4.11 Regarding the future of neighbourhood policing, the Chief Constable reported that important areas were investment in Early Help, schools, early intervention, meeting new and emerging threats through initiatives such as Operation Gravity and drug related crime. The Chief Constable was confident that he could deliver a model to meet all these challenges.

8.5.1 Questions arising from Annex 2:

- 8.5.2 A concern was raised regarding the reduction in reserves detailed in Appendix E of the report. The Commissioner planned to "invest to save"; evidence showed body worn video could cut police complaints by up to 80%. Investing in these would therefore create a saving by releasing police staff from dealing with complaints and reducing time spent involved in the court process as well as creating a safer working environment for the police. There were also plans to refurbish and modernise stations in order to accrue savings in the future.

- 8.5.3 The Head of Finance for the Constabulary, reported that Norfolk currently had a higher level of earmarked reserves relative to some other forces, as well as a general reserve of £4m. After using reserves to fund the “invest to save” capital programme as indicated in the report, the total reserve amount was forecast at approximately £10m at 31/03/2021, which, at 7% of the budget, would be more in line with the reserve levels of other similar forces.
- 8.5.4 A query was raised regarding the impact of changes to the funding formula and the statutory amount required to have in reserve. It was clarified that there was no statutory minimum reserve amount; this was a local decision for the Chief Finance Officer and Commissioner to decide upon. The Commissioner reported that he had registered the challenges associated with the rurality of Norfolk to the Policing Minister as part of the review of the funding formula.
- 8.5.5 It was noted that there was no forecast expenditure for “7 force collaboration” from 2019/20 onwards. The Chief Constable clarified that this expenditure related to funding to the development plan team; the 7 Police Chiefs and Police and Crime Commissioners showed commitment towards continued collaboration, therefore he believed this would continue.
- 8.6 The Panel:
- 1) **NOTED** the Police and Crime Commissioner for Norfolk’s 2017/18 Revenue Budget and Capital Programme, the Medium Term Financial Plan 2017/18 to 2020/21, and the funding and financial strategies;
 - 2) **AGREED** unanimously to endorse the Police and Crime Commissioner for Norfolk’s proposed precept for 2017/18 to increase the policing element of the Council Tax by 1.99%;
 - 3) **AGREED** that the Acting Chairman should write to the Commissioner to formally report the outcome of the Panel’s consideration of the precept proposal;
 - 4) **NOTED** that the reserve meeting on 21 February would be cancelled.
- 8.7 The Chairman thanked the Police and Crime Commissioner and Team.

9. Complaints Monitoring Report

- 9.1 The panel received the report outlining 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.
- 9.2.1 The Director of Performance and Scrutiny updated the Panel that the Policing and Crime Bill had received Royal Assent on the 31 January 2017. She had attended a Home Office workshop in December, where the implications of the new complaints process for Police and Crime Commissioners had been discussed. Another workshop was due to take place in March, to look at associated regulations. A paper would be brought to the Complaints Handling Sub Panel with more detailed information for those Members later that month.
- 9.2.2 The Commissioner planned to meet with Suffolk’s PCC to discuss moving ahead on complaints now that the Bill had received Royal Assent.

9.3 The Panel **CONSIDERED** and **NOTED** regular monitoring information.

10. Information bulletin – questions arising to the PCC

- 10.1 The Panel received and **NOTED** the report giving information on the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 10.2.1 The Commissioner clarified that the Constabulary was currently recruiting a further mental health worker to work in the Control Room, in addition to the 5 existing mental health workers. This member of staff would have a triage function to accompany officers to some incidents where mental health issues were involved, provide advice to officers attending incidents either on the phone or through provision of factsheets, and as a resource to compliment occupational health to the Constabulary and their families.
- 10.2.2 The Chief Constable clarified that recruiting this extra mental health worker would not allow 24/7 mental health support cover, however, the team worked to ensure staff were available at priority times when they would be required.

11. Work Programme

- 11.1 The Panel reviewed and **NOTED** the forward work plan, which was now presented as a rolling 12 month programme and had been agreed with colleagues in the Commissioner's office.

The Panel **AGREED** to add:

- Presentation on **20 March 2017 at Wymondham Police HQ** on the plans for Norfolk 2020 and the future policing model. For Panel Members, Independent Members and substitute Members;
- **A panel pre-agenda/briefing meeting** to follow the presentation on the **20 March 2017 at Wymondham Police HQ**. The Commissioner confirmed that the Panel could use a room at the Wymondham Police HQ for this meeting;
- Complaints Handling Sub-Panel meeting on the **21 February 2017 at 10am in the Cranworth Room**.

The meeting ended at: 11:24am

CHAIRMAN

Thank you Chairman, thank you Peter for your thorough analysis of the financial landscape, and thank you to my office for carrying out another robust and exhaustive public consultation. The County is well served by a dedicated, motivated and professional staff in my office, and by the officers and staff of one of the top police forces in the country.

A key part of my role as PCC is to make sure the whole of the Norfolk community, partners and key organisations have their voice heard when it comes to policing and criminal justice. My promise has been that every man, woman and child should have the opportunity to influence local policing priorities where they live.

So I was heartened to see that two and half thousand people responded to the five-week budget consultation and had their say online, emailed, wrote letters, called the office and gave their views face to face. I want to thank them all. I also want to thank the 800 plus people who took the time to add comments and feedback. No view was ignored. It was a hugely encouraging response. It shows that people are passionate about their police force and that they want to know their voice is heard. It is. I would also like to thank the Norfolk media for the public spirited way in which they helped us spread the word and ensuring the Norfolk community had a chance to have their say.

Mr. Chairman, I have the best job in the county. I also have the worst. The best part is the opportunity I have to meet people and groups right across the county. Last Friday night, Saturday morning I spent on Prince of Wales Road in Norwich meeting young people, people sleeping rough, club managers, doormen and police. This afternoon I will host a forum for key stakeholders in the night time economy. On Monday of this week I attended a surgery in Sainsbury's in King's Lynn; that same evening I hosted a public meeting in King's Lynn attended by 93 people. Two nights ago I met with Dereham Town Council. Tomorrow I am at Norwich Prison. Sunday I will attend a swearing-in ceremony for new Special Constables. That is the part of the job I love best, and that is the way I best equip myself to give a voice to the community, including importantly, the vulnerable and victims. It is my privilege and my duty to reach out to all sectors of the community; not wait for them to seek me out.

And the worst part of the job? Having to contemplate proposing a tax increase to meet policing needs. The reality is that certain national and international priorities must be met -addressing child exploitation, sexual violence, domestic abuse, cyber crime, counter-terrorism. At the same time, our Norfolk community have told me they want to see more visible policing, because it is important not only that they are safe; they want to feel safe. They want our roads to be safe, rural crime prevented and combatted, the scourge of big time drug dealers in our county tackled, the desecration of our county heritage, such as theft of lead from church roofs, stopped. People are fed up with anti social behaviour - vandalism, graffiti. The elderly, the disabled and minority groups need assurance that they are safe, and they can feel safe.

As you have already heard this morning, I consulted on two options. I asked whether people would be prepared to pay approximately 2% extra in the policing element of the Council Tax, or did they want a freeze. It was important to me that the consultation set out clearly the financial scene and put both options in context, explaining what each might mean in terms of the future policing of our county.

I once again travelled the county, and after launching in Great Yarmouth I took the consultation to Aylsham, Sheringham, Mulbarton, King's Lynn and Norwich to name but a few. I heard from people from Wells to Attleborough and from Holt to Thorpe St Andrew.

The voice of the public was clear; our fellow citizens, by a margin of 76% to 24%, said they were prepared to pay more for their police force.

At the same time I heard the message loud and clear from the Chief Constable on the challenges he faces in the light of mounting essential demands. To quote a past United States President, I trust, but verify. I prodded into the nooks and crannies of the Constabulary, I reviewed the accounts. Current demands, and the existing deficit are outstripping current means. Something has to give.

Mr. Chairman, even were the precept to rise, the Norfolk Constabulary still would have a mountain to climb. No-one can be in any doubt that the Force will continue to face difficult decisions over the next few years. I am afraid that is the reality of the situation.

The nature of crime is changing and the Force must adapt to meet each and enormous challenges. The skills and infrastructure required to investigate such serious crimes as child exploitation, sexual violence and domestic abuse, and on-line fraud, are complex and resource intensive. This comes at a cost.

At the same time, I have made it clear that even in tough times I want not only to sustain police services - I want to challenge the Constabulary to improve services to the public in such areas as visibility and engagement. I also want to ensure our officers are well equipped with the 21st century tools to stay ahead of the criminals. To do that the Force must continue to innovate and explore all avenues. I will continue to hold the Chief Constable to account in these areas.

I said in the run up to last May's election, and have continued to say, that I would only consider increasing the precept if I was convinced the constabulary was making a best effort to make real and sustainable efficiencies and was exploring all options for further savings. I have been pushing the Force hard in this area and will continue to do so. By April over £30m of savings will have been achieved by Norfolk Constabulary; half of which through collaboration with our Suffolk partners. That is reassuring but that work must continue.

Work is gathering pace with neighbouring Forces under the banner of the "7 force collaboration" to explore options for more effective and efficient working with partners across the region. Again that is reassuring but there is more to do.

I am seeking to drive forward more joined-up services in the county and the region on the interest of better service provision, more cost-effective service delivery to the community. But Mr. Chairman, the Constabulary cannot be looked to as the service provider of last resort because other community services whether in housing, children's services, mental health, substance abuse therapies are over-stretched. The police force is not a replacement for social and health services. We must work with the whole range of statutory, voluntary and charitable agencies in a collaborative way with the interests of the vulnerable, the disadvantaged and the victims always at the heart of what we do.

We must continue to engage with Central Government to fight for a fair deal for Norfolk. The Home Office is currently engaging with the policing sector on changes to the policing funding formula, with a report due to go to the Policing Minister shortly on next steps. I have contributed to submissions to the Minister from Eastern region PCCs and from the National Rural Crime Network outlining some of the particular challenges we face as a disparate rural county. I will keep fighting our corner. Mr. Chairman, I am acutely aware these are not just tough times for Norfolk Constabulary. It is no easy thing for taxpayers when they are asked to bear an additional burden to sustain, and hopefully improve, crime prevention and fighting in our county. I have been very mindful of this in coming to my decision.

So to conclude, Mr. Chairman, over the past few months I have listened to the views of the community, the Chief Constable, key stakeholders and partners in the police, community safety and local criminal justice arenas. I have sought objectively to reconcile essential demands, public expectations, and available resources to ensure the people of Norfolk are safe, and that they feel safe, and that we care sympathetically for victims and protect the vulnerable. After carefully considering all the feedback I today propose raising the police precept by just under 2 per cent, which will have the effect of increasing Band D tax by £4.23 per year, or around 8 pence per week.

- Lorne Green, Police and Crime Commissioner for Norfolk