

Norfolk Police and Crime Panel



Date: **30 April 2019**

Time: **10am**

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

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

Membership

Main Member	Substitute Member	Representing
Mr Frank Sharpe	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Mr Mike Smith-Clare	Ms Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Mr Tim Adams	Norfolk County Council
Mr Nigel Dixon	Mrs Hilary Cox MBE	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	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:**

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

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

2. Minutes

To confirm the minutes of the meetings held on:

- 5 February 2019

(Page **5**)

- 25 February 2019

(Page **105**)

3. 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.

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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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.

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

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 18 April 2019.**

- 6. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring** (Page **109**)

To consider an update from the PCC.

- 7. Independent Custody Visitor (ICV) Scheme - Annual Report 2018-19** (Page **140**)

To consider the PCC's ICV Scheme annual report.

- 8. Complaints Policy Sub Panel – Update** (Page **146**)

To consider an update from the Chairman of the Sub Panel.

- 9. Information bulletin – questions arising to the PCC** (Page **153**)

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

- 10. Work Programme** (Page **164**)

To review the proposed work programme.

Date Agenda Published: Thursday 18 April 2019

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 5 February 2019 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
Mr Nigel Dixon	North Norfolk District Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Miss Jade Martin	Great Yarmouth Borough Council
Mr Kevin Maguire	Norwich City Council
Mr Frank Sharpe	Breckland District Council
Mr Francis Whymark	Broadland District 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
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
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 and Mr Mike Smith-Clare, substituted by Mr Timothy Adams and Miss Jade Martin respectively.

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 27 November 2018 were confirmed as a true and accurate record and signed by the Chair, subject to the amendment of removing Mr Francis Whymark from the present list as he had been absent.

5. Public Questions

5.1 No public questions had been received.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2019/20.

6.1 The Panel received the annexed report which outlined the budget and financial impact of the four 2019/20 precept proposals upon which the PCC consulted. The report also set out the Capital Programme and Medium Term Financial Plan (MTFP) 2019/20 to 2022/23, together with various strategies that must be published by the PCC. The Panel heard from the PCC who confirmed his proposal to increase the policing element of council tax in 2019-20 by 10.45% (an increase of £23.94 per year, which equates to £253.08 for a Band D property). A copy of his statement is attached at Appendix A.

6.2 The PCC's Chief Finance Officer introduced the PCC's budget report and in doing so highlighted the following points:

- a) If the PCC was to increase council tax by the maximum amount, it would reduce the deficit and make the budget more sustainable but additional savings would still need to be found.
- b) Some precept funding was required to fund the increased employer contributions to police pensions
- c) The funding settlement for PCCs was again a one-year only settlement, which continued to make the planning environment very challenging and resulted in a cautious approach to additional investment.
- d) For the first time, the medium term financial plan included modest savings derived from the 7 Force Collaboration arrangement.

6.3 The PCC's Director of Communications and Engagement outlined the consultation process which had been undertaken and provided an overview of the results, which had been circulated to Panel Members. A copy of the reports are attached at Appendix B.

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

- a. The online consultation did not have filters so that only Norfolk residents could respond, and it was purposely made this way to be digitally inclusive. There could be more than one vote per household too so that all members of a household could respond.

- b. When asked if money was being spent in the right place and whether the new model of Norfolk Constabulary was fit for purpose, the PCC confirmed that Norfolk was the eighth safest County in the country and had had been judged to be in the top quartile for efficiency by Her Majesty's Inspectorate. The Chief Constable added that the delivery model had to be re-designed to meet the demands of the Constabulary. The face of crime was changing and as a result the response to crimes had to adapt. He was proud of the way that the force was dealing with changing demand and workforce re-design. His priority was to protect and invest in the front line to keep Norfolk safe. He assured the Panel that the organisation was absolutely fit for purpose.
- c. The Chief Constable confirmed that low-level crimes such as burglary and theft were decreasing but violence and possession were increasing. The profile of crime was different to 25 years ago, with current challenges around violent crime and safeguarding. The Police workforce had to be redesigned and the model had to protect the County as a whole. Officers were being equipped with the best technology and the precept increase would be used where it was most appropriate, ensuring that resources were deployed in the right way across the county.
- d. The workforce was constantly being adapted to ensure it was fit for purpose. By the end of May, the full complement of Sergeants and Police Constables set out in the Norfolk 2020 model would be in post. Beat Managers and Special Constables were also being recruited. Initiatives were taking place to increase the visibility of the Police Force, but the Chief Constable explained that he could not commit to providing specific numbers of officers in specific places because he needed the freedom to flex his workforce to meet demand.
- e. Special Constables did not have access to personal body worn cameras, but they had access to a pool of them. There was a need to prioritise the greatest need dependent on resources and using an evidence base to ensure that Officers were equipped with the correct equipment.
- f. A joint memorandum of understanding had been signed by the Leader of Norfolk County Council and the PCC in January, which set out the principles of collaboration between the Constabulary and the Fire and Rescue Service and provided the framework within which a formal approach to working together would be developed. The PCC had also requested a seat on the Fire and Rescue Authority, which was subject to approval by the County Council. The collaboration was in three tiers, public scrutiny, an emergency services collaboration board and a series of operational level practitioner groups. The savings identified in the PCC's business case had been predicated on the implementation of a full set of outcomes over a ten-year period. The refreshed Collaboration Board would develop a programme over the coming months and follow the same process that would have applied if governance had moved to the PCC. Limited savings from estate rationalisation arising from collaboration were already reflected in the PCC's medium term financial plan.
- g. The Chief Constable explained that a balance needed to be found between the visibility of the Police Force and fitting the workforce to the current profile of crime. There were now more uniformed officers in the City than existed when Police Community Support Officers were in post and there was good engagement with schools. Meanwhile, however, the demand on child protection for example was growing which needed resourcing so the balance needed to be right.

- h. The changing balance of funding was recognised. There was a deliberate change in approach with the Government taking less and Local Government taking more.

6.3 The Panel:

- 1) **NOTED** the Police and Crime Commissioner for Norfolk's proposed 2019/20 Revenue Budget and Capital Programme, the Medium Term Financial Plan 2019/20 to 2022/23, and the funding and financial strategies.
- 2) Unanimously **RESOLVED** to **SUPPORT** the PCC's proposed precept for 2019/20 and **AGREED** that the Chairman would write to the PCC to confirm the decision, by way of a report.

7. **Police and Fire Collaboration – local business case update**

- 7.1 The Panel had received an oral update from the Chief Executive as part of item 6. Please see minute 6.4f.
- 7.2 The Panel **NOTED** the update.

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 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; priority 5: support victims and reduce vulnerability and priority 6: deliver a modern and innovative service.
- 8.2 In response to Panel Members' questions, the following points were noted:
 - a. Schools found the MASH (Multi-Agenda Safeguarding Hubs) extremely valuable to work alongside. There was good work taking place in those areas. Demand in the child protection area was broadly being met by working closely with other agencies in that landscape.
 - b. With the introduction of Claire's Law which offers a personal interview with a police officer, this could have resource implications on the Force. There were competing demands, but this was evidence of practicalities not being taken into account.
 - c. Figures relating to referrals into the Victim Support Service under the Norfolk And Suffolk Victim Care Service showed a disproportionate number being offered to those in a heterosexual relationship, but it was confirmed that the service was available to all. Although this was just referrals into the service, but it was being monitored under the domestic abuse agenda and the PCC's hidden victim fund sought to address such issues.
 - d. With regards to the Offensive Weapons Bill, the Association of Police and Crime Commissioners had been engaged.
 - e. The solved rate for rapes and sexual offences as identified on page 130 of the agenda was noted as concerning. The Chief Constable explained that many victims choose not to go through with the prosecution. The Crown Prosecution

Service had confirmed that there had been a significant uplift in demand of these types of cases.

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

9. PCC Complaints Monitoring Report

- 9.1 The Panel received the annexed report (9) which updated the Panel with the monitoring information from the PCC's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

- 9.2 The Panel **NOTED** the regular monitoring information.

10. Complaints Policy Sub-Panel - Update

- 10.1 The Panel received an update from the Chairman of the Complaints Policy Sub-Panel.

- 10.2 The Panel noted that, referring to p146, para 2.5a of the agenda papers, it would impose a considerable burden on the Police Forces across the Country if this definition of a complaint would stand. Representation needed to be made to the Home Office on the matter as it was unrealistic.

- 10.3 The Panel **AGREED**;

1. To formally ask OPCCN to include Sub Panel members in any relevant training it provides during the mobilisation period for police complaints reforms.
2. To formally ask OPCCN to provide a regular report on police super-complaints to the Complaints Policy Sub Panel.
3. To endorse a review of the current PCC Conduct Complaints procedure by the Sub Panel.

11. Information Bulletin – questions arising to the PCC

- 11.1 The Panel received the information bulletin which summarised both the decisions taken by the PCC and the range of his activity since the last Panel meeting. The PCC confirmed that he had met with Suffolk's PC within the previous 10 days.

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

12. Work Programme

- 12.1 The Panel **AGREED** the proposed work programme.

Meeting ended at 11.45pm

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



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PCC's Words to Panel

Chairman, Panel Members, you will have heard me say before that setting the policing budget and making the decision whether to raise the policing element of people's Council Tax is one of the most difficult parts of my role.

It is not a decision I ever take lightly.

I remain sensitive to the financial pressures on the taxpayers of Norfolk when coming to my decision. As ever, it is my duty to balance the burden on local taxpayers with the safety of our county.

In preparation for my budget decision 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.

A key part of that activity has been a consultation gathering public views on the policing budget and what Norfolk's residents and businesses would be willing to pay to help fund the service they receive.

With your permission, I would like to invite the Chief Constable to give a brief overview of the demand/resource equation for our constabulary as he has put it to me, and then the Chief Finance Officer to describe the financial position.

After that, I will invite my Communications and Engagement Director to tell you of my outreach to the Norfolk community and what they have said.

And then I will turn to my resultant considerations and conclusion.

When I assumed office three years ago, I pledged to give every man, woman and child in our county the opportunity to influence local policing where they live. That is why I have regarded it both as my duty and my privilege to consult widely by reaching out to the Norfolk community where they live and work – in the market squares, at the entrance to supermarkets, in the coffee shops, from Downham to Dereham, Wymondham to Great Yarmouth.

We are fortunate in our county to have such a committed, highly-skilled police force. One of the top forces, rated nationally as outstanding for efficiency. We live in one of the safest counties in the country. All this in the face of major cuts in available resources in past years. It is to the great credit of the chief officers, the officers and staff of our constabulary that they have driven massive efficiencies while providing us with such impressive service.

We are stewards of the public's resources; we have a duty to use the taxes they contribute with the utmost care. We must always look first to maximise efficiency.

A guiding principle for me is to trust, but verify. I have gone through the books with the Chief Finance Officer. I have reviewed the estates strategy. I have challenged the Chief Constable to demonstrate a continuing programme of efficiencies. I have tested the invest-to-save concept. I have worked with fellow Police and Crime Commissioners in the region to carry forward opportunities for greater effectiveness and efficiency through deeper collaboration.

I have listened carefully to the chief officers as they have described to me the policing challenges they face, and their resource requirements to meet those challenges.

I have made direct representations to the Government to impress on ministers the major challenges we face in Norfolk in an era of increasing and more complex demands on our constabulary, and on partner, public and private agencies.

I have communicated direct with the Home Secretary, Police and Fire Minister and Chief Secretary to the Treasury.

I am pleased to say that central government has increased its contribution to Norfolk policing by £1.6 million for the coming year. It also has agreed to absorb £1.6 million of the £2.1 million employer contributions to pensions and to raise the precept cap for policing to £24 a year on a Band D property.

I have heard loud and clear from the men, women and children of our county that not only do they want crime to be prevented and the law upheld – they also want the assurance that comes from visible policing, from neighbourhood policing.

No one likes to pay more for less. I have heard our Norfolk community say in convincing numbers that they are prepared to pay more for policing, but they want to see more policing for their money.

The Chief Constable has said that a precept freeze for 2019/20 would, inevitably, lead to significant savings needing to be found. Savings equivalent to approximately 90 officers.

With a 15 pence per week increase to the policing element of council tax – based on a Band D property – further savings would still be required. Savings equivalent to at least 45 officers.

With a 31 pence per week increase, we would be able to stand still, and maintain the roll-out of the Norfolk 2020 policing model, but there would be very limited opportunity to increase officer numbers or invest in technology.

An extra 46 pence per week on a Band D household would, the Chief Constable tells me, allow significant investment in the frontline, with an increase of 40 officers. It would provide an opportunity to further invest in technology, such as drones, but more particularly in technology which will enhance the Constabulary's digital forensic capability to investigate crime more efficiently and effectively.

The people of Norfolk have listened to this information and more than two-thirds of those who responded to my public consultation over the past four weeks said they were prepared to pay more. Of those, 70 percent said they were prepared to pay the maximum £24 annual increase on a Band D property to see this investment.

In May 2016, when I assumed office, there were 1,476 fully-warranted police officers in Norfolk. With what I am proposing today, there would be 1,550 – more warranted police officers in our county than three years ago.

What I am proposing today will also mean there will be a greater number of people dedicated to county policing activity than we had immediately before the loss of the 150 PCSO positions.

The budget I propose today takes into account the feedback I have received from Norfolk's communities, Norfolk Constabulary, key organisations and partner agencies.

The budget I propose today allows me to invest in policing in Norfolk both now and in the future.

I have concluded that the public safety of our county can best be assured by proposing an increase in the policing element of council tax of 46 pence per week on a Band D property. 47% of households in Norfolk fall within Band B and C so, for them, the increase will be lower.

**Office of the Police & Crime Commissioner
Budget Consultation 2019/20 Results**

Summary

1. The Police and Crime Commissioner (PCC) has a statutory duty to consult Norfolk people on his proposals ahead of setting the policing budget and, with it, how much they will contribute through council tax.
2. The Panel has received a report detailing the method, timescales and key dates for the 2019/20 police budget consultation.
3. The information below provides members with an overview of the consultation results.

1. Results of the public consultation

- 1.1 The 2019/20 police budget and council tax consultation took the form of a survey - available both online and in hard copy – with people also having the opportunity to submit their views by email or letter.
- 1.2 In total, 1,172 people took part in the consultation.
- 1.3 1,114 people completed the survey, either online or in hard copy, with five of those respondents contacting the OPCCN by telephone to be taken through the survey.
- 1.4 For responses to the consultation by letter or email (where the survey was not taken), if an explicit preference for or against an increase in police council tax was expressed, this information has been included in the figures at 1.9 below.
- 1.5 The OPCCN received 44 responses to the consultation via email to the dedicated consultation inbox, 31 of which were explicitly in support of or against paying more (see appendix A)
- 1.6 Three letters were received – one of which explicitly showed support for an increase, with two objecting to paying more. (see appendix A).
- 1.7 Some 11 people commented on consultation-related tweets and posts sent from the official Norfolk PCC Twitter and Facebook accounts. Two specifically stated they would not be prepared to pay more for policing in Norfolk (see appendix A).

1.8 All comments received to the consultation by whatever means of communication were provided to the PCC to help inform his 2019/20 policing budget decisions.

1.9 Recurring themes/messages within the comments included:

- A willingness to pay more as long as the funds raised are used on the frontline, to increase officer numbers and police visibility/presence.
- People saying they are prepared to pay more – and some would go higher than the maximum proposed increase - if they see an improvement in the policing service delivered in their area.
- Views that investment in policing, and emergency services in general, is needed and to be supported, due to increasing crime and so that communities get the service they need.
- Calls for Norfolk's policing service to be funded properly, with a number of comments saying this responsibility should fall on central government, not the taxpayer.
- Questions around where the funds from last year's council tax increase went and a perception that promises were not kept in relation to the new policing model, removal of the PCSO role and recruitment of additional officers.
- Concern about a lack of police visibility and resource in rural areas, and an unwillingness to pay more if policing focus remains on urban areas.
- Concerns that the issues affecting Norfolk's communities on a day-to-day basis are not being addressed.
- People saying they are not prepared or able to pay more due to living costs increasing and, with them, the financial pressures on Norfolk residents.
- Calls for efficiency savings, better use of resources and changes to management structures, as well comments about money spent on equipment and police vehicles.
- Comments that the funding for the PCC role would be better served going into the policing budget.

1.10 Breakdown of responses:

Responses to 2019/20 police budget consultation				
	Total	Number answering survey Q1	Yes to paying more	No to paying more
Survey (online/ hard copy)	1,114	1,114	762	352
Email	44	31	25	6
Letter	3	3	1	2
Social media comments	11	2	0	2

	Number answering survey Q2	Prepared to pay up to 15p per week extra	Prepared to pay up to 31p per week extra	Prepared to pay up to 46p per week extra
Survey (online/ hard copy)	763	97	136	530
Email	17	0	0	17
Letter	1	0	0	1
Social media comments	0	0	0	0

- 1.11 Via the online survey some 391 comments were made in response to Question 1 and 193 in response to Question 2 (see appendix B)
- 1.12 In the interests of being open and transparent, a complete list of consultation responses will be published on the Norfolk PCC website. As part of the OPCCN's analysis of responses, any identifying information within comments (such as names, email addresses etc.), as well as any abusive language will have been removed.
- 1.13 Two additional hard copies of the survey were received into the office on Thursday 31 January 2019 and were not added to the final count as the consultation had closed.

2. Conclusion

- 2.1 The results of the police budget 2019/20 consultation show that 68.5% of those who took part said they would be prepared to pay more for policing in Norfolk.
- 2.2 Of the 68.5% of people who said they would be prepared to pay more, 12.5% stated that they would pay up to an extra 15p per week (£8 per year), 17.5% said that they would pay an extra 31p per week (£16 per year) and 70% said they would be prepared to pay an extra 46p per week (£24 per year).
- 2.3 Throughout the four week consultation the PCC visited all seven policing districts to gather views from local residents, with any completed surveys collected during the PCC's visits added to the running total.
- 2.4 The table below shows response rates to the survey (both online and in hard copy) by district.

3. What district in Norfolk do you live in?			Create Chart	
			Response Percent	Response Total
1	Breckland		11.04%	123
2	Broadland		15.53%	173
3	Great Yarmouth		7.09%	79
4	North Norfolk		18.04%	201
5	Norwich		14.18%	158
6	South Norfolk		19.66%	219
7	West Norfolk		14.45%	161
			answered	1114
			skipped	0

2.5 Panel members are asked to note the results of the public consultation.

3. Appendices

Appendix A – Social media comments, email and letter responses

Appendix B – Survey comments

Appendix C – PCC community engagement




OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Office of the Police & Crime Commissioner Budget Consultation 2019/20 Results

Appendix A: Social media comments, email and letter responses

Social media comments – Budget Consultation 2019/20

Not having a commissioner would save money that could be used for more frontline Police.
@CCNorfolkPolice @NorfolkPolice What, you've used up all the savings made from last year's redundancies already?
Do you not understand the hardship that many people are going through? We are fed up of paying more for less under the guise of austerity. Get rid of your position and your office and put that money into the police budget.
Only if the force got PCSO's back!! No police presence around rurally ever, unless the royal are in town
On this occasion - no. I need my money. I work in the NHS. I need every spare penny I earn for my family.
How much will this consultation cost? The equivalent of what.... 2, 3 or 4 PCSOs? Asking for a concerned County.
Perhaps we could manage without a PCC and put the savings back into front line policing?
You're going to put it up anyway, because of your Tory austerity!
If @theresa_may & @ukhomeoffice did their jobs #WASPI and all the local councils would have enough money. Mismanagement of Public money by successive governments. About time MSM get the actual costs of the asylum #scammers from 2015-2018. No more. @the_tpa @Telegraph
Nope I can't even afford the council tax as it is everything keeps going up in outgoings but I come doesn't the government should be paying more and stop cutting funding all the time
How about getting on to his Tory masters in central government about the massive cuts to his budget, instead of just sucking up the cuts and expecting the public to pay more for a hugely reduced service.



12/1/19

Dear Mr Green,

In response to an article in "Your local paper"
this household would be very happy to pay
the £24 PA Band D equivalent but only if
we get more police officers.

Yours sincerely




0% INCREASE

C. TAX

BECAUSE THE POLICE
FULLY ADMITTED DEALING
WITH KNOWN
AND NOT GENERAL PUBLIC

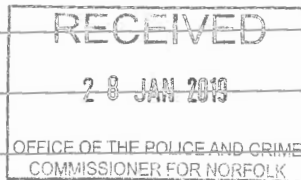
Fol.

RECEIVED

29 JAN 2019

OFFICE OF THE POLICE AND CRIME
COMMISSIONER FOR NORFOLK

MR GREEN
JUBILEE HOUSE
BUILDING 8
FALCONERS CHASE
WYTONDHAM
NR 18 0LW.



24-01-18.

DEAR MR GREEN.

PLEASE NOTE, AS MUCH AS I WOULD LIKE
TO BE ABLE TO CONTRIBUTE MORE IN COUNCIL
TAX & OTHER THINGS, EVERY TIME SOMETHING
GOES UP MY FOOD OR HEATING SUFFER, AS
OTHER BILLS HAVE TO BE PAID IE RENT
ELECTRIC - WATER ETC! AS IM ON A VERY
LOW PENSION I WOULD NOT LIKE TO
PAY MORE ON MY COUNCIL TAX. AS IT
IS WE DO NOT SEE POLICE ABOUT MUCH
AS IT IS, ONLY IN CARS.
SO MY FINAL REPLY IS NO.

YOURS SINCERELY

From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council tax increases
Date: 29 January 2019 16:36:21

My opinion is that you should increase council tax by whatever amount necessary to be able to employ the officers you need to protect the public and properties of Norfolk. In this case, you mention 46p per week. I am unsure of how helpful canvassing the public's opinion is. You would need full representation of a cross section of public rather than just a handful who respond. It seems to me that you should be prepared to make the decision on behalf of Norfolk.

Regards

[REDACTED]
West Raynham

Sent from my iPad

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Objection to paying more council tax
Date: 28 January 2019 12:33:14

I object to having to pay more council tax, which I can barely afford to pay at the moment as it is.

I'm not getting a payrise so why should I have to pay more council tax because of your mismanagement of the money you have already have?

Also the online survey about this matter, has been taken down a day earlier than it should have should have been. What is the reasoning behind this?

I would also like to point out that when I was 14/15 I went to the Hunstanton police to give a statement for an assault that I saw happen to one of my class mates at the time, and instead of giving a statement, I was searched, without a parent or guardian present, which I believe should have been there as I was underage, and accused of bringing a knife in to a police station which was 100% false and slanderous towards me. Why should I have to pay more for the police that have continuously acted inappropriately in this area?

When the police actually start to act like the police and not a group of thugs who think that they are above the law, then and only then might I start to think about paying for so they can have a payrise and a larger budget.

Kind regards

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police Budget 2019/2020
Date: 23 January 2019 10:44:47

Good morning Lorne

You are asking the same question as for the last 2 years. You have had your consultation evening and maybe you now have an update on what the public think.

The predictions you and Simon Bailey make look extreme at both ends. I recall that last year the Chief Constable said that if you got the additional funding - which you did, we would see more police on the streets. The only time I have seen police on the streets in Fakenham was the Sunday before Christmas around lunchtime when it was very quiet. There were two together. Before or since - none.

I do still consider that when funding is so tight the Police should cope with a very small increase, and not ask for above inflation increases. Without extra funding your predictions are dire (extreme in my view). Please look at where bureaucracy can be reduced and at the same time concentrate on areas the public want to make their lives safer - but NOT pursue areas such as Hate Crime which I do understand is being loaded on to the Police by an incompetent Home Office.

I recently saw that the Met has over 900 officers pursuing hate crime - at a time when knife and gun crimes in the capital are so very high - ridiculous.

Best regards

[REDACTED]



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From: [REDACTED]
To: [Tel Lorne](#)
Subject: Police Connect/Contact from [REDACTED]
Date: 17 January 2019 09:41:57

Hi I contact with an opinion after reading the letter received from [REDACTED] recently.....

Both my wife and I, having read the letter from [REDACTED], would like to make it known that we very much support the option in the letter that is last on the list of four. This with regards to in increase of £24 pounds a year.

We both regard the work of our local constabulary as vital to our continued well being.
Keep up the good work.

Regards [REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Thank you
Date: 15 January 2019 18:52:10

Dear Lorne,

Firstly, I have voted in your survey and am most definitely happy to pay more for policing (46p per week).

I wanted to thank you for the letter you have written to MPs in the County asking them to support Finns Law. I have supported Finns Law since the terrible injuries to Finn. My MP, Norman Lamb, has also been supportive.

Through Finn's handler, Dave Wardell, via Twitter, I have learnt a huge amount, not just about police dogs but policing in general. I sincerely hope you can get the financial increase that is desperately needed.

Kind regards

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Increase in Council Tax for Police
Date: 15 January 2019 13:00:10

Sent from [Mail](#) for Windows 10

NO I am not willing to pay more for Police. Council Tax is already too high and is an UNFAIR tax as it bears no resemblance to ability to pay.

I would suggest 2 ways to have more money for police

1)Get the Government to properly fund the police from general taxation

2)Do away with your Office and You

Regards

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: RE: Would you pay more council tax for policing in Norfolk? PCC invites you to have your say.
Date: 15 January 2019 09:30:44

Dear Mr Lorne,

I write this as I am very strongly opposed to paying an increase in Council Tax again this year for policing.

Why is this government funded department any different to every other government department in that it cannot manage appropriately within its own resources?

I.e. What stops every other department dictating (which is effectively what you are doing albeit behind the smokescreen of welcoming tax payers / residents opinions) from adding extra costs to the council tax bill as you are going to do I am without any doubt...

I know so many stories, including my own unfortunate experience, where theft of items is not looked into at all.

My personal opinion is you have to deal with the `small scale stuff` as if left unchecked the perpetrator becomes `larger` and the frequency becomes accelerated and the effect on the public becomes extrapolated.

`Travellers` appear to be able to do what they want because they wont be apprehended.

There is talk of a certain person locally who is responsible for large scale theft, caught on HD CCTV, and no apparent action taken by the police so the same large scale theft was repeated a few weeks later and again no apparent action by the police despite being caught on the HD CCTV again.

The same person is running a business apparently with stolen vehicles and plant worth thousands of pounds and apparently also responsible for the murder of a young lad several years ago but somehow seems to have total immunity from the police.

Note: I do not know this person but others have talked about these issues and questioned how it continues apparently unchecked.

False accusations - seems even when this can be proved that the police are not interested in reviewing and are only interested in the accused.

Mobile phone usage whilst driving seems to go almost unchecked and every day I see examples of this and mobile telephone calls etc being made.

I applaud this national speeding campaign that we are currently in but I haven't met anyone yet who has seen a mobile speed unit during last week or this week so far. Is it happening.

Lastly, on the negatives, I can evidence to you how the police will not acknowledge a complaint against themselves which can be categorically proven correct within minutes of their time.

I will however finish on a positive, because it is a genuine thank you, in that on a personal level individual police officers can be absolutely amazing in what and how they perform their duties and this I say from my own and others experiences that have been recounted to me.

It is a tough job that is performed and you have my respect for undertaking it but its not always done correctly?

Similarly, why not spread the word more of the successes you do achieve so that at least good citizens know you are achieving things for their benefit.

Best regards,



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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Additional feedback taken over the telephone 140118 (budget consultation)
Date: 14 January 2019 16:34:24

Call from [REDACTED] at 16.20pm on Monday 14 January 2019.

Richard asks where he can find straightforward information about how the budget (and people's council tax contributions) is currently spent. He says the information on the PCC website is either too technical or too vague when it comes to how funds are used and what they deliver for the public.

[REDACTED] says he has completed the survey and made some reference to this in the comment he left – but wanted to elaborate.

=====

[REDACTED]

[REDACTED]

Office of the Police and Crime Commissioner for Norfolk

[REDACTED] || w: www.norfolk-pcc.gov.uk

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Would you pay more council tax to help fund policing in Norfolk next year?
2019/20 police budget and council tax consultation now live – [Have your say here now](#)

From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Increase in council tax.
Date: 13 January 2019 00:12:24

No I do not wish to pay extra tax for a failing police force or to pay for your fat cat pensions so you can retire earlier than every body else.

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: WEDNESDAY'S MEETING AT THE FORUM
Date: 11 January 2019 09:06:35

For Lorne Green:

Good evening,

I was unsure if my comments came over as the intended compliment:

'In the past there seemed to be a policy of ***MORE MONEY FOR MORE OF THE SAME.***
Now in the present it is ***MORE MONEY FOR NEW IDEAS AND INITIATIVES
COMBINED WITH STRICT MANAGEMENT CONTROLS.***'

This great credit to you and Simon Bailey, it showed with a more relaxed and confident manner at public meetings. It was a welcome change from former platitudes about Norfolk Police being the greatest with minuscule levels of crime -a bit like Cassius Clay. Such utterances did little for the Norfolk Constabulary though may have made the old Police Authority feel better.

There was one comment at the meeting that rang true about witness intimidation though wisely you did not pursue the personal aspects of the matter.

In view of the new style of policing I would be happy to see the full amount added to our Council Tax but suggest that in a years time details are given of how the extra funding has been deployed.

All in all it was good evening with the Constabulary 'facing the music' without taking offence at some of the more outlandish or irrelevant comments. I felt the audience were won over with common sense. Perhaps there needs to be some caution in that the desired solutions will not be achieved overnight. Dealing with crime is a constant and changing battle?

I wish you both well in your endeavours.

Kind regards,

[REDACTED]

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: more policing
Date: 10 January 2019 07:04:40

From [REDACTED]
[REDACTED]

Yes I would be willing to pay more council tax to have more policing.

[REDACTED]

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From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Re: Would you pay more for policing in Norfolk? Consultation now live.
Date: 09 January 2019 10:38:04

Dear Mr Greene,

I had said last year that I would support and increase in local taxes to be spent on policing. My only proviso was that the public should be kept informed on how any monies were actually spent. Real policing as opposed to perceived trends.

Yours sincerely,

[REDACTED]

Norwich

On Wednesday, 2 January 2019, 12:58:10 GMT, Norfolk Police and Crime Commissioner
<opccn@norfolk.pnn.police.uk> wrote:

[View this email in your browser](#)



From: [REDACTED]
To: [Tell Lorne](#)
Subject: Asking taxpayers for more funding for Police
Date: 08 January 2019 14:47:05

Dear Sir,

Your email suggests 4 options for the Police Precept.

It would be very helpful to know what is the current level (1918-1919) of the Police Precept per Band D property.

We may then calculate how the various increases suggested by your 4 options compare with the current rate of inflation.

Many thanks,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Date: 08 January 2019 14:31:35

Dear Mr. Green,

My wife and I have recently seen the newspaper article regarding the public consultation on police funding.

In this respect we wish to advise that we have no objections whatsoever to a £24.00 annual increase in council tax to specifically fund police services. It would be good, among other things, to perhaps see a police officer in Snettisham now and again.

We hope that the consultation will prove successful.

Regards,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Increasing Council Tax for Policing
Date: 07 January 2019 21:10:09

I would fully support the maximum increase suggested which represents £24 per annum. Fortunately, I am able to afford to pay this increased amount and would happily do so if it strengthened the Police force within the County.

Kind regards,

[REDACTED]

Sent from my iPad

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police budget problem.
Date: 07 January 2019 14:45:50

Dear Mr Green, the logical answer to the question of paying more precept to help enable necessary police resourcing has to be a yes, and **I think the top level of proposed increase would be appropriate.**

However, the budget problem across Local Authorities is much wider than the police's problems alone. Of course the police budget is one that has to be addressed urgently if crime is to be managed properly, however the only sensible approach for LA's' budgets in general to be brought up to viable levels is to deal with the **need for far greater tax revenue to Central Government** coffers. I and many people with whom I have discussed the taxation situation in recent years believe that the government has to implement major increases to the level of taxation currently being paid.

The obvious way to push Central Government to make major changes that can enable adequate funding to be made available so the many essential public services can to do their job effectively, is for all the **senior executives and departmental heads of LA's' and other public bodies throughout the UK to get together and lobby the government to sort out the current debacle.**

Surely these LA senior officers have a duty to persuade, indeed exert considerable pressure on Central Government to do what is necessary [after all, they are supposed to be public servants with a responsibility to deliver the support that parishioners need and are entitled to], as the quality of essential services has declined rapidly in recent years often due to incompetent management right through to the PM. Everyone has to realise that we must accept the fact that a great deal more money has to be raised to adequately fund all of these public services, and Joe Public and businesses have to foot the bill !

All Local Authorities should join together to lobby the Government vigorously on these issues, strongly emphasising the need to increase taxation rates for profitable businesses [especially those who get away with not paying the level of tax that they ought to pay, e.g. some of the big international companies who dodge paying tax by methods such as being based overseas], and all of the obscenely overpaid individuals who earn millions of pounds a year, or derive large amounts of income from investments of various types.

Back in the late 60s' / 70s' there was a top tax rate of, I believe, 98%. **Why therefore should the Government not bring in again a structure that demands high tax rate bands for high income 'earners' and commercial organisations.**

Tax for individuals with an income above the 40% level [£150,000] could [for example] be increased in bands of 5% for every individual earning over £150,000 p.a. up to a maximum tax rate of 90%.

This could mean that someone earning over £1,650,000 p.a. will pay 90% tax for all taxable income above that level. Yes, that would be highly controversial, and lots of fuss would be made about losing key executives or entrepreneurs moving overseas, but there is little doubt that many are not worthy of their ridiculously high incomes, as there are plenty of lower paid individuals who could do the top job just as well or even better.

Corporation tax could also be rated on a similar basis.

Individual greed and 'commercial' greed are a major blight on society internationally, and it's sad that anyone should need an annual income in excess of £500,000 + for them to be able to live very comfortably!

Regards & Good Luck!



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From: [REDACTED]
To: [Tell Lorne](#)
Subject: 2019budget
Date: 07 January 2019 14:04:09

The

Sent from my iPad

41per week is acceptable providing that all of the money is allocated to the PCC.

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Rise in community charge
Date: 07 January 2019 13:30:50

Hell Lorne First off you do a far far better job than your predecessor.
I have listened to you speak a couple of times all good sensible stuff.
Yes £0-46 p seems good value to me.
Regards [REDACTED]

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police precept
Date: 07 January 2019 12:59:26

Dear Mr Green,

We would both be happy to pay the maximum increase of 46ppw in the precept for policing.

Despite a lowering of our confidence in the impartiality of, and respect for, the service, we believe that an increase in the visibility and availability of police personnel could have a very positive effect on crime, general public perception and good community.

Yours sincerely,

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Precept increase
Date: 07 January 2019 10:56:01

Up until now we have been very fortunate with relatively low crime rates in North Norfolk. However, this is changing and I would have thought £46.00 per year (less than a tank full of petrol or 6 packets of cigarettes) would easily be manageable for the vast majority.

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Funding
Date: 07 January 2019 10:29:37

I support the maximum increase to help support our police

When 999 calls are going unanswered, we need to raise more cash somehow

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From: [REDACTED]
To: [Tell Lorne](#)
Cc: [REDACTED]
Subject: Increase in Council tax
Date: 07 January 2019 10:24:14

Hi,

I would not have a problem with an increase in council tax that would help fully fund the police to the numbers we need to be safe and to make us feel secure on the streets and in our houses.

I think it would be a good idea for the Police Force to use a good PR company to put a positive spin on any extra spending and results so that the public feel they are getting their monies worth.

There always seems to be a lot of negative feed from the press about the few times things go wrong or loosing support officers etc.

On the whole I think most people like to have a local officer that you have a name for or even a rotation of officers.

We have an officer Ian Smith that serves in Sheringham, he is helpful , personable and visible. If the small towns and villages got to know their officers they would feel better about an increase in Council tax to cover this.

Kind regards

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Proposed CFouncil tax increases
Date: 07 January 2019 10:16:51

Dear Mr Green

You spoke recently at our Rotary club - and I respond to your circular today.

I support a £2/month increase in the tax to finance an improvement in policing in Norfolk.

But this must be to fund additional officers out and about and to generate more efficient back-up and improve technology, but not to increase admin staff

Comment heard at a town breakfast meeting in Aylsham yesterday : " haven't seen an officer in town for ages" : but, " great to see PCs and cadets at the town lights on event" !

Thanks for your efforts

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Questionnaire
Date: 06 January 2019 12:49:29

On a whole the general opinion of the police is inefficient bordering on useless.
For years a young [REDACTED] used to race up and down the road on small motor bikes, being a danger to all.
I contacted the police several times but nothing got done about it, I even send a video of his behaviour to Norfolk police.
Two officers came to see me if they could fit a camera in my window to monitor him.
That has all stopped now as you caught him and send him to Norwich prison.
The final straw was when one of the [REDACTED] started scrapping a car on the corner opposite my house half on the pavement half on the road.
Actually taking the car apart and putting the parts on a scrap yards truck.
I phoned the police and got Sorry we have got no squad cars available to deal with this.
But still there were cars in the Yarmouth station yard.
I phoned the council and some one came out straight a way.
So you want to know if I would pay more for the police in my rates, no I would not until things improve one hell of a lot.

Yours sincerely,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Paying more tax for policing in Norfolk.
Date: 04 January 2019 19:45:09

Before I agreed to this I would need to know that what ever extra I would have to pay would put lead to an increased police presence around rural villages, on roads in areas like Belton Norfolk where the younger element of drivers on the road be it in a car or on a motorcycle could be prosecuted for speeding as in this village outside of Great Yarmouth its getting more dangerous to be a law abiding motorist when your driving at 30 mph at the specified speed limit, only to be overtaken by a young person doing twice that speed in a modified banger that could end up killing the younger driver and anyone else who may be a victim of dangerous driving.

We need MORE officers on the beat and if paying a little extra to get them is what is required, then so be it. However, I will be against paying more if what ever extra the tax payer does end up paying , is squandered on things that may be considered of lesser importance.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Raising precept
Date: 04 January 2019 11:06:17

Simply put...

I simply do not believe that raising the precept by 46p will increase the police officers by 40.

How do we have a guarantee that this will happen – it won't.

I live in Brooke, and I do not see a police officer from one month end to the next, except when they are travelling through the village in a police car.

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police precept
Date: 04 January 2019 09:20:40

Dear Mr Green.

If an increased budget would be in part spent on increased policing of speed limits and anti-social motoring I would be happy to support the increased precept of 46p week or its annual equivalent.

Your letter of Jan 4 ('... not least through the survey on the Norfolk PCC website') suggests there is a feedback form or similar on the website; I cannot find it.

I think your boys and girls do a good job in general and I have no specific issues apart from the above. However if policing doesn't get better it gets worse and thus I am in favour of an increase in precept.

Regards,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council Tax Increase for Policing
Date: 04 January 2019 08:21:03

I would be happy to pay for additional policing providing it results in more officers on the street. This would allow officers to enforce more minor laws such as youngsters riding bikes on pavements or in predestinarian areas and people parking their cars inappropriately. This will then prevent the next generation from growing up thinking they can do as they want and moving from these minor areas of infringement to more damaging ones. It is sad to think the respect for the police which my generation grew up with has been lost due to there simply not being sufficient numbers of officers on the street to provide the visible deterrent required.

[REDACTED]

Sent from my iPad

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From: [REDACTED]
To: [Tel Lorne](#)
Subject: Council Tax Increase
Date: 04 January 2019 06:20:46

Good morning

My daughter is a 999 response officer, who previously has been attacked. I think if more people were aware of the low levels of officers we have on our streets they would be happy to pay 46p per week. Obviously I understand we cannot advertise that fact due to the high number of individuals that would take advantage of the fact! No win situation isn't it!

Basically non of use have control over our council tax bill, so why is it not just increased by the small amount to add the those additional numbers, especially after loosing the pcso's?

Good luck in your attempts, as far as I am concerned we need all the police officers we can find!

Kind regards
[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Policing
Date: 03 January 2019 17:32:52

Whilst accepting that we ought to be willing to increase the percept for policing I would hope that it could be ring-fenced for beat officers not supervisory and management or support admin staff.

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: support extra police
Date: 03 January 2019 16:49:28

thank you for your email message.yes, I would be prepared to pay an extra 46p pr week to get better police cover.

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: increase in police funding
Date: 03 January 2019 12:19:10

My wife and I would be more than happy to increase our council tax payment by at least the maximum you suggest, assuming that the money would be spent on front-line policing of real crimes such as burglary and assault, and the prevention of crime through an increased police presence. We would not want it wasted on unnecessary measures such as policing lower speed limits. Current measures in that area are perfectly adequate, and many of them are unnecessary.

Best wishes

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Policing charges
Date: 03 January 2019 11:12:56

Dear Mr Green,

Could you please remind council taxpayers how much you wasted on your egotistical bid to snatch control of the county's fire and rescue service. Wouldn't mind betting the money haemorrhaged on this vanity project could've been put better use at a time when our hard-working police officers are stretched to the limit.

Regards

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police Budget consultation
Date: 03 January 2019 11:09:47

Dear sir

I am a local Parish councillor and am certainly interested to ensure a suitable level of policing. I am happy to pay a little more for this to be achieved. I think however one needs to be aware of the following. Government can increase taxes as it wishes by as much as it wishes with no consideration as to the rises in income (or more likely that lack of them) for those of us who have to pay it. The government should live within its means as we have to do.

The one area of policing that I am extremely concerned about is the amount of police activity nationally being used to suppress our freedom of speech. I am NOT happy to pay for officers to sit reading Twitter etc all day. I understand from the press that Cressida Dick in London has 900 officers spending their days reading Twitter to fish for "hate Crime". Maybe these officers should be deployed to reduce the unacceptable levels of Knife Crime in the capitol. The level of trust in the police is falling in my view because of this free speech issue. I understand that there are many issues that government does not wish to hear discussed as it is politically inconvenient but that is the price of democracy which, sadly, we no longer have. I do accept that the level of "hate" crime investigations in Norfolk are small but there is a national perception about the police service regarding this issue that maybe should be addressed.

With very best wishes

[REDACTED]

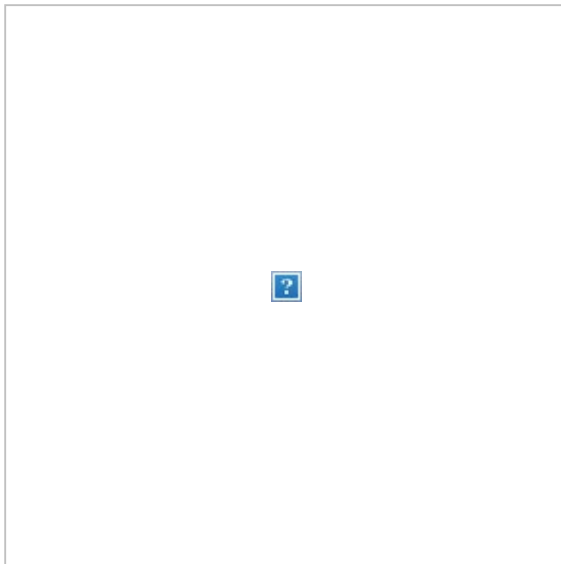
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From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Re: Would you pay more for policing in Norfolk? Consultation now live.
Date: 03 January 2019 10:16:38

i would pay more for a proper police service but i would not want to pay any more for the service we are getting in caister on sea we see a verylimited service i would sugest that the police logo on your vehicles should say our priority is saving money

From: Norfolk Police and Crime Commissioner
Sent: Wednesday, January 2, 2019 12:57 PM
To: [REDACTED]
Subject: Would you pay more for policing in Norfolk? Consultation now live.

[View this email in your browser](#)



From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police
Date: 02 January 2019 23:03:30

You have already taken away our pcsos in Norfolk and our neighbourhood team is already stretched. Put the money you get from council tax into the right areas of policing to help the vulnerable people. Already it has been successful in Norwich with people using an email specifically to Norwich North. And now you want people to pay more on top of the raised council tax. This is unacceptable

Sent from my iPhone

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From: [REDACTED]
To: [Office of the Police and Crime Commissioner for Norfolk](#)
Subject: Budget
Date: 02 January 2019 17:58:41

I would support an increased Budget for the Norfolk police paid for by a moderate surcharge on council tax provided the charge was levied on 2nd home owners as well as residents.

Regards

[REDACTED]

Sent from [Mail](#) for Windows 10

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Policing Costs 2019
Date: 02 January 2019 17:20:35

Dear Mr Green

Thanks for email dated 2 January.

Although I would be prepared to pay more for an increased, efficient and effective Police Force in Norfolk just to increase numbers by the estimate of 40 officers across the whole County over 365 days a year (Band D increase of 46p per week) would seem to me to be hardly noticeable by the general public.

We would all like to see an increasingly highly efficient and responsive Police force however but how this can be proved to the general public to be happening in their day to day operations would seem to me to be very challenging to those at the top. I wonder if too much highly valuable Police time is being spent on scams, computer fraud and such like which might be better investigated by non police employees properly trained and vetted.

Yours sincerely

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council tax consultation
Date: 02 January 2019 17:01:17

Hi Lorne,

Personally, I totally support the police in their work against crime and keeping the public safe.

I realise Norfolk is a large county and has a number of issues due to its rural nature.

However, council tax contribution to the police force was increased by 2% in 2017 and 5.5% in 2018.

To date, however, I have not seen any improvement in the service being provided by the police force in Norfolk.

I live close to the Station in Downham Market but it seems to be no more than a car park for officer who pick up their police vehicles for their shifts.

To add £8 even would be a significant increase the council tax paid and £16 -£24 would be far in excess of last year's increase.

Some justification for increasing the council tax contribution *again* rather than "*we'll have to make cuts if we don't get it*", which seems no more than a veiled threat, would be appreciated.

Regards,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council Tax increase consultation
Date: 02 January 2019 16:46:48

Good afternoon

Following the article on the lynn news Facebook page I would like to add my views.

I am a band D tax payer and I would be more than happy to pay extra if it meant more local policing

Each time we have used the police service directly they have been efficient and helpful, they do seem to be very stretched and if this extra money will help them to do their job more easily that would be great.

I think £16 is a reasonable amount per household to find, I realise there could be other increases too and policing is only one of many services that the council tax helps to fund, this then may become a far higher increase overall and be too much for some to find, I feel a balanced view may be needed once all agencies have decided on their possible increases.

Kind regards

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Consultation
Date: 02 January 2019 16:21:18

Good afternoon,

This is becoming a joke that every year we face an increase and a reduced service.

I fail to see that no increase will result in a 90 officer reduction or is this using scare tactics.
In view of the fact that there has been an increase every year for the last few years I would prefer no increase, however, this will not be the case.

There has got to be a better way to provide an efficient police service without just paying them more money, perhaps the levels of pay should be reviewed as it appears that police officers do very well in relation to other wages scales.

Regards, [REDACTED]

Sent from my iPad

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Police budget and council tax consultation
Date: 02 January 2019 15:43:25

For my pennies worth it looks like you're proposing to put up the police part of the council tax by around £20 per annum, I certainly would be happy to pay this if it results in better policing and more importantly prosecutions of offenders, who from what I can see, get off scot free most of the time.

Also I would like to make a suggestion that the government should put in equal funding as an absolute minimum.

I hope my comments are helpful,

[REDACTED]

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council Tax Rise
Date: 02 January 2019 13:21:22

Hi Lorne

I live in a band D house in South Norfolk with my husband. We are both pensioners.

We pay £1700 a year for a very modest three bedroom. This is more than my sister pays who lives in the [REDACTED]

[REDACTED]
Yes I could stretch to the 46pence but where does it stop rising.

I would pay the 46 pence if you agreed to freeze the police precept for five years.

This promise to be upheld by the incoming PCC as you have stated your intention to retire from your current post in 2020.

[REDACTED]

Sent from my iPad

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From: [REDACTED]
To: [Tell Lorne](#)
Subject: Council tax
Date: 02 January 2019 13:13:25

Yes I would be prepared to have an increase in Council Tax if it is going to improve or police presence and capability. Especially in rural areas where it has all but disappeared. An extra £1 a week would be acceptable. Please do it and let's have police back where we can see them and talk to them.

[REDACTED]

Sent from my iPad

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OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Office of the Police & Crime Commissioner Budget Consultation 2019/20 Results

Appendix B: Survey comments

	A	B
1		
2	Comments:	Comments:
3	Yes but would prefer that more money should come from Central Government. Hopefully once Brexit happens we will not be sending so much money to other countries and would have a pot of money to support more policing.	See caveat on question 1.
4	Simon Bailey needs the financial support to continue his future policing plans	I think at the present time an effective police force is essential
5	I am encouraged by the way the force has invested in more officers and more tech, like Op Moonshot, drones, tablets etc.	-
6	Any agreement to increase would need to be subject to strict policies on that the money is solely to fund extra officers on the beat. If officers retire and be in receipt of pension they may not take civilian jobs within the force while receiving a police pension.	Until wages increase any amount higher is too much of a tax burden on the individual
7	-	-
8	Abolish the office of Police and Crime Commissioner and save over 1 million pounds per year and that could go towards the Police.	-
9	As long as the extra funding was used purely to provide more police on the streets.	-
10	I will not pay another penny to the precept. Year on year you've had your hand out and dipped in to my pocket. I will see no pay rise for 2019 and despite reporting criminal activity, have seen nothing done about it. So no, not another penny. Sort yourselves out.	-
11	Only if this were to include more visible policing and with more understanding of the true issues faced by young people today. I think a lot of money is wasted on minor offences whilst the bigger picture is being missed	-
12	Crime is on the rise so we need to invest more in policing	-
13	better policing yes but as it stands no we do not get any action when reporting crimes this costs me time and money to do	lets have value for money for what we are paying
14	Crucial services needed to be funded and we all need to make our contribution.	-
15	I think Simon Bailey needs to look more closely at how his supposedly meagre resources are used. I see numerous police cars and personnel attend minor incidents and having been a volunteer in the past for Norfolk Police I have witnessed first hand the daily waste that is still going on. Also, in my time volunteering there was more talk about how much more pay by way of overtime officers could make, than talk about the job in hand.	-
16	If payment meant seeing some police in Gissing and Tivetshall Parishioners would feel they are still part of a civilised society.	I think nobody minds paying if they see something for it.
17	We don't get good value policing now	-
18	Yes because the police are in a difficult position but I also think that there needs to be a radical look at what we are asking police to do. 1) Too often highly trained officers are doing inappropriate jobs that could be done by clerical assistants. Admin jobs should be consolidated across forces. 2) most importantly we should be addressing the causes of crime and spending money on youth workers and other measures to give worthwhile occupations to people who fall into crime. We need a realistic approach to drugs - present policies have not worked for 40 years and just fund organized crime!!!!.	There has to be some pressure on Police to address the issues I listed above. Police need to become part of the wider social services so that when crime falls, the able people still have a rewarding career path - at present there is an incentive to let crime rise so that there are more promotion opportunities. Police are only human and no one works to make themselves redundant!
19	-	There needs to be more evident policing to provide deterrence as well as quicker response to unlawful activities. We need to see more police on the ground, more visible activity on their part and more support from the courts.

	A	B
20	Policing is a vital service and if it requires more funds to keep it running to full capacity then I would be willing to pay more in Council Tax.	When you consider the very minimal amount per year that this would cost each household it is a small price to pay to safeguard our lives and property.
21	For front line Policing especially return of the Safer Neighbourhood Teams. Not for the silly plans to take over the Fire Service!	We deserve proper Police Force - The PCC MUST also start to criticise and take on fully the Conservative Government for the cuts they have caused - or does he support the Government cuts?
22	Whilst this shouldn't ideally be necessary, having served with the Constabulary for in excess of 39 years as officer and civilian I appreciate that Government funding is currently inadequate.	-
23	My Budget is already at its limit. My pension increase - if there is one - will be taken up in full with the continual increase in utility bills and the increase in basic food.	-
24	Happy to pay more than the highest suggested. An option for a voluntary overpayment would be good.	-
25	Provided and only if the extra funding is used for front line policing and not back room or bureaucracy	As above I would strongly resist any extra taxation if it were not solely used for providing extra front line police officers
26	Provided it is entirely for "policing" and not by way of subsidising to example the "activities" of Norfolk; County Council to whom I pay enough already with little return.	Policing is vital; and i consider that Norfolk Constabulary is efficiently and effectively run and managed and so such an increase will enhance the quality of the service we have already. I ask however that priority is assessed according to the importance to the majority of the populace and the significance of the "crime" or offence. For example terrorism murder assault robbery drug related offences and other serious crimes are given priority over more minor offences such as hate crime.
27	I think that we should pay more but truly believe the government needs to do more. I think our Police in Great Yarmouth do a fantastic job considering just how short handed they are. All Police across the country and other emergency services are so very under pressure, and we know how hard they are working but we need more Police. As hard as they try they cannot cope with all the crime, it is a real worry that we feel so unprotected now. I cannot remember the last time I saw a Police officer walk down our road. We need this everywhere. It is a must. We grew up with Police doing foot patrols getting to know residents and their children, we respected them. Today it disgusts me how badly they are treated this needs to end not tomorrow but now. I feel very strongly about this and i know many of us would feel so much safer if we had regular foot patrols around our streets.	We should all pay more plus higher taxes, we have had it all too easy for too long and now we are suffering with lack of resources to maintain a good community for all residents. The government needs to pay more, Clubs and pubs where Police constantly have to attend because of drunks, drugs, fights and more should be made to pay extra. People who take up and waste time should be made to pay and so should people who abuse all emergency services when each team could have been working with those that need them. Not prison sentences but hurt them in their pockets. Also those that have been drunk and an ambulance has had to attend needs to spend time with the ambulance service as punishment to see just how bad it gets when all they are doing is picking up drunks. it would open their eyes.
28	Yes, but I want it spent on frontline policing, so all the petty crime and antisocial behaviour in Thetford is dealt with. You talk about priorities, yet all I see in Thetford is people sitting around drinking alcohol. Why haven't you dealt with this yet?	Sounds about right, but I'd pay £24 if it actually made a difference.
29	The burden of tax, energy and food prices is already too high and continues to rise without a corresponding rise in my own income therefore I am unable to support a further rise.	-
30	No the police precept should stay the same we have enough police officers now. they could & should do more with what they have got the big BMW cars should go what a waste of council tax payers money? Norfolk police should buy more motor bikes (not BMWs) & cycles & that would save a lot of money a year council tax payers pay too much now	-
31	None	None
32	Stop the government from cutting police and fund properly	-
33	I would live to know why an increase is required, have costs gone up? What savings have you made? What efficiency savings are planned. What did you spend the money on last year? If I knew you were spending the money wisely then I would be more inclined to want to pay more	-
34	We pay enough already.	-
35	Only if the money goes to front line policing, not new computers for HQ or new furniture	What happened to the money saved when PCSOs were dispensed with. We were told that that saving would be used to recruit more officers

	A	B
36	<p>Only if it results in more visible police officers in the county and goes into frontline policing and not wasted on, for example, property. Really this should be funded by central government but I guess that is not going to happen so the public need to pay.</p>	<p>No more than this as council tax is already going up and far outstripping inflation which is not fair. My pension increase is going to be a little over 2% but we need to combat increasing crime so we all need to pay. It is a worry to the older generation.</p>
37	<p>Categorically No.</p> <p>As to my objection last year (2017) which I cited that a percentage increase is always already included in the council tax per year and in addition in 2017 an extraordinary increase was implemented. Obviously this is now trying to set a precedent year on year increases over an above normal inflation increases etc.</p> <p>In respect of the past extraordinary increase of 2017, I have yet to see any benefit in policing or in my dealings with the constabulary that warranted the 2017 increase. Therefore one would assume that the same will apply in 2018.</p> <p>Finally it would be of advantage to all taxpayers that the statics/results of this survey are made know to all tax payers for clarification of the result.</p> <p>Kind Regards</p> <p>██████████</p>	<p>None</p>
38	We need more police officers on the beat than ever.	See how it goes.
39	-	-
40	-	You should never have got rid of PCSOs!
41	-	-
42	-	<p>Whilst communities want a visible police presence this is not financially viable. Some community events attended and Tweeted by officers also seem a tad pointless! The police need to 'police' and stop trying to be everything to all people. A national review of what police will do /attend should be undertaken with a view to massive national saving in policing!</p>
43	<p>We pay a high rate of council tax already indeed the band rate is incorrect as smaller properties are rated lower. This is because this is a newer property and the council does what it likes.</p> <p>Each year we are asked if an increase is ok and although we always say no! it goes up year after year. There is no visible police presence ever so why give more money!!! We do see police using police cars to go shopping at Tesco.</p> <p>The only time we required police help we were let down badly as agreed by the Chief Constable!</p>	-
44	I would like to see more police feet on the ground to up hold law and order if only for their own protection.	A small number increase would help to increase constable numbers .
45	You asked this question last year, you promised more policemen then. If you can't keep your promises, resign not offer the begging bowl again.	I answered no, and apparently aren't qualified to answer question two.
46	Abolish the PCC which is a total waste of space and use the money to employ more police officers instead of ignorant overpaid pen pushers	-
47	Yes but as a member of the public I want to see more police on the beat offering proper reassurance and gathering sound intelligence! I am prepared to pay more to see a better visible presence! I believe there are too many senior officers on a high pay scale and some of the savings could provide more officers out on the streets as needed desperately	-
48	The police perform a critical function in a civilised society and we should all be prepared to pay what it takes to enable them to do this.	I would be prepared to pay more than £24 per year if this was an option

	A	B
49	Stop sending 4,5 or 6 vehicles and personnel to minor traffic incidents. Start enforcing basic vehicle regulations e.g defective headlights.	-
50	-	It is important to recognise the financial challenges the public sector is facing. In this case, public safety must be the most important to uphold at all costs
51	It would have been yes if we hadn't have approved a higher increase last year and then we where promised additional officers etc. as well! What's happened to that additional spend ?	-
52	If you want proper policing, you have to pay for it.	Small price to pay for safe environments.
53	Every year you have an inflation busting increase. Live within your means like the rest of us.	-
54	this happens every year despite neither increases in some pensions or wages no visible improvements to policing. I feel that this "consultation" will be used to justify the maximum increase, yet again, although I suspect that only a minority of Norfolk residents will participate.	-
55	-	-
56	Further funding would simply be wasted, as is a great deal of the current funding. I would rather put into a pot for a local beat officer or two. I honestly cannot remember the last time I saw a Bobby on the beat locally, and that's where it's needed. A local presence would reduce burglary and vandalism, and would also restore some faith, and respect in the police force; something which is sadly lacking these days and not entirely without justification.	-
57	Already pay too much as it is	-
58	this is the only way of preventing further diminishing of our police service.	A/A
59	Only if the money goes to the front-line - not to increase the pay of the PCC or the size of any other part of the bureaucracy	-
60	I already pay more than I think is necessary for less officers rurally. In fact I expect to pay less for a reduced service. The pension shortfall should have been seen coming years ago. why should the general public make up for sloppy management and no service.	I would like to pay less
61	-	-
62	-	-
63	But there must be more accountability via our elected reps on NCC, as I'm unsure that the current PCC for Norfolk is competent and not manipulated by the Chief Constable. Under their administration we have seen Norfolk Police slimmed down to unacceptable levels...Norfolk is the ONLY Police force to take out all of it pcsos altogether ...serious crime has escalated minor crime is ignored. Both the PCC and the Chief Constable should be fired such is their abject performance.	Accountability is the key, a return to the old management system would be preferable but I guess thats not going to happen, so our MPs, County and District Councillors must take responsibility for monitoring how our tax is spent. In the meantime please ask the current PCC to resign and take a lot more care just who is shortlisted for this job in the futuredepoliticise the appointment as much as is feasible and choose Norfolk residents with the right skillset to stand.to stand.
64	Council tax is high enough with the burden of increasing living costs. I live in the centre of Norwich and never see any police in the city centre. I've reported anti social behaviour and drug taking in you don't bother to come out. The problem as I see it is no amount of money will increase policing because the way policing is run is wrong. Too many officers attend situations together which appears unnecessary and prevents officers being able to attend calls like mine. My experience of the police has left me feeling unprotected and let down - why would I want to give the force of more the little money I have.	-

	A	B
65	-	Has anybody considered scrapping the whole PCC thing, which must cost a fortune and using that money to fund policing in the area? I always thought the Chief Constable was responsible in the past for policing and, as far as I know, we have a very fine Chief Constable.
66	-	-
67	But only for a visibly increased level of policing.	-
68	not happy to have ongoing annual increases.Community charge is way too high for one of the poorest counties in the country.	NO INCREASE FOR 2019
69	-	Work needs to be done not only with getting an increase in Officer numbers but also with supporting the Officers you already have. I know a number of PC's with 2yrs to over 15yrs service who are struggling due to the low numbers they have on their teams for each shift. This isn't just Breckland but Norwich and specialist teams too. They hate the fact that they can't give the service to us, the public, that they should and want to be able to give. Many are 'worn out' and deflated, moral is low. I have huge respect for Norfolk Officers, the job they do and what they have to deal with. You just can't afford to continue to lose the experienced Officers. Do you collect detailed reasons and analyse the reason for experienced Officer attrition? What can be done to ease the 'paperwork' that keeps the guys and gals from being able to respond to more calls or to actually be proactive rather than reactive? From a community perspective in Attleborough the loss of the PCSO's is very evident. I know a lot has been done within Norwich around foot and cycle patrols which is great but there is no-one walking the town and talking to people in Attleborough anymore or at least I never see them. This is important for the children of the town right from Primary school age upwards to see and feel that engagement from a young age on a daily basis. To really learn that the Police are there to help and aren't scary or 'just driving around' in their cars. You have some amazing staff please try to support them more.
70	No, I pay more than enough for a one bed flat	-
71	I would want to see more officers, specifically traffic ones. Every morning on my commute (starts at 7am) I see speeders and at least 3 people using their phones as drive and that's just from Yarmouth to Beccles on the A143.	-
72	-	-
73	-	I have not been aware of any positive efforts to review the skill mix within the police force or amend employment arrangements such as increasing retirement age in line with other public services or reviewing pension schemes for new starters etc to the contrary Norfolk deleted community support officers posts leading to less visible policing this means every year the burden is on the tax payer rather than a joint effort The basics of speeding on my road and people riding their cycles on the path outside my door appear to be seen as irrelevant and am not expecting any changes which is disappointing
74	I am sick of the local tax payer having to prop up the police service because it has become woefully underfunded by central government. We are now seeing the real effects of rounds of budget cuts. It is about time the government (the PM in particular) admitted they went too far and restore a realistic level of funding.	-

	A	B
75	<p>Absolutely not. Better use of monies already received should be first priority.</p> <p>For instance on a number occasions recently we have been informed by the local press that multiple police vehicles have attended quite minor incidents.</p> <p>Police officers should not be attending breakdowns this could be done by a breakdown service.</p>	-
76	There was an increase above inflation last year so there should be no more than an inflation rise this year. That is the policing element should be in line with the rest of the council tax increases.	-
77	-	-
78	-	-
79	-	-
80	-	-
81	-	-
82	It's a service we all depend on at sometime in our life's. So yes I would definitely support paying more for our Police & emergency service.	Paying more would hopefully help our brave emergency men & women from being assaulted.
83	No hesitation in saying yes	Would be more than happy to double the above figure
84	We pay all this money and get nothing in return get rid off crime commissioner and save money from this waste off space's salary	-
85	we certainly need more police on streets for safety reasons	worth every penny to get more police men on the roads and in the streets
86	<p>A reduction in numbers of officers and their back up facilities would be particularly bad for the county . The availability of drugs and the growing nuisance of crime which can only be countered by manpower and physical presence is detrimental to what is otherwise a good place to live. Crime which needs a powerful response includes hare coursing, unauthorised metal detecting, fly tipping, unlicensed musical events, and general driving of motor vehicles on nature reserves, agricultural land and sports fields. The public must have the confidence that if they report such crimes a suitable police response will follow. When police attend an unlicensed musical event, for example, they must have the resources to enforce the law. An inadequate response is embarrassing and dangerous.</p>	I think the enforcement of law and order is the first priority of society. Everything else depends on this priority. Organised crime is waiting in the wings for a reduction in the upkeep of the law .If police resources are reduced I am worried that organised crime will pop up in all sorts of places, a bit like mushrooms overnight.
87	-	I would expect to actually see someone in uniform walking the streets for this extra payment
88	Also hope it might fund specialist officers in I.T. fraud, which is on the increase, and which I believe Norfolk does not have.	-
89	I say yes BUT living in a rural area near Swaffham I want to feel that money will improve policing in my locality. And not to hear from locals that reports of break ins and what is to be perceived as "minor" crimes do not always get the follow up the residents deserve.	-
90	Whilst i appreciate the need for more funding, but the public only have so much cash to pay bills, and live on. I work full time, and have not seen a pay rise for 4 years, everything is going up, and yet we have to make cutbacks to survive, how can we pay out more when there is no spare money to do so, how do we pay for this?	-
91	-	But only if an increased police presence became a reality especially in the villages. Our village has seen an increase in crime e.g. burglaries and car crime with no police reaction.

	A	B
92	<p>Why should we be out of pocket even further. Maybe you should look after your current officers and make sure they are supported and feel appreciated. I heard from officers in my area that your going to cut CIU officers who do the interviews so more officers are going to be out on the street</p> <p>But if you have actually spoken to your officers this is not what they want and is causing them mental stress. Why dont you listen to your officers...</p>	-
93	<p>I would like to see towns in Norfolk targeted randomly by the police with zero tolerance. ie against everything from street drinking, litter, drugs, dog fouling etc. It could last a few weeks and then move on but come back at any time. People might learn to be more considerate to other people. I live in Thetford where all these problems are prevalent.</p>	-
94	<p>But ONLY if it is spent to provide more visible police officers in rural areas and, more importantly, on routine traffic patrols to curb the appalling and often dangerous driving of far too many people. Speed cameras do NOT catch up with them!</p>	Obviously the less the better but as a former police officer I am fully aware of the cost of providing full time fully warranted police officers.
95	<p>20,000 fewer police so that the Bankers and C.E.O.s can be fed , huge rises in violent crime , big surprise ! This government applies "austerity" to ordinary people but does nothing about the people who ripped us off in 2008, and are still getting away with big time swindles</p>	Lucky us that we have the disposable income
96	<p>As long as the increase goes to front line policing, people need to see the effect of their extra spending.</p>	A charge that needs to be levied across the board, everyone should pay.
97	<p>I have always supported our police and always agreed to pay more. But recently I have unfortunately had to call the police a few times. The response was less than helpful. It appears that now in Norfolk you can break the law over and over again and get away with it. Even you have witnesses and proof from CCTV. The police still take weeks to get back to you. Then you always get the same response. NFA The criminals seem to get away with everything while hard working law abiding citizens get crucified and left to deal with the problems. I have lost all faith in our local police. Which is a shame. But the law around Norfolk is as* so I would not be willing to pay more.</p>	-
98	<p>Inflation is going up faster than my wages so no, there are other ways to save money.</p>	-
99	<p>Why don't police speak to government and increase fines for being caught with drugs, and especially the fine for drink drivers! The money should go back into the police force.</p>	-
100	<p>I am fed up paying more for a lousy service, you would rather punish motorists than catch criminals. You would rather block roads after accidents instead of offering traffic management. Everytime we have an accident on the roads around King's Lynn the town grinds to a halt the traffic police do nothing they just shut down roads. That's not managing them.</p>	<p>none of these , cut the wages to senior officers.</p> <p>I wish I got paid there money with a fat early pension to follow. Often after retirement they end up working for the police in a civilian role.</p> <p>Stop buying BMW's, Buy cheaper cars.</p> <p>You spent three million on the King's Lynn Police station. What a waste.</p>
101	<p>Why are you Mr Green not pressurising the PM as it is PM who cut Police funding</p> <p>Now she is expecting you to ask Norfolk rate payers to put up our council tax she is involving you into politics which is not what you are there for . The amount you are asking for wouldn't get any near the amount of officer that Norfolk should have. You and the CC Need to concentrate supporting</p> <p>The people who live in Norfolk</p> <p>We don't want another Cromer</p>	<p>I would have to say yes .Norfolk Constabulary need lessons in accountancy</p> <p>1 got rid of the PCSO</p> <p>2 then had problems with officer pension</p> <p>3 now expect Norfolk to cough up extra funding to put their books straight</p> <p>WHICH IS THE GOVERNMENT JOB NOT YOUR</p>
102	<p>Funding should come from the government and not us</p>	-

	A	B
103	we all depend on safety in the community,for all,so have to contribute towards same.	-
104	You have sliced our 120 pcsos and given us a neighbourhood team that are great but are overworked	-
105	-	I would be prepared to pay £50 more a year.
106	Why doesn't the commissioner leave now...that saves how much?	-
107	We are continually required to pay more for policing while seeing an ever-reducing reduction in police presence. We have no choice but to pay whatever is demanded but if a crime has been committed we receive no visit from a police officer but merely receive a 'crime number'. Years ago we had 'bobbies on the beat' who knew their local area and 'felt the pulse' of the local community. Now we have reduced numbers of officers 'swanning around' in always the latest, top of the range, motor vehicles with apparently little understanding of local communities slow to respond to local problems. We used to have PCSO's who were a help in local communities but, in your wisdom, you have taken them away from us as well.	-
108	Stop relying on the public to bail this country/government out and appeal to parliament, the public pay enough, grow a backbone and fight for further investment	-
109	As a conservative PCC I voted you to office to reduce or minimise our tax burden. How many warranted officers are undertaking duties police staff could do?	-
110	As long as it goes towards increasing police officer numbers, not a managers new car	-
111	-	Simply need more money to cover the Conservative Gov shortfall of poor public funding.
112	Having lived in a rural area of Norfolk for the past 5 years my one concern with the policing of our county is that NOT ONCE have I seen a police officer on our rural road and would dearly like to see a patrol car pass by at least once a month.	See comment above
113	I have lost all faith in the Police forces of the land to do a good job anymore.. 50 extra front line officers won't make much difference. This government is in a total mess and is bringing the country to its knees, why should we pay for extra police to look after criminals that they have let into the country from the EU?	-
114	We have year on year increased police funding with a decrease in police services rising crime rates of the worst kind, why because central government policy of cut backs. Central government want to control the police let them fund it.	-
115	I would be prepared to pay a bit more and the £2 per month extra suggested seems entirely reasonable.	This is commensurate with small increases in wages which I have received from my job at NBC.
116	I would be prepared to pay more but would like to think this would be spent across the outlying towns and villages in the county and not just in Norwich. It appears that when there are cuts these are always confined to the far reaches of Norfolk.	This amount over the year is minimal but if it provides us with more officers then it is practical.
117	This increase needs to be used on police officers. While staff are needed to investigate cyber crime, exploitation, etc, these roles are specialist and should not take warranted officers from patrol duties. Properly trained civilian staff or officers who are no longer able to carry out patrol duties should be used in these roles. Centralising investigation units should cut costs and any savings must be used to support front-line policing More visible policing is needed to stop the anti-social behaviour, which is blighting our towns.	I would suggest that the Constabulary looks at its structure - particularly Senior Management - and make reductions. Do we really need Assistant and Deputy Chief Constable roles? The Constabulary should also lobby the County Council and government about the lack of Youth Work and funding for Children's Centres. Preventative work will deliver savings in the reactive work that local authorities are now having to carry out.
118	As far as i'm aware we had to pay more this year and has the service improved? Not from what i see.	-

	A	B
119	But only there are proven returns for the extra money and by that I mean better performance figures for solving and reducing crime. It would be nice to have 40 extra officers and better technology but there needs to be proof that it was worth it.	See comment to Q1.
120	-	We simply need more police... fact.
121	Its always been good value for money.	We need more policing not less.
122	Until Norfolk use their current resources properly such as rationalize the number of hire cars in use across the force, remove the cars for every C Insp and Supt and use pool cars instead. Look seriously at proper joint chief/force instead of the current mismatch especially with the current retirement situation in Suffolk. Look at resourcing all items at lowest cost not as per current restricted to named suppliers are just a few examples. Further to this I live in a rural area and cannot remember when I last saw a Police car/officer covering rural crime which has increased country wide.	-
123	-	I think this is insufficient and will not provide the service we need.
124	Year on year rises in the past have not seen the rise in officers promised, along with the loss of PCSO's. who did make a difference in the community. How much will your successor want next year.	-
125	-	must result in more officers giving a visible presence especially in rural areas
126	Police funding has been inadequate for years. In particular, lack of Police on the beat has clearly had an effect on both minor crime and the current drug related problems.	In my view, the so-called efficiency savings have had a very detrimental effect on and impact on society in general. The Police now have a very negative attitude especially to low level crime which impacts on the general population.
127	-	-
128	-	I am answering this somewhat blind to what it will cost me as a Band B property owner. It would have helped if the consultation document had broken the increase down by bands.
129	Yes I would pay more to have more police on our streets.	-
130	I say no because the police in this country are insufficient and unable to their job effectively and consider the only solution to disband the forced tax payment and allow the citizens to select the level of policing they need and pay a private company to supply it. Totally unhappy with the lack of service supplied and amount it is costing me as a taxpayer.	None as you are not providing any sort of service to the public.
131	-	We are in band G and we never see any police around our area.
132	We haven't got a police station in Dereham now so why keep paying more and getting less	-
133	My council tax goes up every year and services get worse. We have a police station in North Walsham that the public cant access as it has no staff, just a telephone on the wall. Ive got a phone at home, so the police station is pointless	-
134	We need to sustain policing into the future.	This is still a good value for money increase
135	Being pensioners with a very limited income we need every penny we can get. The level of policing in the county areas is so poor that we can't see this increase showing any improvement.	-
136	Get rid of Mr Green he is a Lier, and Mr Bailey he is incapable of doing the job, between then run a police force, i wouldnt trust them to run a bath.	-

	A	B
137	<p>The council tax was raised by the full amount last year, you do not publish that when you ask for more. In reality it will be a big increase over two years. It's hard enough for the least well off to pay for goods, food and services as it is. In reality I have seen no increase in police officers on the streets. Those I talk to say there's not enough of them, but where did all the money from the rise go to last year.</p> <p>Enough is enough !!!</p>	-
138	<p>Family and friends have called police out before for different issues but police couldn't be bothered to come out !!</p>	-
139	<p>The reason being that as a member of police staff there has been job evaluation and restructures already and are continuing to be - my salary has gone down not up and I am now earning less than I was in 2014. I do realize if the precept is not raised jobs will be at risk yet again but this will happen any way regardless of whether the precept is raised or not. My outgoing and household bills have gone up not down so I have no spare cash to afford the precept which keeps going up - the general public and police staff are not bottomless pits, we do not have endless amounts of cash spare to keep funding public services. I suggest that the PCCs go back to the government and make them see sense to start putting money back into public services and stop fleecing the voters. We simply cannot afford to keep propping up public services. Stop the government sending monies abroad and start looking at public services at home please. The NHS, Police, Fire and Ambulance on our knees and the government is to blame. The Government is to blame and need to sort it out before there is a massive catastrophe.</p>	None
140	<p>You cant keep upping bills. There is no increase in wages.</p>	-
141	<p>I would be happy to pay extra for policing, having been a police officer for thirty years BUT for one thing.</p> <p>I am disgusted that the Government is reducing funding to pay for pensions contributions and that you and the Chief are having to ask Norfolk residents to make this up in council tax contributions. The first job of Government is to protect the public. This is not done by reducing central funding and then requiring local taxes to make up for it. It makes a mockery of giving a tax relief on PAYE as it is just being given back in another form.</p> <p>Has nobody actually realised that this is a way of the Treasury actually raising capital.</p> <p>Council tax rises- some of which goes on police wages which are taxed and the Treasury gets 20% tax back for nothing.</p> <p>For this reason I cannot back a rise.</p>	-
142	<p>I think the police need the resources to deal with rising / changing crime</p>	I would happily contribute an additional £24 per year if this helped the police do their job
143	<p>Yes provided our local contribution led to a more visible police presence in our area including more police on the roads and better response to domestic crime etc...</p> <p>Quite frankly, if our local contributions brought no local benefits but instead were used to (for example) strengthen police resources in Great Yarmouth or Kings Lynn or worse still to plug a hole in the police pension fund then I would not be in favour.</p>	-
144	<p>Bring back the PCSO's</p>	-
145	<p>Not just for norwich Yarmouth or Kings Lynn.</p> <p>Must have some rural element of visible policing</p>	<p>Criminals crossing county lines seem to be causing significant knife and drug crime. If that is true, I would want more work stopping it.</p> <p>I am unsure of the social work side of policing is what we should be doing and yet realise that they play a significant part in helping people with mental health issue. Please raise awareness of this so that money goes where it should in preventative services</p>
146	<p>I think given recent pay rises to councillors I don't believe increases in tax will benefit the police. Council fat cats will cream the money off to line their own pockets while essential front line services suffer cutback after cutback.</p>	-

	A	B
147	The real priority for any increase in council tax should be our social care services. They have been mauled over the last 10 years and the county council should be asking the people of Norfolk to pay more to help the vulnerable in our society. The police service doesn't need a larger slice of the pie.	-
148	My experience is that, despite having excellent police officers, too much time & money is wasted unnecessarily.	-
149	NO - we lost PCSO's and now you want more money!	-
150	More police are needed and those already on the streets need more support so as long as the money goes into ensure the police receive better funding I'd be happy to pay more	The increase each week for reassurance would be worth it
151	The bills cannot keep rising and rising, there was a huge hike last year, just cannot afford for all elements of the council tax bill to keep increasing year on year, its ridiculous.	-
152	I have no problem paying up to £100 extra per year to support our local police force (as opposed to it going to a national fund we get nothing back from).	I'd go higher
153	There is already a sufficient amount of resource. The service needs to find ways to be more efficient and work differently, the challenge that the rest of the public service agencies are already faced with	-
154	You asked the same question last year. How much more Council tax do you think we can afford? Central Gov would have sufficient if they didn't waste so much on foreign aid etc	-
155	At the end of last year the PCC introduced yet another "soft job" appointment for warranted police officers. They are called Engagement Officers. In my opinion any desk job officer should have their warrant's taken away from them and then have to re-apply to prove they are still able to perform per their attestation. Any officer with a warrant should be on our streets.	-
156	But we need a rural presence	To be spent on working police not management
157	-	Whilst I'm in favour of achieving the optimum level of policing effort, this has to be accompanied with a continual drive to eliminate waste and unnecessary expenditure.
158	We should also scrap the Police and Crime Commissioner's role, the money spent on the PCC would be far better spent on front line policing.	I propose a £16 a year rise alongside the scrapping of the PCC's position with all his funding being re-directed to support front line policing.
159	Why should we when they waste so much money on irrelevant matters. The Chief Constable has been in the force for too long we need new blood with fresh ideas and thinking this should bring savings. Nowhere have we seen the Commissioner taking the force to task or criticising them over things they have done. Hopefully the next commissioner will know something about policing and will be proactive and do something. They want to spend money on new stations, why make do with what they have.	They should try economising and stop wasting money first.
160	-	-
161	The central government cuts to policing and the public sector have been draconian. Local taxes have been used to try and top up but, at this point, I feel strongly that central Government ought to be redressing the balance.	-
162	Its very important we all feel safe and that policing is adequate	-

	A	B
163	Police coverage in Norfolk is far below what is needed. No fault of the Chief Constable or any of his staff. The fault lies entirely with the government.	Without proper funding we will just keep going backwards.
164	-	What the commission need to understand is much like the police the public also have a finite amount of resources. Much like the police our income or budget has not increased over the years and we are equally having to make cuts ourselves. Its also not just the police taking money from that finite pot, everyone from councils to government, electricity to petrol companies are all also taking thier share and equally demanding more money just for the same level of service. Yet my wages haven't gone up, i have no extra money coming in, but companies and organisations think the public are ATM's with unlimited resources to give. I would love more police on the streets of course. But when councillors are awarding themselves unwarented pay rises, when councils are wasting money on stupid schemes and still wanting more - there wont be much left to give.
165	I don't think that at the moment the funding is well spent. We live in a rural village and can not remember when we last seen a police officer either on patrol or on community service. In the press police activity can be seen whilst police officer attendance is required but not several officer's with vehicles. If policeing was a private business in would have to take a good look at its operations and review as necessary to ensure that it's services met market expectations or go bust.	-
166	But a reasonable increase the parish precept where I live has already been increased by 32% not to mention NCC increase I have said yes purely to improve on the service the police provide as I and my daughter have personally experienced police incompetence which we have complained about as we incurred nearly £1000 due to the police not doing their job effectively thus not being able to make an insurance claim without losing her no claims discount	See above
167	Providing it results in a greater visible presence and less overworking of officers	This needs to be funded properly and that means having enough money
168	Yes I will pay more.48p if it ment that we got more Local Crime reports .I mean Local to Loddon and Chedgrave. All we get at this moment is Missing persons,Rural farmers News and Scams. As home Watch Coordinators we need more local Information so that we can inform our residents that living in Loddon and Chetgrave that they safe and that they do have an Active Police presents. From [REDACTED]	As about. Regards [REDACTED]
169	With a particular view on current problems with County lines in Norfolk, I am more than prepared to pay extra council tax to support policing in our county	-
170	I already pay far too much poll tax.	-
171	-	I am happy to pay more for police officers, but not for police staff. I feel this needs to be made very clear. I also believe that officers who are based in a back office function need to go back on response/to a visible role and where applicable or a need arises this post be filled by a low grade police staff function. I do not however agree for my tax increase to pay for more senior staff posts - only for police officers.
172	We need to get rid of the office of the comissioner and the role and reinvest that money in to policing.	-
173	If you need, say a 1000 bricks to build a structure, trying to build with less, at best would weaken structure, but in reality structure would collapse. So if you DO NOT want to weaken law & order an increase is a no brainer.	-

	A	B
174	<p>In this rural area of the UK we need an effective police force to combat rural crime, drugs and cyber crime, to name but three areas of concern.</p> <p>As an observation, it seems that when officers are called to a scene there can be a duplication of resources, particularly with accidents. This needs looking at in my view, also for the other emergency services.</p>	It will have to be paid for one way or the other so let's do our bit locally.
175	-	We have to pay whatever it takes for security and protection from crime.
176	<p>The statement says that if 46p each was paid, 40 police officers COULD be employed, this does not say that they would.</p> <p>How would this be guaranteed and proven to employ 40 further police officers? - I do not believe it will.</p> <p>I do not see a police officer in Brooke from one month end to the next, unless they are in a police car travelling through the village. They cannot be bothered to come to the Parish Council meetings.</p> <p>Unfortunately, if we are expected to pay more, the government will reduce their payment correspondingly, and we will end up no better off.</p>	-
177	Slightly	Times are hard!
178	<p>Only if it was agreed that magistrates were onboard with dealing with criminal behaviour instead of Police officers wasting their time for a slap on the wrist from a judge and back on the street to commit further offences.</p>	While I'm not sure why you would need more money to deliver the 2020 policing strategy as the removal of 150 PCSO for the recruitment of 85 full time PC's should have been funded. The continued movement of people from the main city's increase not only the level of criminal activity but so the type i.e. moped street robbery and traveling drug dealers. This needs further funding but should come from central governments as is only due the MET, GMP etc. Making it harder to offend due to the correct funding.
179	As long as we get better responses when needed.	I recognise that the Police are stretched at a time when there seems to be more violence about. We can't afford to be without the correct numbers of police. But what about putting an extra tax on these huge drinking establishments? The results after visiting these places are tying up a large number of policemen when they would be better employed answer real emergencies.
180	-	A very small price to pay for feeling safe
181	More police presence in general, & better support & understanding for victims/survivors of crime (especially for victims/survivors of domestic abuse, sexual assault/rape, assault).	-
182	We had the same question last year but once again same question. Regardless of outcome there will be increase. Force need to find more saving in back departments.	None of above
183	-	I have believed all that I have about the need for extra cash
184	<p>However, I would want the policing to be for the community. I am particularly concerned with the easy access to drugs in Schools. In a sixth form the kids all know who to get stuff from. If so then why can't the police stop this? I also advocate supporting for example helping the homeless, victim support for burglary, protecting pedestrians and cyclists from road rage. An important aim should be to reduce dangerous driving and driver crime, speeding, jumping red lights etc. People ride on pavements because the roads are dangerous.</p>	I favour the same charge and increase equally for all but those on the very lowest Council Tax Band. The need for police isn't related to the property you live in.
185	There would still less police on street and Norwich would still feel unsafe	None of above
186	<p>Would there be a real increase of officers on street. No I doubt it very much.</p> <p>Crime go unreported as police aren't interested.</p>	Should find more cuts

	A	B
187	My company can't just put prices up and everyone have to accept it. We have to be more cosy effective. But no we give police lovely BMW to drive around in. I'm sure 530 and x5 3.0 diesel are cheap to run and fuel efficient. Doubt they do more than 25mpg. Joke again your department is.	No how about cutting more top level staff and office none warranted staff.
188	Provided it is for proactive beat policing.	On condition that the money is spent on proactive beat policing. Back room policing does not work, neither does Police officers doing reactive policing in cars.
189	If it means more police presence	-
190	You should go back to basics. There is so many civilian backroom staff that could be axed which had grown and grown over the years. Take a look at Human Resources it is top heavy with staff. What do they do?. it use to be that backroom staff were there to assist officers. Now there is so many off them they are there for officers to assist them. trim back on the unnecessary and bureaucratic civilian staff and concentrate on basic policing.	-
191	Security and safety are more important than a few Pounds for comparatively irrelevant extras like entertainment and IT.	£2 a month would make no appreciable difference to an average household budget but an improvement in policing, from that additional constabulary income, would be noticeable and helpful ...particularly in turbulent times politically and socially.
192	-	-
193	As a law abiding, tax paying resident of Norfolk, I have seen council tax and precept for policing rise year after year and nothing changes. Promises are repeatedly made each year about more visible policing, but nothing changes and violent / knife crime is on the increase. The propaganda in this years budget consultation document regarding what each increase level will or will not provide, is just a scare tactic to justify the increase that is inevitable going to happen. Maybe policing methods should be looked at rather than Norfolk residents being asked to constantly bear the cost of policing that doesn't appear to be working. Money is not always the answer.	-
194	As things stand I have never seen a police officer in my village in the last10 years (approx) so more cuts is likely to make little or no difference.	-
195	Provided it was spent on more police 'on the beat'.	-
196	-	-
197	Enough is enough with the constant rise of tax. Whilst we still have to fork out for the governments severe lack of funding then nothing will be done to make them stand up and fund it properly. Unfortunately that will decrease officer numbers but that's something I will be willing to take on the chin.	-
198	We need to see more police presence in person, not in cars. If full police officers are unaffordable, then bring back the PCSOs who did a very valuable and worthwhile job, especially in small towns like Reepham.	Seems a very small price to pay for added security and feeling safe.
199	Happy to pay additional money if there were dedicated officers to the area where I live.	-
200	-	Policing needs to be de-centralised. There's no place for large police stations in rural counties - to be told that it's a 2 hour wait for the police as they come from King's Lynn (an hour away) is unacceptable.
201	You get what you pay for and I would like to see more police.	-

	A	B
202	I have in past years, when completing the annual survey, said "yes" on the basis the service will be improved or at the very least maintained. It is my humble view that year by year the police appear to accept less and less responsibility. I have the feeling that law breakers - whether minor or major - consider the odds very much in their favour of remaining undetected and therefore the police are no longer the deterrent they were. I was also very much against the abolition of Community Support Officers. So not being impressed with promises that have been made in the past I must now say no to any further increases in rates until the force gets its act together. I was previously a Home Watch Co-ordinator but sadly the police have lost a supporter..	-
203	Providing the money is used primarily for front line services, and not administration or new expensive high performance Police cars. To provide more rural policing and not just Norwich and towns.	Providing the money is not used for administration, back room staff or Lorne Green's own expenditure claims etc.
204	But only if the businesses and events that require additional policing are charged for it. Nightclubs, drinking establishments in places like Prince of Wales Road, Football Clubs, Motorracing events etc. Why should we pay for the additional policing required by the few.	Do not invest in technology that makes the police even more remote from the public than they are now. The police stations have no public access, the non emergency phone number is staffed by civilians and doesnt work, police can only be seen in cars dashing to incidents with blues and twos. They are no longer linked to the public but completely detached.
205	There are always more efficiencies to be found	-
206	You wanted more money last year and we lost our PCSO's Norfolk is the only county to do this, Neighbourhood policing is no more now and as a result ASB is through the roof. If the Constabulary was a business you would have bankrupted years ago with the continued poor decisions you have allowed to go unchecked.	-
207	Won't go on front line	-
208	Can't afford to council taxes are high enough	-
209	They keep Norfolk safe x	-
210	-	Whatever it costs to provide decent enforcement of laws. At the moment there effectively isn't any enforcement or visible presence at all
211	-	all I see in the local news is reports of county lines drugs dealing and how its taking hold of norfolk's children more and more. All I see is reports of massive rises in rape and offences against children. we need to stop Norfolk sliding the way of other counties.
212	Norfolk Constabulary are doing an excellent job but are being hampered by being under-funded. Therefore we, the people, need to pay more.	Not much to take from a budget.
213	The funding of the police and many other services are woefully under-supported by central government. This is a national problem at core and that is the issue that needs addressing. By increasing local funding to try and meet an essential level of policing the resulting effect is to produce a disparate quality of basic policing across the country. I am not opposed to local top up funding to address specific issues but for normal needs this is wrong.	To reiterate my above response the solution is with central government who are trying to shovel all the blame for service shortcomings on Local Authorities.
214	But I would like to see more not less police officers on the street rather than 1 per year if I'm lucky.	Hopefully it will mean an incident reported 1 day doesn't take 5 days before any contact with the Police as to busy.
215	My answer is based on an expectation that this would allow a better service than currently in line with increased payment.	-
216	My answer is based on an expectation that this would allow a better service than currently in line with increased payment.	-
217	I'm not prepared to pay more for policing, I'm a police officer and I struggle to pay the council tax bill I have now let alone paying more.	-

	A	B
218	Local taxation should not be replacing central government funding to pay for the Police or any other essential services. It is becoming a regular feature of council tax increases to raise the local precept and this is fundamentally wrong.	-
219	Police should be properly funded by central Government, we already pay enough in taxes.	-
220	Make savings by cutting high paid jobs such as Police and Crime Commissioner	-
221	My wife and I are pensioners, both over 75 years of age. It is of great importance to us to feel safe and secure in our community as the consequent peace of mind allows to to enjoy our remaining years . This can only happen if we have a properly funded police service and I am therefore happy to contribute additional council tax to the police service.	-
222	Emergency services need proper funding	-
223	I would prefer to pay more at Income Tax levels rather than the regressive Council Tax; however, with the lack of any strategic leadership at National Government levels, the only way to deliver actual growth currently, is via an increase in the police element of Council Tax.	This is the only level at which you get more resource for more money.
224	I would be happy to pay more BUT will we see more Police in the North Norfolk area where I live? We agreed to pay more last year but see a very limited Police presence here. All seem to be in the trouble spots in the city. We also need more traffic control as many drivers are flouting the rules of the road. I live on the main A149 road East Runton and the speed which many cars drive is dangerous.	As above
225	Providing policing is increased in the North Norfolk area along the A149 and the areas around Cromer and Sheringham , and not all concentrated in the City and the larger towns. We seldom see police in our areas.	Providing the above is addressed
226	-	Money spent on our public services is important. It's better than expecting employees (in this case police officers) to work harder and harder, expecting more for less. It's also important for those of us who are not "just about managing" to be prepared to pay an appropriate (ie larger) share of the costs.
227	Radical restructuring - make cost savings.	-
228	The conservatives has continually slashed Police budgets in real terms over the last 8 years. For the last 2 may be 3 years you and the chief have asked to raise the Policing portion of the council tax. I am no longer prepared to substitute the governments lack of thought or care on Police budgets or the Police in general.	-
229	I pay enough money as it is.....	-
230	You keep increasing the amount we pay in council tax. The force has made cost cuts but are now being given more in next years budget. You got rid of all of the PCSO's so we as the public get far less of a service than we ever have had and yet your asking for more!!!!	-
231	It's a service we need and can't do without. A low level service is in fact the equivalent of no service at all. Give the police what they need to operate	-
232	But only if there was a tangible improvement in police visibility in the area and/or PCSO's	-

	A	B
233	To say that you feel you need more money to pay for officers to provide reassurance and community engagement is a joke. Norfolk Constabulary got rid of 150 PCSOs who did just that for their communities, and a whole lot more besides. You joyfully supported their dismissal and insulted them in the process, so no Mr Greene, I wouldn't vote for you to receive more money if I had all the money in the world (Seem to remember you using those words previously?)	-
234	Losing the war on drugs and OCG's the funding is desperately needed	-
235	We have to get used to higher taxation to maintain our services.	Maintain service at current levels.
236	I would be prepared to fund an increase, if it weren't for the fact that a similar - or greater - increase will be required again next year, and every year going forward. This is not sustainable, and is not a reasonable funding solution. I appreciate the difficulty you have with central government's lack of interest in policing, but a more sustainable method must be found.	-
237	-	-
238	Year on year the Policing contribution on my Council Tax has increased faster than my income. It is time that more efficiencies are introduced to the policing in our area. For example the number of police attending trivial incidents can be reduced.	-
239	As long as it pays for more visible police on the streets and keeping Acle police station open!	-
240	-	I would be prepared to pay £24 for first year if this funded capital investment of new technology but would expect this amount to be reviewed for the following year as maintenance of said system will be lower.
241	We pay enough already. The PCC needs to resign as he's work for the past years as been nothing but increasing the tax and making people redundant. Also he's idea of merging the police with the fire department is appalling! Why if the service as it is works perfectly? Please resign... You sir, have absolutely no idea what strain you're putting on middle class working families. Please let someone who knows about policing do the job. You should have done a better job with the resources available. Thanks.	-
242	We already pay far too for a reduced quality of service.	-
243	-	There was an increase last year
244	For front line policing	-
245	As a nation we are already taxed beyond our means. When the top ten per cent and corporations pay nothing, due to loopholes, I recent paying another penny for something I've already paid for.	-
246	You have enough money for cash cow vans labelled up as "safety cameras" so spend that instead on beat police.	-
247	Cannot afford any rise again.	-
248	Providing that this increased contribution leads to a more visible policing presence and pro-active methods used in safeguarding our community.	-
249	There is no point as the amount of officers you talk of is so few and when you work out how many if the 40 will be on duty at any one time it will make no difference You do not care or take rural crime in Norfolk seriously anyway	-

	A	B
250	Though it should be found by Government	Double that if really necessary. More resources MUST be found from somewhere!
251	Provided efficiency is an integral part of utilising the extra money	Clearly, the other options will not make a big difference, so it has to be the 46p per week.
252	<p>BUT FIRSTLY, REDUCE THE DEFICIT.</p> <p>Bring pressure to bear on Councils to abolish the small business council tax relief (avoidance) for holiday home owners. That alone would increase North Norfolk District Council's annual income by over £1.8 million - and likewise other DCs would receive extra cash. Collectively these sums would boost Norfolk County Council's income considerably, helping to close the financial gap - and treat people fairly. Preferential treatment for holiday home owners cannot be justified and should be stopped. Those people are sufficiently wealthy to afford second properties, which they use to generate more income. At the same time they enjoy privileged status of paying no council tax, whilst enjoying the benefits for free, such as policing. It is high time to treat everyone fairly and even-handedly; and thus maximise council income.</p>	See comments in 1. above
253	<p>Nothing is free. Keeping people safe in all aspects of life is essential and the cost is minimal.</p> <p>I became a Neighbour hood watch co-coordinator with support from the local PCSOs ; they no longer exist and it is noticeable that the more dysfunctional in our society are quick to cotton on to the fact they can get away with more anti-social behaviour these days.</p>	It would be worth every penny, I hope this get voted through.
254	<p>No point</p> <p>Police only interested in making money from motorists and even if by chance they catch a criminal nothing in the way of proper punishment happens anyway</p> <p>Prison just a drug filled holiday camp</p>	<p>None</p> <p>Waste of money</p>
255	Definitely need more investment in policing	-
256	I realise that you get what you pay for, i want a well equipped and well staffed police force	Would happy to pay an extra £1 per week, if it meant giving the police the tools and numbers it needs
257	-	I and my family have rated police contact over the past year as very poor with poor feedback and information passed on to us
258	<p>There are too many demands on the hard-pressed budgets of working people. Increases in council tax are very regressive and unfair, weighing more heavily on poorer people. If council tax does increase then the extra money raised should go to essential council services such as the proper care of vulnerable people..</p>	-
259	The spend of the additional money should be transparently tied to increasing officers numbers and increased visible patrol.	If North Norfolk is to continue to be a holiday destination we need to be able to ensure public safety. We cannot have another 'Cromer' incident.
260	<p>We rarely see police officers in sheringham and i am concerned if we lose anymore our phone calls for assistance will be even more difficult to deal with than they are now.</p>	I feel this is blackmail but we have no choice but to pay it if central gov will not cover costs of policing in full where else can you go
261	I would like to see at least one policeman walk down our high street at least once a week.	Why don't we do the American system were the public act as deputys to help the local pc.
262	-	-
263	There are enough new homes and households in North Walsham to generate extra income via council tax without increasing existing precepts.	-
264	But I would like to see more police and / or the return of the police support officers as we have seen more low level crimes since they have been removed	As above
265	We need to maintain our police	-
266	The Police need to concentrate more on catching "real" criminals and stop constantly focussing on motorists.	As long as this money is definitely to be used for the Police and not for anything else.

	A	B
267	-	I hope you would advocate bringing back the PCSO teams that have done invaluable work in the community and especially with young people. The police force in all its forms are the most valuable asset and must be supported and maintained by local and national government. The future with or without Brexit and all the civil disruption that may cause, is uncertain, but what is certain is that crime of all kinds is not going away, and we need our police to be given the strength in numbers and technology to keep us and them safe.
268	I would be willing to pay extra if the money is used to provide more police on the beat. If it is used on management wages then NO I have worked for the civil service, and too much money is wasted on upper management projects and meetings.	Would management be willing to take a pay cut too match my increase.
269	-	We need to give policing the funding it needs. Whilst I understand that some families struggle financially, this feels like a very modest rise to support investment.
270	The police service has already suffered losses and think it needs more investment to deal with the current problems in Norfolk especially the stealing of dogs which has an horrendous effect on the family. It also needs more support in schools and disadvantaged areas.	I would be happy to pay £24 extra per year.
271	The Police have put up their portion of the Council Tax for a few years running now and yet officers are still very sparse and still being removed. What has happened to the Council Tax charged for 'extra resources' previously????	-
272	-	Providing it is spent sensibly . Not using the police helicopter to chase minor criminals who then are not prosecuted . And not on traffic police , you have enough of a cash cow there as it is !
273	As long as extra cash is spent as proposed. Make Norfolk the place that criminals choose to avoid.	I want to see the step-change in policing which has been promised. Do it now !!
274	Working people already pay a huge amount for public services, which are being cut to the bone. We need to tax larger corporations more, close tax loopholes and start looking after all of society. Austerity is hurting people, and that's part of the reason for increase in crime. Another reason is that there have been 20,000 jobs lost in the Police service since 2010. Not least of which has been the loss of 150 PCSO's across the region.	-
275	I'm a single parent on a low wage and struggle as it is.	-
276	The PCSO where got rid of to pay for more police officers and you are now saying that isn't enough. And are the 40 extra officer just going to fill places of officers that are retiring or just leaving as they are fed up with the police force.	-
277	The disappearance of police officers from our streets has to be rectified if confidence is to be restored in the Norfolk Constabulary.	Who really would object to 46p per week?
278	I fully support the police and realise that we do need extra officers on the street but not at the cost of the public . We pay enough .maybe the top brass and mps need to take a pay cut to fund this .	-
279	Provided any increase would go solely to putting more officers on the streets and not into back office staff or technology.	Would be happy to pay double this as 40 officers across approx 37 open Police Stations in Norfolk is approx 1 per station. This is not enough from my experience (retired Police Officer) and at least 2 will be required to make any difference, preferably 3.
280	I would be happy to pay an extra 46p per week towards policing if it is verified and confirmed that the extra money was to go towards the issues stated and not to be paid to management or executives in bonuses or pay rises, although I support a rise in pay for front line staff.	My comments are as above.

	A	B
281	It increased last year	-
282	We, sadly, require more dedicated officers. At present the Thin Blue Line is far too thin.	We can do our bit to increase officer numbers and available technology for the price of a few pints of beer a year.
283	absolutely. after all it's in all our communities best interest to invest in resources including people to keep us safe.	As a healthcare student my resources are very limited but I hope every little helps.
284	-	-
285	We live in rural area only see police on main roads, speed checks. Never see one walking around our village	Pay enough council tax for little service s we get
286	At present we have little non-reactive policing. This needs to be changed.	If it is going to be done it needs to be done properly but it needs to be efficient
287	-	Up to £16 per year would be acceptable - however would need to be considered alongside other increases which contribute towards council tax too.
288	Police perform a vital role in the community and cutbacks have already led to reduced numbers of officers.....yet the majority of the public still want police response immediately when needed. Everything costs more nowadays so why shouldn't we have pay more for these services. People think nothing of paying more for household utilities and insurance each year - in my view this is no different.	Fund the police to let them do their jobs with right resource levels for the communities they police.
289	Already overpaid	-
290	If it meant more police officers were recruited and more training to officers became available.	-
291	Provided it is spent on Front Line policing - i.e. more police visibility in Sheringham - at least one more pc added to the SNT (to replace all the PCSO's which we have lost and never yet had replaced by additional pc's)	Make it a meaningful sum of money
292	A good standard of policing needs a good standard of support from the public.	It would be a small price to pay for safer streets.
293	We are privileged to live in a very safe county. We need to ensure this continues. It's a small price to pay.	Less than the cost of a costa coffee once a month. A no brainier.
294	But after you have made other savings . More efficient office staff, better management of budgets, closer look at sick leave and how much is taken . Where does the police uniform come from. Is it the cheapest supplier? Ditto with stationery etc. Do we need a Police Commissioner or could we use his salary to pay for more officers ?	-
295	Police cuts really impact on safety. We need to ensure we maintain and hopefully increase police capability particularly now that there is so much additional demand with the impact that online crime has had	I am happy with this amount.
296	-	I would gladly make annual donations to police general operating to overcome limits imposed on Option 3.
297	Maybe if I lived in a town.	-
298	-	£2 per month is nothing for most residents. If we want an excellent police force in Norfolk then we have to pay for it.
299	I do not think we should have to pay more, it appears that the government is dividing departments and trying to raise taxes via a backdoor route. We pay enough in tax already the government should give more to start with. No absolutely not!	-
300	In my opinion we are only paying for salary increases for the senior police officers	-

	A	B
301	The county have paid Lorne a huge amount which could have paid for policing instead. They have further lined their own pockets with councillors stipend rates going up and up. Use that money rather than clawing it from those struggling to pay mortgages and food bills especially with the brexit shambles soon to hit our pockets	-
302	To avoid officers being used to deal with an excess of social and mental health issues, the government must be lobbied to ensure the other services (Social, mental health etc) take up more of this role, and provide the funds to do so.	Pressure must be applied to UK government to also substantially increase funding to Police.
303	The consultation document does not tell me enough. If you wanted me to buy a house then you would provide more than pictures and some careful wording.	Whilst I want to support you and would increase more I would if I felt I have the right information.
304	As a result of drastic Government cuts of the Police service, we are being asked to pay for the shortfall.	-
305	Never seen an officer in my area. Cost savings need to be done and the number of senior ranks cut by a large number as they provide no value for money unlike beat officers or CID or firearms officers.	-
306	As a pensioner annual increases in my pension do not keep up with inflation for food or heating as it is. There is absolutely no flexibility in my spending.	-
307	Crime is rising -resources for policing are not. the government are being slow to respond. I can afford it.	In light of my income
308	The Police part of our council Tax has risen without fail for at least the last 20 years in 2002 we paid £125 or so pounds in 2018 we paid £265 and in all that time I have never seen A P C in Downham Market except Police Cars flashing off to other places. It is complete greed to expect Pensioners to keep paying more and more	-
309	We need more uniformed Police officers on the street on foot,on mobile patrol. Over the last few years (since 2010) police numbers have dropped to the level that offenders can ruin the quality of life for residents (and have done) our roads are not safe either with dangerous driving/road rage etc. there has been a massive increase in fatal road traffic collisions.	I would increase it to £50
310	-	24£ extra a year is nothing if it means there are more police available to be out in the community. And we are a single family income, with a special needs son and a 3 year old. It would benefit everyone.
311	All options give seem very cheap	This would probably be the most cost effective £2/month I spend
312	It's already too hard to afford food and rent. Council tax is not a progressive tax. It's easy for middle and high earners to pay, but the exact same rate goes to people like myself who struggle to eat enough and pay rent. Even holding this consultation suggests that you don't understand the impact it will have. It doesn't matter how many people tell you they can pay more, you ought to be more concerned about people who absolutely cannot.	-
313	Why on earth would i pay more for less of a service while all the officers roll round in BMW patrol cars for?	-

	A	B
314	<p>There was an increase in Council tax last year to pay for more policing - but what have you done to provide reassurance to the public and make them feel safer. As far as I can see the answer is NOTHING.</p> <p>There has been no visible increase in presence of Police in my particular area (Terrington St Clement) and even visits to Kings Lynn do not show any improvement.</p> <p>The question should be "Why should we keep paying more for a service we are not being provided with?"</p>	-
315	-	<p>Our earnings are good enough to support this rise, however I appreciate that it might be a struggle for other families, and I would be happy with a £16/year rise. The rise must be ringfenced front line officers and their work in communities, not on extra management levels or administration.</p>
316	I would pay more council tax if the money went to extra police on the streets	-
317	<p>If the money is spent on frontline officers and equipment they need. I would not be prepared to increase my payments if it is spent on data collectors, pencil squeezers, politically in vogue fads and diversity commissars and other such non jobs that local & national government seem to embrace as necessary. Top tip they are not...</p>	<p>Most people would pay twice that if you could guarantee that 10 % of the low life's that cause 90% of the grief are kept off the streets.</p>
318	<p>I want more policing, a better funded police force and a police force that is able to respond appropriately however this shortfall should not be funded by local residents who have had below average or no pay increases over recent years due to the disastrous mismanagement of our economy from a Tory government. They should be fully funding our police force nationally not passing the buck of their ineptitude on to local government leaving them with the can to carry.</p>	-
319	<p>THIS IS ANOTHER STEALTH TAX.</p> <p>IF PEOPLE IN THE PUBLIC SECTOR DID A FULL DAYS WORK (IE 2 WORKING AND THREE WATCHING) THERE WOULD BE MORE MONEY AVAILABLE.</p> <p>ALSO IF MP'S HAD A PAY FREEZE FOR THE NEXT FEW YEARS IT WOULD HELP. (THE WAY ABOVE INFLATION IN THE PAST SHOULD HELP THEM TO GET BY).</p>	-
320	<p>This is a central government issue! Chronic underfunding in services is not ok and down to the current government. Schools, NHS, fire and police services at risk of failing people due to the short sightedness of Westminster politicians on all sides!</p> <p>☹️☹️☹️☹️</p>	-
321	We need to invest more in Policing Norfolk.	No Problem
322	<p>All efforts would seem to revolve around Norwich. Indeed the chance to question the Chief Constable is at the Forum in Norwich. The rest of the county is being ignored. I therefore believe that any increase in numbers would largely be seen in Norwich and surrounding areas. I would not object to a small increase in council tax, (although my government pension is not very rapidly). If we saw a noticeable increase in policing in King's Lynn. The rates of Pubs and nightclubs should be greatly increased to reflect the amount of police time devoted to problems caused by them.</p>	See above
323	<p>Along with all other aspects of local government related funding, policing has been hit unreasonably hard by the current and other recent governments. the balance needs to be redressed.</p>	-
324	<p>For years there has been annual increases in the police budget. Surely above inflation increases in funding are not acceptable, and there should be more effort to improve efficiency to overcome short falls, as happens in private business, in order for a company to stay competitive to survive.</p>	-

	A	B
325	Yes but it should come from central government	There should be more input to budget from central government. Austerity kills and is a political choice, not a fiscal necessity
326	-	We rarely see any police presence in our local area and if extra funding meant there would be more community policing and 'bobbies on the beat' , we heartily support this. We also appreciate the need to keep abreast of modern technology.
327	-	Having moved from a high crime area , Essex. It was a nice change to live in Norfolk for the last 8 years. But Im seeing a trend in increased local crime, especially petty crime in villages, like smash a grab from cars, drone spying on property, garage burglary. Also the trend for organised crime from London making inroads into Norwich, and the high level of knife crime. We are seeing a push for property builds in the hundreds, if not thousands, we need more police, more funding.
328	County services are not free so we as the residents should be prepared to pay in order to receive an acceptable service.	I would be prepared to pay an additional £60 pa if it was guaranteed we would receive a better service.
329	What will they do with this extra money?	-
330	I would have preferred a bit more information as to where the money is spent now. A simple pie diagram would have helped .	Happy to support this proposal BUT perhaps a bit more effort in the future could be made telling us how the money is spent.
331	Policing should be paid for by the government.	-
332	What police? I have paid extra every year but it never seems to be enough!	-
333	But only if I see a significant improvement to the current levels of policing service.	I opted to pay extra last year but have not witness any change to the level of service of police visibility so I want to know where my money is being spent and how this improves the service.
334	Essential to maintain the existing police numbers, but need to reduce the administration costs	-
335	If that meant an increased police presence on the streets, not additional pen pushers.	Again, only if it went into feet on the street/beat.
336	I have ticked yes, however this is not a simple Yes or No question. Decisions for the tax payer, the Police and the Local Authority need to be presented together with the overall cost stated.	Please see response above to question 1
337	I would happily pay more for policing as part of my council tax	-
338	I believe i pay enough	-
339	We already pay for very few services	-
340	I also think the government should pay more for policing in Norfolk	The police really need for funding although I think the government should make more funds available as well
341	Already overpaying for reduced service. Increase the recovery of proceeds of crime to fund services. Get rid on unnecessary political posts within the service, commissioner is a waste of resources.	-
342	But all the other organisations who take part of their budget from the Council Tax are asking the same of local people, which means that the disadvantaged will inevitably be squeezed.	If you're going to do it please do it properly.
343	We pay enough in other taxes. So NO I would not be prepared to pay more for the Police part of Council Tax.	-
344	I feel that currently resources are inadequate	That equates with only 5 bottles of wine per annum.
345	I pay too much tax as it is. NO I WOULD NOT BE PREPARED TO PAY MORE COUNCIL TAX FOR THE POLICE SECTION.	-
346	I don't see officer patrolling where I live	-

	A	B
347	Policing should be funded via our council tax, the government needs to cover the cost, but I would be willing to pay extra if it went to my local area.	-
348	we need to keep Norfolk safe.	-
349	only if you tackle crime that matters, not online abuse etc. You need to tackle drunks and violence in Thetford, car crime, burglary, antisocial behaviour etc.	-
350	-	Cannot support a higher increase as, many people myself included on fixed incomes consistently see the public sector having higher increases than the private sector
351	Merge and make savings on senior staff and admin	-
352	It's important to have a well trained, adequately resourced and up to date police force.	-
353	Yes, I would but not as part of a council tax increase. Council tax should be used for council services which are already underfunded. Increasing police funding by increasing the precept is disingenuous. I have therefore ticked No as I don't want my opinion to be misrepresented.	-
354	After raising last time. PCSO's still scrapped just to pay for police commissioner. Crime in costessey is ridiculous and police don't have time to come out due to these cuts.	-
355	For sure	-
356	All Forces and the like should learn to work within their budgets and not constantly requesting ever more funds from the public, members of whom have also to work restraints without the luxury of an bottomless pit of money or source of income	-
357	At this present time, although year-on-year the police have had increases in their funding, the public perception of 'better policing' has fallen, with this in mind, and, having had personal experience of recent failings, when requesting help, I would not be able to see my way clear to further fund a failing public body.	But I didn't.
358	I think they've made enough cuts to the police service, and yes they deserve more income however I feel from the police officers I have spoken to that the sergeants and other offices (in and around NORWICH/Norfolk) are not pushing /questioning their teams as to why jobs are not being completed or spending more than the average time responding to a job. (sitting in the station and saying they're too busy to take on other jobs from control room). Surly someone is looking at the CAD figures for teams and stations on shift to see where the issues are. Also people abuse four hours at time and a half for overtime finishing on a rest day. Some times these are ligitimate but I bet not all of them and the majority of them are not.	-
359	Despite a previous increase PCSOs have been sacked and Police officers are not obvious on the streets. A brand new Police station has been built but it is closed more often than not. When people spend more money they expect to see what that money is spent on.	-
360	Providing a better service will be given	-
361	They are part of our emergency services what more needs to be said?! 😊	More officers and technology should result in faster crime solving and hopefully less crime if there are opportunities for it to be proactive.
362	as long as it goes on front line policing	as long as it goes into local policing and law enforcement
363	-	-

	A	B
364	-	-
365	Money just gets poured into senior staff's pockets. Rural crime is getting worse and worse and so are Norfolk police's clear up rates-the worst in the country?	-
366	How about top brass take a small pay cut ?	-
367	Not under any circumstances. The public contribution is high enough, when my wages increase then fine, but wages haven't increased in years yet taxes just keep going up and up!	-
368	NO WAY!!!!	-
369	Absolutely not. They don't bother to come out for most things now. I would want to see a lot more for my money.	-
370	More needs to be spent at a time of rising crime, but ONLY if the focus of extra revenue is on more police officers whilst continuing efficiency savings (ie admin being shared with other forces etc)	I personally think £24 seems to much on top of other rises. £20 would be better
371	They need to be patrolling the area on foot again.	I don't mind paying more for a 'service'.
372	spend less on the PCC and his staff	-
373	I feel the government should be increasing their funding to the Police	-
374	It is totally crazy to skimp on policing, ruins so many lives & surely costs more in the long run.	£24 per year is a very small amount for anyone liable for Council Tax who does not qualify for rebate.
375	Perhaps if the PCC gave money to Norfolk Constabulary rather than giving money to other causes that we read about in the press then there would be no need to ask people to pay more.	N/A
376	We need to install a robust system of prevention beginning with parental responsibility. Then concentrate on building communities. PCSOs played a vital part in this bring them back.	-
377	The police have historically always had above inflation tax rises. They should stop eating my money. They can make a start by getting rid of the PCC and his overplayed entourage.	-
378	I think it's important we resource the police to deal with low level as well as higher priority crime. Also that the police look to streamline their back office services as far as possible to divert resource into the front line.	-
379	But it depends on what that was being used for	-
380	because having experienced crime of which seems to go on and on because AVIVA PLC other people dominating the police services yes they are on lesser monies they do work they arnt effective at many crime such as financial crime as those perpetrating have more money than they do	they are a service of which ever individual citizen rels upon so much of the crime is preventable
381	One has to otherwise things don't improve.	First one doesn't help and last one bit too expensive.
382	I would like to know what the additional spending proposals are and how it would be spent before finally agreeing or having my council tax increased	-
383	Cut the pay to high paid officers or cut the number of higher paid officers.	-
384	We need to make sure that all crime is treated seriously and people feel that the police are trying to trace the people who committed a crime.	I would need to know that the extra money collected was definitely going to policing

	A	B
385	<p>I would be willing to spend more on the police force is assured the 9's service would stop being abused by mental health trust and ambulance service.</p> <p>The police are there 24-7 but increasingly their resources and man power are used to go chasing around in signs of safety cases - often these are false claims as the person calling up is drunk and not at the place they say they are which means manpower hours tied up chasing around after mentally ill people who just want attention. The police force is not an extension of the NSF trust which has the mental health contract for service in Norfolk & Suffolk.</p>	<p>Unless NHS England and NSFT can put in place a mental health service in Norfolk which has 24/7 help line that the 9s can divert calls to. No to more money to have police - go chasing mental health patients. THAT IS NOT WHAT THE POLICE FORCE IS THERE FOR. they are not an extension of the NHS.</p> <p>If the money was to be spent on resources for policing matters then yes. BUT WHAT GUARANTEE CAN YOU GIVE WHERE THIS MONEY WILL BE SPENT?</p>
386	-	<p>With the removal of 150 PCSO's last year and the closure of 7 PEO's, with the savings made you supposedly had funds to pay for 81 new PC's and new investigation hubs, and smart phones for all officer. And a year later it can't be maintained? Hmmm... who's going to be next in line for the chop</p>
387	within reason as long as frontline policing is the priority.	This should be matched by government spending increases
388	we were asked to finance last years at max amount in return for more police on streets which hasn't and didn't materialise im afraid i no longer have trust in the commissioner to deliver on his promises	-
389	Increase in funding should be met by central government	-
390	But we already did this at least once before and SB still scrapped the PCSO's.	-
391	<p>No more were dose it stop.</p> <p>Were do we get the money from?</p>	-
392	<p>I am a resident of Caister you have closed our police station and response time has increased since closure or in some cases NO RESPONCE at all.</p> <p>If we gave more money I do not believe we would get a better service.</p>	-
393	Taxation of any sort is a matter of priorities. I perceive adequate policing to be a very high priority.	This is actually a trivial sum of money to anyone, of any means, and cannot possibly be resented.
394	Still an underfunded service and although its a shame that the funds have to come from the public rather than a government source, but it has to come from somewhere.	-
395	<p>I already pay income tax and national insurance, my pension contributions have gone up while the eventual return has plummeted and I will have to work for longer. I have been on a pay freeze for several years while prices keep rising. Council tax has already risen while council services have been drastically reduced so frankly no I am not willing to pay yet more for what should be a fundamental right for a full time worker in a modern democracy.</p> <p>Considering I am a police officer and therefore my working life would potentially be improved by more funding it would be easy to simply say "yes of course, the police need more money" but there is a bigger picture.</p> <p>Yet again those of us who do contribute are being asked to contribute more while receiving less. Whereas those who choose not to contribute towards society are the ones who claim the most from it. A more honest and courageous discussion regarding some of the nonsense the police and other public services deal with would bear more fruit than taking this easy option of simply asking for ever more funding.</p>	-
396	<p>The police should be funded more by the central government and not the local government.</p> <p>We pay enough taxes and should be getting what we pay for.</p>	-
397	only and ONLY if I see more police presence in Downham Market and not in larger towns	this is the maximum I would be willing to pay

	A	B
398	Yes, BUT! Policing isn't the only service that's short of funding, how about social care, children's services etc. Where does it stop? A lot of people just can't afford any increase at all. I blame modern technology! All the ever increasing 'essential' gadgets, which will all no doubt need updating very soon at even greater cost.	Can't afford any more
399	I am prepared to pay more for policing. But I would like to see a lot more RESTORATIVE JUSTICE, COMMUNITY SENTENCES with REHABILITATION MENTORING such as the COMMUNITY CHAPLAINCY and ST STEVENS CHURCH FACILITIES PREVENTATIVE MEASURES RE : WORK and MENTAL HEALTH	-
400	-	-
401	Every year the increase in council tax virtually wipes out the increase in my old age pension	-
402	Provided we as the public can see a police presence as we go about our daily lives and feel safer than we do now.	-
403	-	Above choice indicates willingness to pay more tax to invest in services BUT as policing is only one element of tax it is possible that a BIG increase across the board might make me less enthusiastic.
404	-	Would be happy to pay 50 pence a week. We need more police.
405	My income remains the same, no increase, I have to manage somehow on what I have, so should the police	-
406	-	more police on the street is better
407	-	more beat police officers
408	Central government should pay!	-
409	-	I have no obligation to paying more for policing, my only concern is that the money would go to where it is needed rather than administration.
410	But do they actually fire Chief Constables? Nine out of ten times you read any rank of policing has "resigned" so they can hold on to their pension. On top of this, a PCC can only be fired by somebody within the Government, who is unlikely to know about the feelings in the region where they are unhappy with a PCC	-
411	normally i would say yes but i believe that most "on the street"policing is retrospective and not proactive like it used to be in my youth and i have now lost all faith in policing and as a pensioner finding even more increases on my council tax is just not feasible as my state pensions do not get increased anywhere near enough to meet these increases!!	-
412	-	I support an increase of 46p per week providing the resulting increased budget is spent on visibility and effectiveness of policing.
413	You need the give the police the tools to do the job	-
414	I believe the police need to ensure they are obtaining value for money from existing resurces	-
415	We need many more pc's ,the Chief Constable can manage the Police Force. Save lots of money as we do NOT need a Police Commissioner	-
416	Why should i pay more for this when London take out next year then you keep put it up up year after year if we people of Norfolk cut pcc job use money from his job it be bet take from Norfolk people	-

	A	B
417	Ask London for it not Norfolk people council do not need help put council tax there good do it for there suf there fax cat wast money	-
418	Whilst I do appreciate that more money needs to be given to the police for more officers, I personally, would find it very difficult to find the extra monye.	-
419	-	It is essential to maintain a police presence on the streets as a deterrent to crime. I was borne in an ear when the local bobby was your friend and kept us out of trouble. Don't let us lose anymore on our streets
420	Public services need to be paid for and government cuts have reduced our quality of life . It is right that funds for policing should be raised by taxation if this is not on a national scale then the only recourse is at a local level.	-
421	We need more realistic roads policing. Breaking the traffic laws is rife and puts public health at risk in so many ways	I would like details of where the money would go. Justify the amount, not hit a random number target
422	I think it could be used better for the NHS and ambulance service rather than police.	-
423	You got rid of pcso's to be able to put more officers on the street - where are they??	-
424	-	I think it would be well worth the extra cost in order to feel safe in my home and home town.
425	More police resources are important	-
426	Having more police would means they are noticeable either in their cars or on foot. This is a good deterrent for any who might break th law.	Not a lot over a year and affordable by virtually all.
427	The government should be funding theses services, from the incredible amount of taxes normal people pay.	-
428	Always better to have more. Better than less by a mile.	-
429	-	I think the 2.5% VAT which was put in place from the poll tax and never removed should be available to local authorities from the treasury to help prevent some of the problems we are all faced with. clubs, pubs and football clubs support financially the police and councils should look at closing times and have disturbing the peace dropped from the agenda. The house hold budget is being out under immense pressure and is not a bottomless pit.
430	We all pay enough for policing in our council tax, the government should pay	-
431	No.	-
432	Cromer feels unpoliced at the moment	So long as the money is spent as indicated
433	Struggle to pay the £115 a month as it is.	-
434	Because nothing gets done when you call them	-
435	As long as it meant an increase in constables.	-

	A	B
436	<p>Policing is constantly used for people who are abusing alcohol and drugs and think I shouldn't have to pay for further policing when it goes in people like that.</p> <p>I live on a road in Cromer, where there is constantly police cars late at night, dealing with interruptions and not for important things.</p> <p>Where are the police when I have to walk home at night on my own? No police cars to be seen when I'm walking home gone 11pm after work as they are constantly dealing with drug and alcohol abuse.</p> <p>I am currently going through a domestic abuse case with my family and can barely get them to reply for this. They should be spending time with people who need the help not with people who are abusing the system and using the police for attention</p>	-
437	<p>Given the existing outrageous levels of local taxation its an absolute disgrace that the residents of the area are being asked to pay even more. Given that most of the local inhabitants are of a certain demographic, some on much reduced incomes, are hardly in a position to pay more. Suggest you go back to Central Government and ask them to pay for any additional increase</p>	-
438	<p>Being a single person I pay council tax and it's quite high now plus I only work 25 pw so no I would be able to afford higher C/T.</p>	-
439	<p>I would rather that the money I already pay for my council tax is used more for policing. The amount of council tax I already pay is to much and with a young family I can't afford to pay more.</p>	-
440	<p>My finances are not finite.</p>	-
441	<p>But only if £978,000 is saved by scrapping the PCC</p>	-
442	-	Provided it is spent in my area.
443	<p>I would not normally bother to complete a survey of this nature and hitherto have always excepted the inevitable of a rise in the policing precept. However in recent years our area and indeed particularly our village of Poringland, has seen nothing in the way of a policing presence. Intelligence on criminality (drug distribution) is not pursued and crimes go un-investigated. If you stopped some of the wholesale waste of money that continually goes ion within your service, disguised as "re-organisation" (departments moved from building to building, redundancies only to re-employ the same staff because you realise you cant do without them etc etc) then perhaps I would have a more sympathy with your request to increase the tax payers contribution.</p>	-
444	<p>Sorry but I am on a pension and with every thing from daily shopping going up money is tight.</p> <p>The Government should stop wasting money and fund the police, we had a good force years ago, now we have more homes with more people paying Council Tax, so you do the Maths,</p>	-
445	<p>What for? As far as i see Police waste far too much money over nothing! Learn to be efficient with what you have and the result will be the very same. If i had a choice on what to do with the tax money i pay i believe it would be million times better spent on Health, Education and Social Care, then we would not need the Police anyway...</p>	-
446	-	We already pay through the council tax.
447	<p>As long as this money goes towards improvements such as new officers, new technology & equipment, increases in pay for frontline officers and not senior management/leadership, increased presence of officers in rural areas.</p>	-
448	<p>They need more technology.</p>	-

	A	B
449	Yes but the removal of the PCC must be considered.	-
450	No , dealings with officers over the last year are not worth the increase .	-
451	I would be prepared to pay more however it needs to be noted that tens of thousands of pounds was wasted on the fire service consultation by the PCC for Norfolk which could have paid for at least one police constable. also its not that long ago that PCSO's were made redundant to employ more police officers. what happened to this financial saving?	Is the OPCC campaigning at a national level for more money from central government?
452	We need more officers and resources to cope with the increase in crime brought to our county by drugs and criminals from outside the area.	-
453	I dont live in kings lynn so it does not effect me so why should people pay more council tax living in a village.	-
454	Following the royal accident(amongst others), the result of which is to be a decrease in speed limits and an increase in cameras. As speed apparently was the only deciding factor of these accidents we have been told that these measures will reduce the number of accidents and also financially penalise those speeding. The result of which means less incidents for the Police and other emergency services to attend. giving them more time in other areas such as community and crime detection. Also an increase in revenue due to the fines, these measures county wide should surely mean a more effective efficient service without the need to increase Council tax.	-
455	Im really sorry but no! We barely get by as it is and we cannot afford anymore.	-
456	We already pay enough council tax, I believe the problem lies within the force its self and the way they are distributed, You'll always see a speed trap or a motorist pulled over, but you never see a patrol in King's Lynn town center where the trouble is, with the gangs and cyclists riding dangerously past the shoppers, someone will be killed by a cyclist one day, then you'll do something and it'll be too late.	-
457	We pay a generous amount	-
458	It is not down to the public to make up the lack of funding by this government,	-
459	Funding needs to come from central government. While Norfolk police are called away to cover London at a drop of a hat, why should norfolk residents fund it. Policing is a national resource not local.	-
460	It rises every year and policing levels never increase. Kings lynn is currently under yob rule in the evenings and its unsafe to walk around. You can't walk around the bus station or the car park next to sainsburys with out the strobg smell of weed.	None, no rise
461	Absolutely not. You make the choice to remove locally based policing (PCSO's) which provided the community with direct police contact and a level of reassurance. Since then, ASB has gotten out of hand and you expect the public to be responsible for funding the Policing gap?? Seriously!	-
462	It's not my responsibility to cover up for an inept government. Use the brexit dividend 😊	-
463	I would like to see the role of PCC as an un-paid role. Their salary saving would go to assist the funding shortage.	-

	A	B
464	Feel there should be enough	-
465	<p>It is quicker to get a pizza delivered than it is a police officer. We gave more money last year and got less.</p> <p>Why not get rid of the police commissioner and use that money for real police officers and not pen pushers.</p>	<p>It is only fair that all bands have to pay not just the people that work and pay enough taxes</p>
466	<p>Funding extra policing via local taxation is plain wrong.</p> <p>This should be funded by Central Government- we are in danger of implementing postcode policing, where some counties can afford more, some a lot less- the government MUST fund policing properly and reverse the cuts of the last 9 years. Locally, we have axed PCSO's and the gap has not been properly filled- to say otherwise is disingenuous at best.</p> <p>I am inherently against anymore precept raises.</p>	<p>No more precept rises- Central Government should fund policing properly!!</p>
467	<p>I already pay £179 a month when I only earn £1049, every year for the last 5 years my council tax has risen by £5 a month and the services being provided have decreased as each year passes so I'm sorry I do not support a rise on my bill.</p>	-
468	My wages are same as last year, I can't afford to pay more	-



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Office of the Police & Crime Commissioner Budget Consultation 2019/20 Results

Appendix C: PCC community engagement

Office of the Police & Crime Commissioner Budget Consultation

Appendix C- District Engagement

Below are photographs from each district public engagements:

NORWICH



DOWNHAM MARKET



GREAT YARMOUTH



FAKENHAM



WYMONDHAM



DEREHAM



AYLSHAM





Norfolk Police and Crime Panel

Minutes of the Meeting held on 25 February 2019 at 3pm in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr W Richmond (Chairman)	Norfolk County Council
Mrs Hilary Cox MBE	North Norfolk District 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 Mike Smith-Clare	Great Yarmouth Borough Council
Mr Frank Sharpe	Breckland District Council
Mr Francis Whymark	Broadland District Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt	Co-opted Independent Member

Officers Present:

Mr Gavin Cooke	Lead HR Business Partner, Norfolk County Council (NCC)
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC

Others Present

Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Mrs Jill Penn	Candidate, Chief Finance Officer
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN

- 1. To receive apologies and details of any substitute Members attending**
 - 1.1 Apologies had been received from Mrs Sarah Butikofer, Mr Martin Storey and Mr Nigel Dixon, substituted by Mrs Hilary Cox.
- 2. Members to Declare any Interests**
 - 2.1 Mr Francis Whymark declared an 'other' interest in that he was the representative from Broadland District Council where the candidate was currently employed.
- 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. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer appointment

4.1 The Chairman invited the Commissioner to introduce the preferred nominee.

4.2 The Commissioner explained that the current Chief Finance Officer, John Hummersone, was retiring in March 2019. This was a statutory appointment and the candidate; Mrs Jill Penn would play a key role in all financial matters. Mrs Penn was an outstanding candidate and the decision to appoint her was unanimous.

4.3 The following question was addressed to the PCC and answered by Mr Stokes;
Q There are five key principles that underpin the role of the Chief Finance Officer (CFO) to ensure they are suitably empowered. Within one of them it states that the CFO will be a member of the Leadership Team. How will you empower the CFO to ensure that she is able to function fully in that respect?

A. OPCCN's Scheme of Governance and Consent sets out the functions delegated and designated to the Chief Executive and Chief Finance Officer, reflecting their statutory roles. Being a key member of the Leadership Team is essential to a CFO being able to fulfil those duties.

4.4 The following question was address to the PCC and answered by him;

Q. Are there any advantages or disadvantages of having two Chief Finance Officers, separating those Constabulary and OPCCN functions which until now had both been undertaken by Mr Hummersone, and can you foresee any conflicts?

A. There would be no disadvantages, only advantages, particularly as Mr Peter Jasper had been appointed as the Constabulary's CFO and would enable the excellent working relationships to continue.. An advantage was that the newly appointed Chief Finance Officer would serve the OPCCN exclusively.

4.5 The Chairman invited the candidate, Mrs Jill Penn to introduce herself and explain why she would make a suitable candidate. In response, Mrs Penn referred to her experience and highlighted in particular the strength of her local and national networking, which she felt would help the organisation to problem solve and plan for what remained an uncertain future for public service funding.

4.6 The following questions were addressed to Mrs Penn and answered by her;

a. Q What do you consider to be the most difficult challenges you will face as the CFO?

A. The biggest challenge is funding and how to do more for less for the OPCCN and Norfolk Constabulary.

b. Q. How do you see your roles working alongside each other, as from your CV you currently hold some non-executive positions and I wondered if you'd considered how you will share your time?

I will be resigning from my role at Broadland District Council. I will also be resigning from the Society of District Treasurers and the LGA Finance Directors Network. I will join the Police and Crime Commissioners Treasurers' Society and continue with my coaching and mentoring business, although not within the constabulary sphere. I feel that these working relationships will be of benefit to my employed role.

c. Q. How will you provide support for a fair funding review, as currently you work in a

political environment but this role will be different.

A. It will be a different way of working, but I will look to understand the new boundaries and will work accordingly within them.

Q. What would you do if the PCC takes a course of action that is unwise?

A. I would discuss the matter with the PCC and seek to persuade him to alter the course of action. If necessary, I would refer the matter to the Panel as I am required to do.

d. Q. As the Section 151 Officer, what do you regard as the essence of the role?

A. It is about being the guardian of public finances and ensuring that taxpayers money is being used appropriately. Also making sure that the outcome is right for those residents that the PCC represents and to get the best value for money for them.

e. Q. How will you support the PCC in holding the Chief Constable to account?

A. I will look to work together with the Chief Constable's CFO so that we have a clear understanding of each other's challenges, and I will advise the PCC if I think the Constabulary funding is not being used in an appropriate way.

e. Q. What do you see as being the biggest challenges you will face?

A. It will be funding, but also to achieve what everyone wants to achieve as everyone's agenda differs. I will focus on trying to ensure that outcomes for Norfolk are delivered collaboratively.

5. Exclusion of the Public

5.1 The Chairman suggested that, with regard to item 6, the Panel should consider whether to exclude the public for the consideration of its recommendation to the PCC.

5.2 The Scrutiny Support Manager advised that the Panel could consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item on the grounds that its discussion will involve the likely disclosure of exempt information as defined by a Paragraph 1 of Part 1 of Schedule 12A to the Act, that is, information relating to an individual, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information for the following reasons:

- To take the best and most informed decision that they can, Panel Members need space to consider and discuss the suitability of the candidate for the role without feeling constrained by the presence of the public and press.
- The Panel's decision, and the reasons for it, would be released into the public domain in due course and the delay in doing so was not critical to the public interest.

5.3 The Panel **RESOLVED** that the public be excluded.

6. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Finance Officer appointment

6.1 The Panel considered the proposed appointment and unanimously **RESOLVED**;

- a) To recommend to the PCC that he proceed in appointing Mrs Jill Penn to the position of Chief Finance Officer. The Chairman would write to the PCC to confirm this, by way of a report.
- b) That, according to the local PCP-PCC protocol, its report would remain confidential until the timing of publication was agreed. Panel members would be advised at the earliest opportunity.
- c) That the Chairman should write to Mr Hummersone, to convey the Panel's thanks for the advice he has given during his time in the role.

Meeting ended at 3.25pm

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



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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 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 Plan, since its publication in March 2017.
- 2.2 At the Panel's 10 September 2018 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3 Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 1: Increase visible policing (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 10 April 2019).
 - b) Priority 4: Prevent offending (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 19 June 2018).
- 2.4 In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

- 3.1 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.
- 3.2 After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 1: Increase visible policing

- a) The impact of implementing the Norfolk 2020 policing model on the PCC's commitment to maintain a strong police presence across Norfolk.
- b) Whether the number of volunteers in policing has increased, and the associated risks and benefits to local communities.
- c) How the PCC's Early Intervention Fund has been used to support initiatives to increase volunteering.
- d) The impact of community volunteering schemes (such as SpeedWatch and HomeWatch).
- e) Whether the public are using the full range of opportunities to engage

with the PCC and police, and how those interactions are influencing the PCC.

- f) Progress with developing positive relationships between local communities and the police, in particular with young people, and the impact this is having upon organised crime and those at risk of exploitation and harm.
- g) How the PCC is addressing the downward trend in the percentage of people who agree that the police deal with community priorities.
- h) Whether any new or emerging concerns are being raised by local communities.
- i) Whether Norfolk's communities are expressing more confidence in the police and are less fearful of crime.
- j) The PCC's response to the Panel's recommendation that the description of this metric might be changed, to focus attention on the delivery of an efficient and effective police service. This recommendation was made following the Panel's review of the PCC's 2017-18 Annual Report.

Priority 4: Prevent offending

- a) How the PCC is leading a multi-agency approach to tackling all forms of violence and abuse, including:
 - The development of an improved Norfolk response to child sexual exploitation.
 - Progress with the multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: developing a regional approach to tackling organised crime groups operating in Norfolk, implementing initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio, working with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect, and working with the Norfolk Safeguarding Adults Board.
- b) How the PCC is leading a multi-agency approach to reducing the number of domestic abuse incidents, including:
 - Progress with outcomes from the domestic abuse symposium.
 - Progress with the review of domestic abuse perpetrator programmes.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including its contribution to development of an enhanced service for victims of domestic abuse.
- c) The PCC's response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) update report on the police

response to domestic abuse.

The review found continued improvement in how the police identify, respond to and support victims of domestic abuse; it acknowledged that improvements are all the more impressive, given the increases seen in recorded levels of domestic abuse and the demand this was placing on forces. HMI Zoë Billingham said: “But there is still some room for improvement in the speed in which officers attend domestic abuse incidents. In some cases, we found that delays were impeding effective investigations and potentially putting victims of domestic abuse at serious risk of harm.

“And I’m troubled that we found the number of arrests for domestic abuse-related crimes fell in 23 forces, despite the overall number of these offences increasing, often substantially. Forces need to be able to explain why this is happening, and ensure they are taking positive action to protect victims.

“I’m also concerned that changes to the use of pre-charge bail could be making it easier for perpetrators to return to the abusive relationship, with more being released under investigation and not having bail conditions set, exposing victims to further potential harm. This is something we’re looking closely at in the inspections we’re carrying out now and will report on later this year.”

The report, published on 26 February 2019, can be viewed here: <https://www.justiceinspectors.gov.uk/hmicfrs/publications/the-police-response-to-domestic-abuse-an-update-report/>

The Association of Police and Crime Commissioners (APCC) has published a response, which says that while police forces are now better equipped to protect victims of domestic abuse and help bring perpetrators to justice, there is clearly more to be done. The response can be viewed here: <http://www.apccs.police.uk/latest-news/apcc-response-to-hmicfrs-publication-the-police-response-to-victims-of-domestic-abuse-an-update-report/>

- d) How the PCC is working in partnership to tackle anti-social behaviour, including:
 - The ongoing impact of a graffiti wall to engage young people in positive activities.
 - Any issues arising from the Constabulary’s contribution to this strategic objective, including the development of initiatives in conjunction with OPCCN’s Early Intervention Fund.
- e) How the PCC is leading a multi-agency approach to reduce overall levels of reoffending by addressing the underlying causes through collaboration and new innovative approaches, including:
 - Achievements arising from the development of an OPCCN criminal justice strategy.
 - Implementation of an OPCCN ‘prevention of offending’ strategy, and

- the priorities and deliverables identified in the partnership framework.
 - Ongoing impact of the Gateway to Employment campaign, the Rescue Rehab programme, the Community Chaplaincy scheme and Court Mentor scheme.
 - The PCC's response to the Panel's recommendation that the PCC provides further information within his report and future performance monitoring, to demonstrate the effectiveness of the Gateway to Employment scheme, including: how many individuals were supported by the scheme, how many are now in full employment, and how many have re-offended. This was made following the Panel's review of the PCC's 2017-18 Annual Report.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: the development of the 180 Degree Scheme, implementation of a new approach to managing registered sex offenders across local policing and supporting the introduction of the WONDER project.
- f) The PCC's contribution to ensuring that the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people continue to fall.
- g) How the PCC is challenging the Constabulary's performance in respect of the rising number of crimes during the last 12 months, both in respect of complex crime types and lower level volume crime.
- h) The PCC's response to the ongoing national focus on tackling serious violence and any opportunities arising from the additional funding outlined in the Chancellor's Spring Statement, alongside a commitment to developing a multi-agency approach to preventing knife crime and proposals to introduce a public health duty.
- i) The PCC's response to the recent report by the Chief Inspector of Probation, which says the current model for the delivery of probation services in England and Wales is irredeemably flawed, and a major rethink is needed to create a system that is fit for the future.

The Chief Inspector of Probation's report, published on 28 March 2019, can be viewed here:

<https://www.justiceinspectorates.gov.uk/hmiprobation/media/press-releases/2019/03/reportofthechiefinspectorofprobation/>

APCC has published a response, which says PCCs will continue to make the case for how they can play a key role in delivering new arrangements for probation services locally. The response can be viewed here:

<http://www.apccs.police.uk/latest-news/apcc-response-to-the-report-of-the-chief-inspector-of-probation/>

- j) The PCC's response to the recent report by HMICFRS on the police response to fraud. The report calls on the police service to make a

choice. Either continue with the current inconsistent approach, which puts members of the public at a high risk of becoming victims of crime or look at ways to improve that will start to make a difference. HMI Matt Parr said: “The recommendations in this report highlight the areas where police forces and other organisations need to improve. In particular, there needs to be stronger strategic leadership to tackle fraud. Without that leadership the current situation will continue, with fraudsters feeling like they can act with impunity and victims feeling confused and disillusioned. This has to change.”


The report, published on 2 April 2019, can be viewed here:
<https://www.justiceinspectors.gov.uk/hmicfrs/publications/an-inspection-of-the-police-response-to-fraud/>

APCC has published a response, which says PCCs know the impact that being a victim of fraud can have, both emotionally as well as financially, and that the HMICFRS report highlights that a much more joined-up approach is needed to best tackle what is an evolving threat. The response can be viewed here: <http://www.apccs.police.uk/latest-news/apcc-response-to-hmicfrs-report-fraud-time-to-choose/>

4. Action

4.1 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 recommendations (if any) it wishes to make to the PCC.

 The logo for 'IN TRAN communication for all' features the words 'IN' and 'TRAN' in a bold, sans-serif font. To the right of 'IN' is a stylized triangle pointing upwards. Below 'TRAN' is the phrase 'communication for all' in a smaller, lowercase font.	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.
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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.

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 review.

2. Norfolk Police and Crime 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 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 (PAFs) 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 in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Increase visible policing
 - b) Prevent offending
- 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. Increase visible policing

- 4.1 In October 2017, Norfolk Constabulary announced the proposals for a new policing model which would fundamentally change Local Policing in Norfolk and ensure that the organisation was fit for the future.
- 4.2 The major changes announced saw the removal of the Police Community Support Officer (PCSO) role from the organisation, an increase in police officers and the creation of two state of the art premises for detectives to tackle the high harm, high impact, high complexity investigations of today and the future.
- 4.3 Norfolk 2020 also initiated Operation Solve, which is designed to alleviate demand from the frontline particularly in crime recording, Grade C (slow time) attendance, and follow up enquiries such as CCTV collection and statement taking. In addition, an alternative reserve style model for the role of scene

guard has been developed to alleviate this particular demand around cordons on frontline officers.

- 4.4 A review of the Public Enquiry Office (PEO) operating model has been undertaken to ensure that the model was efficient and effective for the future. The new model has become business as usual and is now fully staffed. Engagement Surgeries are available as announced at police stations across the county, for 2 hours each week, to ensure members of the public can engage with a local officer face to face should they wish. The dates and times of these Engagement Surgeries are advertised locally via social media and local newspapers as well as on the Constabulary website and on local signage at the police station.
- 4.5 From a starting percentage in the high 70s on 1st April 2018, Norfolk Constabulary's Local Policing establishment has climbed to 87% effective strength in the Districts.
- 4.6 The Safer Neighbourhood Team patrol numbers are fully resourced. This has seen an increase in three officers for every shift of every day of the year (two Police Constables and a Sergeant.) In addition, there are surplus numbers as this is where student officers are placed initially following completion of their classroom based training.
- 4.7 Within neighbourhoods, 14 new Sergeants have been dedicated to Neighbourhood Policing; a significant step in co-ordinating the Beat Managers' efforts and focusing on neighbourhood priorities and neighbourhood problem solving. The Beat Managers are now nearly fully recruited to, which includes an uplift to 100 Beat Managers from a starting point of 84.
- 4.8 Three of the five Neighbourhood Policing Teams have been recruited to. The Safer Schools Partnership has 80% of its police officers and half the staff that the precept rise managed to protect. Having failed to recruit the remaining 3 staff roles on a number of occasions, the 2020 model has again demonstrated its flexibility in adapting to the challenges we face. Therefore, the three vacancies have been converted into two further police officer posts to join forces with Norfolk County Council in further developing the prevention element against County Lines. This will run as a pilot initiative for a 6 month period.
- 4.9 Operation Moonshot - the decision was taken to pilot the already established Moonshot West team in the city of Norwich for two months, to test that the tactic that has been so productive in the rural west would be as impactful in the city. This involved combining Roads Policing and Armed Response, with Special Constables who dedicated huge amounts of hours enabling the Constabulary to put out more vehicles, including the Road Casualty Reduction Partnership officers on their bikes. This pilot has proven to be successful.

- 4.10 The Moonshot West Team (1 Sergeant and 8 Police Constables) have, in the West of the County, achieved 208 arrests in 183 operational days, recovered 7 figure sums of property, brought about a vast number of driving points, and over 150 years' worth of disqualified driving penalties, along with nearly £40,000 pounds worth of fines.
- 4.11 In the city, when combined with the Road Casualty Reduction Team, Roads Policing, Armed Response Vehicles and Specials, in 25 operational days, they achieved 105 arrests and 165 seizures of vehicles, disrupting criminals, seizing weapons and stepping up the Constabulary's proactive and preventative approach to tackling criminality.
- 4.12 Content that the tactic will indeed have the desired effect, the Constabulary moved to permanent recruitment of the Moonshot City Team. The team started on 12th November 2018 and across their first 13 shifts the team of a Sergeant and eight Police Constables have had 28 arrests, 17 vehicle seizures and recovered money and weapons, including notable arrests for money laundering and of those involved in organised crime groups.
- 4.13 The Constabulary carried out an initial five months in health check of some key metrics, although it is too early to draw substantial conclusions regarding the rollout of the new model.
- 4.14 Calls for service - 999 calls have increased nationally, and Norfolk is no exception. Last summer there were 8 additional Grade As a day and 11 additional Grade Bs. That is on top of about 120 of each type of call, i.e. just under a 10% increase. It is important to keep in mind, that these are the calls that we have to get to within 15 minutes, or 20 minutes, or 60 minutes in terms of our response model. And these calls matter, they are a key part of the service we provide.
- 4.15 Norfolk's Contact and Control Room coped with this increased call demand, and the response model maintained the attendance performance despite it not being up to fully effective strength.
- 4.16 The types of calls rising are in line with the already identified trends; Domestic crime and Domestic incidents, as well as violence against the person.
- 4.17 Whilst 999 calls have increased, the 101 service has undergone a transformation during last summer with the arrival of the new telephony system. This has brought about a dramatic fall in the number of calls reaching our communication officers. Some of this will be through people self-selecting the routes through the auto-attendant, but the other benefit to the system is the ability to have more resources on switchboard. So whilst the number of people calling 101 has remained broadly the same, the number who have needed our skilled communications officers to assess their call in terms of threat, risk, harm and vulnerability (THRIVE) is far fewer. Specifically,

reductions of more than 25% have been seen. This also provides an enhanced service to those who are immediately re-directed to their chosen department/location, rather than having to wait for a call taker to become available.

- 4.18 Importantly the system also allows the Constabulary to prioritise calls more effectively. If the call is domestic related, clearly this is a higher priority than an administrative one. As a result, the Constabulary is in the process of re-assessing the key performance indicators for call handling non-emergency calls. Clearly, a single target for all call types is no longer relevant.
- 4.19 The Constabulary is also running a pilot with regards to their attendance of domestic incidents. This has been successful in ensuring the vast majority of domestic calls are attended within 24 hours, recognising this inevitably has an impact on the speed to attend other call types.
- 4.20 Crime is, unfortunately, on the increase. There is more cyber, more abuse, more sexual and violence offences. Whilst this more complex demand must take our attention and resource, the force, with resources reducing had to change how it investigates the lower level volume crime.
- 4.21 The previously mentioned Op Solve has been part of their developing approach to this. Here the Constabulary has used the restricted and recuperative duties officers from around the county to take up both crime recording, and desk based investigations. Starting from only two crime types, shoplifting and making off without payment, this operation has broadened and expanded to a number of volume crime types.
- 4.22 This is genuinely a zero cost resource in the sense that there has been no growth of posts, merely using the resources differently with the team making great strides. The work of Solve is focused on Grade Cs and Diary calls for service (i.e. the slower time necessary attendance). Over last summer, they had processed 45 calls for service per day. This removes demand from the frontline from a starting point of 120 calls for service per day. The main beneficiaries of the new Solve model have been victims, who get a more prompt service.
- 4.27 In June 2018, the Constabulary launched a re-vamped website which has helped guide more people around the services they offer and for them to structure the information people submit. This has led to improvements in crime recording and compliance with the necessity to record crimes within 24 hours of reporting. Whilst the early findings are positive, an area of concern, which is in line with the national trends, is a declining positive outcome rate. This continues to be analysed to understand what can be done with the resources available to reverse the trend.

5. Performance Measures

5.1 The following table outlines the performance metrics for 2016-2020:

		COUNTY		
Area	Indicator	Last months 12	Long Term Averages	Difference
Increase Visible Policing	Actual Strength: Police Officers	1,542	1,502	40
	Actual Strength: Police Staff	1,068	1033	35
	Actual Strength: Special Constabulary	180	240	-60
	Actual Strength: Police Volunteers (data from June 2018)	120	89	31
	Funded Strength: Police Officers	1,519	1,491	28
	Funded Strength: Police Staff	1,102	1,062	40
	% of Police Officer Funded Strength available for front line duties	88.9%	*	
	% of people who agree that they have confidence in police (Crime Survey of England and Wales - CSEW)	82.6%	82.0%	0.6%
	% of people who agree that police deal with community priorities (CSEW)	61.8%	64.4%	-2.6%

6. Prevent Offending

6.1 County Lines and Operation Gravity

6.2 The following section provides an overview of policing activity surrounding county lines to reduce the supply and availability of controlled drugs within the county. Targeting organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities.

6.3 Operation Gravity was instigated in December 2016 by Norfolk Constabulary in response to the threat from county lines drugs supply. Since its inception

this form of criminality has received significant national exposure and the extent of urban based organised crime groups establishing drug supply networks across the country is now better understood. It is estimated that there are approximately 1500 lines established within England and Wales.

- 6.4 The aim of Operation Gravity has been to disrupt criminal networks and reduce associated violence and exploitation linked to Class A drug supply as opposed to merely tackling drugs supply per se. There is now a national intelligence network to allow forces to better share information and link drugs lines (groups) and work together to dismantle networks and bring offenders to justice. The vast majority of county lines supplying Class A drugs within Norfolk emanates from criminal activity in the London area.
- 6.5 Roads policing operations using Automatic Number Plate Recognition (ANPR) are regularly conducted in support of the wider enforcement, seeking to disrupt county lines use of the road network.
- 6.6 As referenced in paragraph 4.9 the Constabulary has established Operation Moonshot in King's Lynn and West Norfolk and most recently in Norwich to further tackle those using vehicles to enable their criminality, including those linked to drugs supply and county lines.
- 6.7 The constabulary is continuing to liaise with housing providers to identify those who may be vulnerable to 'cuckooing', with proactive support provided to prevent offending and target hardening to reduce the potential for exploitation and harm. This includes serving notices under the Misuse of Drugs Act and taking action to evict those that choose not to engage and persist in criminal or anti-social activities. Officers from Norfolk Constabulary continue to engage with drugs support services to ensure that those seeking help can access services which will in turn reduce their vulnerability to exploitation.
- 6.8 Education and empowering young people to make informed choices is crucial in breaking the cycle of drug use, supply and the exploitation of young people that is a key feature of county lines activity. During 2018 Norfolk Constabulary was the first commissioner of a county lines education product aimed at year 8 students. The intent of this was to highlight; the issues and model of county lines, how young people can be drawn in and, how to identify this type of exploitation. The programme and a hard hitting play was delivered in 51 Norfolk high schools and has been highly applauded for its effectiveness in conveying the key messages. This product has been adopted and is being rolled out by a number of other education providers nationally.
- 6.9 Post enforcement consolidation work has involved officers, supported by Norfolk Special Constabulary, visiting the local community in the areas where operational activities have taken place. This includes the provision of

information relating to the work of Operation Gravity and seeks to gain further information that may help to assess the wider impact upon the community from this type of criminality. Work also includes community engagement, reassurance and promoting drugs reporting both direct and through Crimestoppers.

- 6.10 There is an ongoing intelligence collection plan in respect to Operation Gravity and this is key to assessing the threat posed to local communities by each of the supply lines. This includes the threat posed from the actual use and distribution of drugs but also takes into account the threat posed through the use of violence, exploitation of vulnerable people including children, and the threat of human trafficking in the movement of drugs by people through fear.
- 6.11 A detailed assessment of the risks and threats associated with each county line is reviewed regularly to assist in directing police and other agency activity. This intelligence-led operation assesses that there are currently 28 county lines active within Norfolk. Although fluid in their geographical area of supply, they can be broken down into areas of most activity; Norwich 17, Great Yarmouth 7, King's Lynn and West Norfolk 2, and Breckland 2.
- 6.12 When Operation Gravity commenced in December 2016, the estimated number of active lines in Norfolk was 58. Since the commencement of Operation Gravity there has been a concerted effort across Norfolk Constabulary to deny those involved in drugs supply the ability to undertake their operations unhindered. As such there has been a focus on denying the use of the road network to move drugs into and around the county and a focus on the rail network to deter this being used as an enabler and to detect offenders.
- 6.13 The use of intelligence and branding linked to Operation Gravity has enabled strong understanding in communities as to the issue of county lines and the reporting of drugs supply information around vulnerable people or premises. One of the successes of Operation Gravity is the strong branding and this has been important in raising the profile of this criminality and its threats.
- 6.14 Enforcement activity has been a key feature of Operation Gravity aligned to other streams of protection and prevention. Since the commencement of the operation, 904 arrests have been made, with many of these arrests undertaken through the use of search warrants linked to community intelligence or through proactive deployments around individuals, vehicles or the rail network.
- 6.15 In March 2018 enforcement activity commenced following a 6 month undercover operation named Operation Granary, focussing on those responsible for the supply of Class A drugs. Through this enforcement phase, 87 people have been arrested with a small number still to be located. These cases are still progressing through the courts with a large majority of those found guilty receiving custodial sentences of between 2 and 5 years.

- 6.16 In the last national co-ordinated activity week there were 89 arrests for county lines offences across the eastern region (Norfolk, Suffolk, Cambs, Beds, Herts, Essex, and Kent) and 858 individual wraps of Class A drugs recovered. Proactive activity in Norfolk accounted for 33 of these arrests and 700 of the recovered wraps. This is reflective not of the scale of county lines in Norfolk but of the strong determination of the Constabulary and partners to reduce the harm caused, and of the strong branding and public awareness which provides supporting intelligence.

7. Performance Measures

- 7.1 The following table outlines the performance metrics for 2016-2020:

		COUNTY		
Area	Indicator	Long Term Averages	Last 12 months	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	N/A	1,386	
	Number of Personal Property Crimes	N/A	12,170	
	Number of Hate Crimes	N/A	1,079	
	Serious Sexual Offence Crimes (SSO)	1,622	1,978	21.9%
	Number of Domestic Abuse Crimes (DA)	6,967	9,071	30.2%
	Number of Online Crimes	N/A	1,308	
	Number of Robbery Crimes	382	487	27.5%
	Number of Violence with Injury Crimes	5,943	6,871	15.6%
	Number of Rural Crimes	399	383	-4%
	Number of first-time entrants to the criminal justice system per 10,000	47*	31*	-33%*

8. Prevent Offending and Rehabilitate Offenders - Commissioned Services update

- 8.1 Rehabilitation Board and Strategy - The current Norfolk Strategic Framework for Reducing Offending has been in place since 2016. When the Framework was launched, as one of a range of strategies designed to support delivery of the PCC 4 year Police and Crime Plan 'Working together for a safer Norfolk', it heralded a new approach to addressing offending in Norfolk, with criminal justice agencies, local authorities, health and voluntary and community sector partners across Norfolk coming together for the first time to jointly agree a new, 'whole-system' approach tackling youth and adult offending in the county.
- 8.2 Whilst it is recognised that since this time good progress has been made by partners in implementing the Framework, at its December 2018 meeting the Countywide Rehabilitation of Offenders Board agreed that with delivery of the Framework approaching the mid-term it would be timely to take stock of progress in implementing the Framework to date and to review and refresh the strategy.
- 8.3 The refresh strategy report reviewed progress in delivering the key priorities of the Framework to date and sets out revised and updated actions to guide and support the ongoing delivery of the Framework's priorities and key deliverables over the remaining life of the Framework (to March 2020) and beyond. It explains how partners intend to continue to work together in support of the delivery of priorities going forward.
- 8.4 Overall, good headway has been made to date in taking forward delivery of the Framework, for example:
- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice.
 - Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency.
 - Work with CREST analytics to understand Sentencer's attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade.
 - Strengthening the local mental health and justice pathways for clients touching the criminal justice system and through the gate.
 - Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk.
- 8.5 As part of the refresh process, as well as assessing progress to date in implementing key deliverables, Board members considered the effect of

changes in criminal justice policy and any broader political and policy developments at a national and local level that are likely to have an impact on the delivery of the Framework over the next 2-3 years which might require adjustments in approach going forward.

- 8.6 As part of this assessment a range of recent policy developments were considered, including: the 'Taylor' Review of Youth Justice, the Probation System Review, the 'Lammy' Review on outcomes for BAME individuals in the CJS, the Female Offenders Strategy, the Education and Employment strategy, new provisions for tackling homelessness introduced by the Housing and Homelessness Reduction Act, the Revised National Drugs Strategy and the 'Farmer' Review on Family Engagement.
- 8.7 Following this assessment, for the most part it was considered that the existing strategic themes and key deliverables of the Framework remained relevant and appropriate
- 8.8 To reflect recent developments in policy however and in particular the move (across a number of key policy area) towards early intervention and family based models of working it was proposed that going forward the Framework's Prevention and Diversion themes be discontinued and replaced by a new, single Prevention and Early Intervention theme, incorporating key deliverables and actions formerly included under the two themes.
- 8.9 It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies and plans - which can potentially help to support the delivery of the Framework going forward and provide an improved basis for joint working with key partners. An overview of how this will affect the Framework strategic theme structure going forward is provided below:

- Prevention/Early Intervention

Acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.

- Offender Management

Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

- Rehabilitation and Resettlement

Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime.

- 8.10 In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the Framework going forward, for example;
- Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life.
 - Ensure the early help structure in Norfolk is effective in preventing crime and anti-social behaviour before problems become entrenched.
 - Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.
- 8.11 The OPCCN and partners remain ambitious for further progress to be made however to ensure that the achievements of the past two years are sustained and built upon.
- 8.12 To this end there is a firm commitment across partners to continue to work collaboratively in a joined up way to deliver the agreed priorities of the refreshed plan.
- 8.13 Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) programme - The WONDER programme seeks to help vulnerable women, who have complex needs in criminal justice settings, access the services and support required to address the root causes of their offending or risk of offending. The operating model follows a Whole Systems Approach (WSA), which undertakes a comprehensive assessment and takes a holistic and coordinated approach to accessing and receiving support.
- 8.14 The current WONDER programme began in March 2018 following a mobilization period running from December 2018 and is managed by St Giles Trust in partnership with Futures Project and City Reach. A pilot programme ran from March 2017 to Feb 2018 and covered PICs in Wymondham and Kings Lynn. The Wonder programme contract was then held by Julian Support in partnership with the Sue Lambert Trust and The Magdalene Group. Wonder built on the pilot by offering: an extended geographical reach to cover all rural and urban areas of Norfolk, patched based link workers, targeting of more referral sources (i.e. not just the police) and connecting with additional partner agencies.
- 8.15 The available period of support for women engaged with WONDER is more flexible as the scheme is in the process of developing additional volunteer support to facilitate longer support.
- 8.16 Referrals to WONDER – Number of referrals:
- As of December 2018, 295 referrals had been made to WONDER. Over 208 were referred from a PIC and the next highest source was the Wonder pilot (25 in total, all women on the Wonder pilot were originally referred from a PIC).

- The age range of referrals is between 18 – 68 (the average age is 37 years). The majority reside in Norwich or West Norfolk, although there are referrals from across the county.
- The WONDER staff report that whilst most referrals still come from the PICs, a number of women are beginning to self-refer, 22 in total since the 1st March 2018. This would indicate the scheme is now becoming more known to women and they have more confidence in what is being offered, as the following case studies illustrate:

8.17 Case Study – Client A

- Client initially referred from police voluntary on 18 June 2018. Client initially agreed to support from Wonder presenting issues alcohol dependency, DA and housing. Attempts were made to arrange an assessment appointment but client did not engage. Case closed 23 July due to non-engagement. Client made a self-referral into Wonder on 31 July 2018. Client had not engaged initially due to being away for a while and her phone had not been working. Client had accessed CGL in the interim period however she said she has stopped attending due to a break down in the relationship with her worker. Client currently engaging with Wonder for support with domestic abuse and health/wellbeing.

8.18 Case Study – Client B

- Client referred from Police Voluntary on 9 April 2018. Client attended an assessment appointment on 2 May – needs identified as substance misuse and accommodation & homelessness. A further meeting was held on 14 May. Client subsequently cancelled eight arranged meetings citing illness and case was closed on 10 August 2018. Client self-referred on 18 October and said she is ready to engage with us now – she feels that she wasn't in the right place previously. Client is engaging with support for substance misuse and domestic abuse.
- Their accounts of their experiences reveal examples of a positive approach from partners and the scheme Link Worker's. The experiences of the women also demonstrate that referrals are successfully emanating from beyond the PICs.
- Having said this these case studies and interim information (qualitative and quantitative) demonstrates women on the scheme have specific needs and face disproportionate disadvantage/high level of trauma and abuse, therefore there needs to be a greater focus on community referrals (including the wider police network), as this is identified as an area in which it would be easier to identify women at risk of becoming drawn into the CJS and begin to seek support.

- 8.19 Client Experiences – Figure 1 describes the referred women’s offence types. The most common offences were violence against the person and public order related:

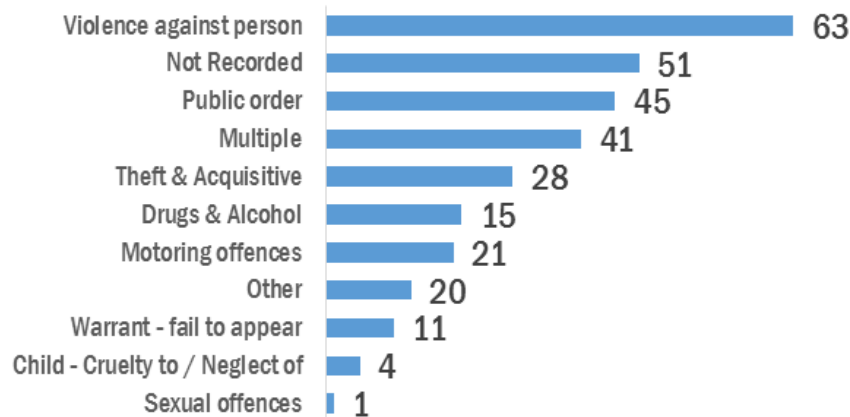


Figure 1 - Offences committed by referrals

- 8.20 Engagement with WONDER - At a first contact, either in person or by phone, scheme Link Workers undertake a detailed care plan which prioritises women identifying their own strengths and support needs with advice and support from their Link Worker.
- 8.21 Very large proportions have problems with their emotional and mental health. Over half have issues relating to their victimisation (rape, abuse or domestic violence), substance misuse and finance, benefit and debt. One quarter face accommodation difficulties and matters pertaining to children and families.
- 8.22 There are two primary components to the work delivered by scheme Link Workers: one-to-one coaching which aims to develop a trusting and healing partnership between Link Worker and client with the Link Worker providing advice, information and support; and the identification of appropriate helping resources in the community and advice and support in accessing these services, including, on occasion, accompaniment to initial assessment appointments.
- 8.23 Over 200 women have had their cases closed by the scheme Link Workers. Ten per cent of these cases were closed because the women had completed their period of support with the project. Of the remaining 159 had disengaged from the project and 41 stated they no longer needed support.
- 8.24 This disengagement rate has been examined more closely by St Giles Trust, consequently data and case studies suggest these women are later self-referring into the scheme as evidenced below:
- 8.25 “Client referred from Police Voluntary on 09 November. Client did not respond to calls and case closed on 22 November. Client self-referred in on 10 December and said that things had been hectic and she now wanted support”.
- 8.26 “Client referred from Police Voluntary on 30 October. Two appointments were arranged but client failed to attend and did not respond to contacts made. Case closed on 03 January. Client self-referred into Wonder+ on 07 January”.

- 8.27 Figure 2 shows that referrals engaged at fairly similar rates across all offence types committed. The lowest level of engagement was from those clients with reported drug & alcohol offences, multiple and public order.



Figure 2 – Engagement status by offence type

- 8.28 Similarly, engagement status varied slightly across the different disposals received, with those being charged having slightly lower engagement rates than others.

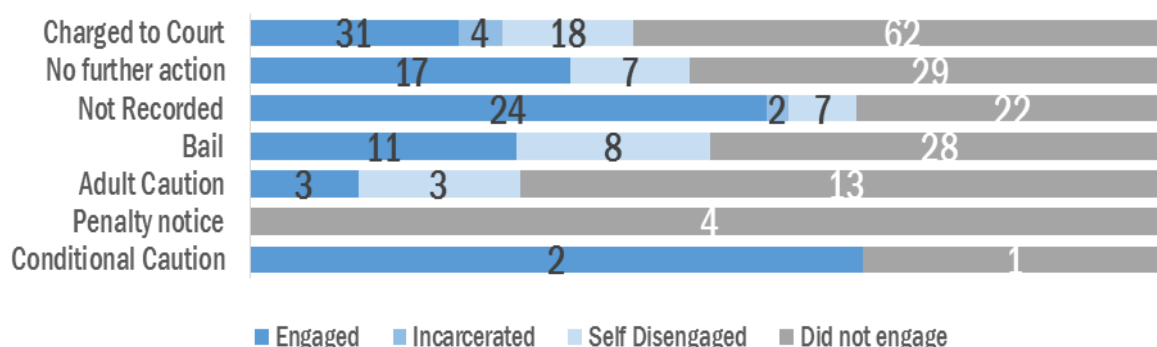


Figure 3 - Number of women at each engagement status by disposal type

- 8.29 Women report the initial contact and first face to face contact experience as positive. By and large, the women do not feel that there is much needed to improve the engagement process. Following feedback, a small booklet containing contact numbers was produced and is now issued as standard practice.
- 8.30 The OPCCN are working closely with Get the Data in order to explore the use of conditional cautioning, this could be an alternative to the disposal charged to court.
- 8.31 Planning and delivering support - The link workers provide ongoing emotional support to the women. They are also expected to tailor their support to the women's needs and facilitate access to interventions that address these needs. This section considers what needs women have and how these were identified.

- 8.32 Women's support needs - women describe lives that had been largely derailed by domestic/ sexual abuse and having encountered the police because of reporting domestic abuse/ harassment. The factors that contribute to offending behaviour are complex therefore and as such the WONDER scheme assesses women against the nine pathways as well as asking the women to identify their own needs/ priorities.

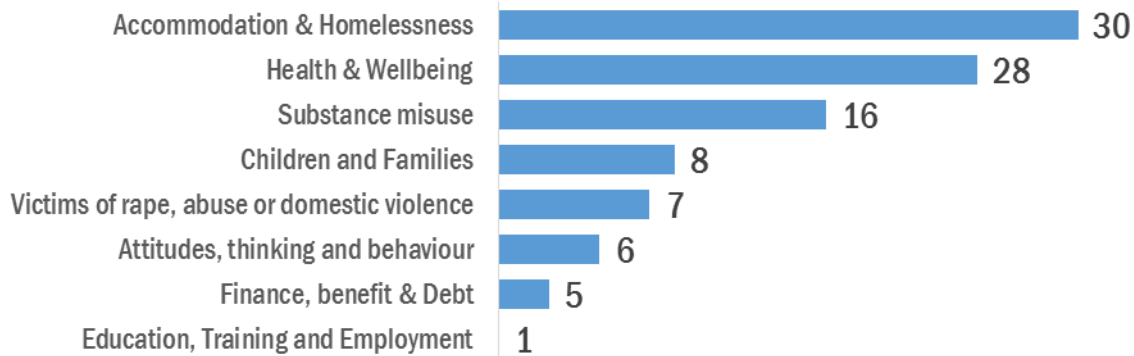


Figure 4 – Number of women with a primary need identified

- 8.33 Domestic abuse is an important background factor for many women, but the primary needs identified are presenting issues. The most common are accommodation and homelessness, health and wellbeing and substance misuse.
- 8.34 Domestic abuse is the secondary need for 16 women, but health and wellbeing is the largest category – 29 women have this rated as their secondary need.
- 8.35 As previously indicated, it can take time to gain the women's trust and the link workers have adapted the assessment process to accommodate this. Typically, as the scheme is being offered as a voluntary service and some women are dubious, the first meeting is deliberately informal.
- 8.36 The description of need from the women bears out the importance of understanding complexity when addressing primary need, for example in instances of financial concerns; namely debt and or gambling, generalised anxiety/depression can be found. This in itself makes it difficult for women to get out and about or to seek comfort in alcohol and drugs. These issues have led to contact with the criminal justice system and often the arrest/ offence had been a response to previous victimisation.
- 8.37 Interventions planned for women - St Giles Trust has recruited workers that have experience in Norfolk and an understanding of local services.
- 8.38 WONDER does have several agencies that they refer to that feed into various points on the pathway identified for the women. These include Leeway and Pandora Project (Domestic violence and abuse), StepChange (Debt advice and support), MIND (Mental Health), the Women's Centre etc. St Giles Trust has good working relationships with many of these based on previous projects.

- 8.39 St Giles Trust is now in a position to recruit ex-service users as volunteers. This will comprise of facilitating group work activities providing a supportive and nurturing environment co-working with experienced Link Workers.
- 8.40 Ongoing contact and support - Norfolk is largely rural, so anyone working in the area must understand these issues and notions around isolation. The WONDER management is confident that the model they have does its best to ameliorate this. For example, the model is patch based - so workers get to know both the women and the services with additional floating capacity – and provides a flexible model to cope with peaks in demand or additional complexity. Partners have offered space to facilitate this e.g. Early Help have offered space at all their hubs (including the option to have a desk). Getting women to appointments is an important part of the work, especially initially, although the workers are keen that the service should not become a “taxi service” and it is considered that the volunteer scheme can help women in this way. “The Link W helps me to get to places – the buses from my village are only once per hour”.
- 8.41 The women describe a raft of interventions that have helped them to feel more in control of their lives. Several of them are awaiting appointments with specific services, but in the early stages, there has been a lot of support with managing day to day life and dealing with domestic and financial (debt) issues, as well as, in a couple of cases, dedicated support around court cases.
- 8.42 Accompanying women to health and council appointments and making phone calls on their behalf has made a significant difference to them. From observing how the link workers deal with statutory and voluntary agencies, some women now felt better able to make representation on their own behalf. One woman described this support as “life-changing”.
- 8.43 Some women have made reference to a shrinkage in support services and have been “let down” by previous services or passed on because that service did not have the capacity to support them, including vital mental health services. “There used to be more help - Job Centres which could send you on courses”.
- 8.44 For some of the women, having someone to accompany them to appointments, who were au fait with their situation, meant that vital details were not omitted: “LW helps me to explain my situation to services...she jogs my memory at Mental Health appointments. I 'don't know what I'd do without her”.
- 8.45 Women have illustrated the sequencing/ prioritizing of interventions. One woman for example, is on the waiting list for Sue Lambert Trust (sexual abuse) who would like her to deal with anxiety first (so that she be able to get to appts). The link worker has referred her to the Wellbeing Centre for help with her anxiety, where an appointment is imminent. The link workers report that housing and mental health issues are the most difficult to access

resources for and there was a risk that this could impede the service users' journeys to recovery.

- 8.46 Women talk about the importance of enduring and consistent support until they are able to deal with issues themselves and for them to feel comfortable about disclosure. This had sometimes been an issue in the past... "Moving forward might be difficult as this court case may go on. I don't want the support to stop - don't want to be given a different worker."
- 8.47 Beyond the consistency, women report very good relationships with the link workers and in many cases, the link worker was the only person they shared their problems with openly. "LW's support is always in the back of my head. I know if things go 'tits up', the support is there. LW is an enormous support.... She's always smiling; we talk a lot - she's the only person that I confide in. I'd be lost without her, to be fair.... She is amazing".
- 8.48 Because of the strength of the reported relationships, both parties recognise the importance of effective exit strategies.
- 8.49 Perceived benefits and outcomes - women report several benefits that they have derived from the WONDER scheme: These include:
- More confidence in dealing with financial and administrative matters; and facing up to issues that needed dealing with
 - Beginning to address trauma
 - Better able to keep appointments
 - Better financial stability
 - More confidence in getting out and about
 - Better self and domestic care and renewed interests in hobbies, vocational pursuits (including an interest in voluntary work) and ultimately, employment
 - Reduced substance misuse (better strategies for dealing with difficulties)
 - Reduced likelihood of reoffending, across a range of offence types
- 8.50 Reduced risk of reoffending is clearly a crucial benefit to be sought. The relationship between the trigger offence (that had brought them into contact with CJS) and the key issues to be addressed is often indirect.
- 8.51 Community Chaplaincies are independent faith based voluntary organisations working with offenders who serve a prison sentence, offering support and opportunities needed to free themselves from crime and build a brighter future in the community. The work harnesses the extensive resources that are available within the faith communities, most particularly volunteers who give their time to support those who are seeking to make a fresh start. The scheme helps to improve the quality of life in communities by:
- helping those who have been in prison to settle back into their local community
 - reducing the negative impact of crime and reoffending

- reducing the number of people who become victims of crime
- 8.52 In February 2017 the Office of the Police and Crime Commissioner for Norfolk awarded Community Chaplaincy Norfolk £20,100 to provide a two year mentoring service in Norfolk. Evidence through this project demonstrated that a mentoring approach is a successful way of engaging vulnerable people and their families. The Community Chaplaincy approach strengthened relationships and connected offenders back into their communities, whilst working closely in partnership with statutory and voluntary organisations to work to common outcomes.
- 8.53 Scheme clients reported enhanced skills with respect to recognising risky situations, walking away from arguments, stressful situations or anti-social behaviour; improved family relationships, higher self-esteem and respect for others; and a number re-engage with their families and communities.
- 8.54 In February 2019, the Office of the Police and Crime Commissioner awarded an additional £31,800. This additional funding opportunity, until March 2020, will enable the Community Chaplaincy scheme to expand in scope and systemically. It will be able to support more clients across Norfolk and offer greater training and development opportunities for volunteer mentors.
- 8.56 The desired outcomes from the Scheme are:
- Targeted mentoring support for clients, many of whom are vulnerable and have complex needs
 - To contribute to a reduction in the frequency and seriousness of offending
 - To provide a role model for referred clients and motivate them on the path to desistance
 - Clients will be supported and encouraged to achieve and maintain their goals leading to a more fulfilling lifestyle within their communities
- 8.57 The Integrated Offender Management Scheme – The IOM link worker works with individuals on the Norfolk IOM scheme as directed by the IOM Scheme Manager and in line with the National Offender Management Service (NOMS) pathways to reducing re-offending and has been operating in Norfolk since 1st April 2016. Existing funding arrangements cease on the 1st October 2019.
- 8.58 Historically the decision has been made to maintain this role as separate from statutory organisations such as the police and the probation services to reduce perceived suspicion of the role by service users, avoid the statutory and regulatory responsibilities of statutory service, thus providing a client centred role aimed at focusing their thoughts towards a crime free life.
- 8.59 The link worker delivers counselling, comprehensive information, support and interventions to the IOM cohort. They also facilitate engagement, signposting, assertive outreach and referrals to other services. The service is county wide.

8.60 Link Worker activities across Norfolk (1st April 2017 – 31st March 2018) includes:

- Making 397 contacts with 58 different IOM clients with the majority of contacts (96%) being face-to-face.
- The link worker predominantly worked with men (52 males equalling 90% compared to 6 females (10%) over this time period.
- The age range of the 58 clients seen by the link worker was varied, although the majority fell into the 26-40 bracket.
- Link worker delivery was county wide, with greater uptake in Norwich and Great Yarmouth.
- The link worker supported clients under the supervision of the National Probation Service and Community Rehabilitation Company and clients who are not subject to a statutory order.
- The link worker met with some clients in prison custody, prior to release (including HMP Norwich, HMP Wayland, and HMP Peterborough)

8.61 A range of work was delivered including:

- Introductory meetings with clients
- Brief interventions
- Coaching
- Counselling
- Assertive outreach
- Signposting
- Referrals

8.62 Summary of the interventions includes:

- Securing accommodation
- Support into education, training and employment
- Support in addressing mental and physical health needs
- Addressing substance misuse
- Maintaining links with children, family, friends and wider communities
- Address attitudes, thinking and behaviour
- Support women out of sex working
- Improved financial stability
- Reduced individual vulnerability to victimisation of domestic abuse and sexual abuse
- Counselling

8.63 The link worker contributes to a reduction in the frequency and seriousness of offending by providing these types of interventions for referred offenders who are chaotic in nature causing most harm to their communities.

8.64 The link worker motivates offenders on the path to desistance ensuring they are supported and encouraged to achieve and maintain their goals leading to a more fulfilling life within their communities. The additional value of an appropriately trained link worker is in the front line indication of conditions

such as autistic spectrum disorder, mental health conditions, learning disorders and personality disorder, which are often left undiagnosed.

8.65 Gateway to Employment (GtoE) is a joint campaign between the Office of the Police and Crime Commissioner for Norfolk and the Department for Work and Pensions, which aims to break down barriers to employment for people with convictions.

8.66 Our aim was to get 100 organisations to pledge to offer a new opportunity to someone with convictions, leading to meaningful long term employment. This target was exceeded within one year of launching the campaign.

8.67 Progress to date

- Creation of Project Board
- Ensured project board is supported by appropriate legal/HR expertise
- Worked with local media on promotion campaigns
- Held numerous employer events including, NARRO (Norfolk Alliance for Rehabilitation and Resettlement of Offenders), Workshop with Broadland District Council and HMP Norwich and HMP Wayland employer events
- Creation of website
- Developed data capture process with DWP
- Developed E Newsletter and comprehensive distribution list
- Champion “No-Offence” campaign

8.68 Pledges fulfilled (during 2017)

- 12 job starts
- 113 interviews
- 1 training opportunities
- 26 job offers
- 55 bursary applications
- 22 provision
- Monthly employer fairs held at HMP Norwich

8.69 Good news

A dream has come true for a Norfolk apprentice who has turned her life around thanks to a scheme launched by the county’s Police and Crime Commissioner and the Department for Work and Pensions.

Alex Burzec, a Support Coordinator at Home Group, found employment through the Gateway to Employment (GtoE) scheme which gives ex-offenders a second chance.

Having already been crowned ‘Regional Rising Star’ at the Eastern Region National

Apprentice Awards, Alex was hoping to reach for the stars by netting the national title.

In December 2018 Alex's "ultimate dream" came true after she was presented with a highly commended National Rising Star Award at the National Apprenticeship Awards.

"Achieving the 'Rising Star' Apprentice Award in the East Region was a huge surprise and I felt truly overwhelmed by this," said Alex.

- 8.70 Rescue Rehab_- this project is managed by Norwich Best For Pets and has been running at HMP Norwich from 1st May 2018.
- 8.71 The concept of the project is that a number of homeless dogs from a local rehoming centre are taken into HMP Norwich and suitable prisoners will have the opportunity to work alongside the dogs with support from a qualified dog trainer and project assistants to train in the areas of dog handling, training and socialisation.
- 8.72 Sessions are supported by a prisoner mentor and are now fully embedded within the prison regime and education provision.
- 8.73 For those dogs, which have had the appropriate training and temperament, these will be rehomed.
- 8.74 At the end of the project, the impact will be evaluated to establish whether the programme has supported prisoners to...
- gain transferable skills that will enhance their employability upon release
 - improve the mental health and general wellbeing of prisoners, through constructive activity that has wider social value
 - train dogs for rehoming
- 8.75 Early Intervention Youth Fund - Norfolk has recently experienced a significant increase in serious violence associated with County Lines activity and its main threat is the emergence of associated locally based criminal gangs.
- 8.76 In December 2018 the Office of the Police and Crime Commissioner developed a bid to the Home Offices' Early Intervention Youth Fund and was awarded almost £700,000.
- 8.77 Since 2016, Norfolk Police has responded positively to tackling County Lines through Operation Gravity, which focusses on disruption and enforcement. However, the long term strategy must be preventative and multi-agency and therefore the programme of activity has three main components:
- The creation of a Multi-Agency Child Exploitation Team (MACE).
 - Early Intervention and Community Resilience – including greater awareness raising and early identification of those at greatest risk.
 - Specialist support and pathway out programmes.

- 8.78 MACE Team - Norfolk Constabulary has been addressing the needs of children at risk of sexual exploitation for some time but the recognised business model around County Lines has meant that children are also being exploited for drug related criminal purposes within a particular business model.
- 8.79 Currently risks to children and young people are assessed in the Multi-Agency Safeguarding Hub (MASH) against the Norfolk Threshold Guide, which means the response is reactive as opposed to early and preventative.
- 8.80 To address this, a new Multi-Agency Child Exploitation (MACE) team will be introduced to identify and respond to risk early and at the post enforcement stage, by employing methods of that address both the push and pull factors into criminal exploitation.
- 8.81 The objectives of the MACE Team are:
- Raising awareness and training for front line professionals in relation to CCE
 - Offering consultation and advice for front line professionals in relation to CCE
 - Intervention and Diversion
 - Enforcement
- 8.82 An Information Sharing Agreement will formalise the exchange of information and intelligence between agencies and a common assessment tool will provide a framework for the management of risk and a protocol for managing individual cases.
- 8.83 The MACE Team will be piloted for a 12 month period and primarily cover Norwich based young people.
- 8.84 Early Intervention and Community Resilience - the overall preventative strategy for criminal exploitation, County Lines and gang and youth violence is reliant upon early detection and intervention at a community level and long before young people have become known to agencies.
- 8.85 A detached youth work team of 4 qualified youth workers will work closely with the new MACE Team, and operate for a 12 month pilot period. In addition, there will be a programme of detached youth work training to develop the existing workforce.
- 8.86 The team will work in the greater Norwich area with young people that do not access and are not accessed by traditional youth services. The target age will be between 11 and 18 and relate to people who do not use council services, people on the verge of criminality or antisocial behaviour and those in specific areas of the city.
- 8.87 In addition to the detached youth work pilot, there will be an awareness raising programme for schools and parents and in communities, with support available at the time of delivery. This will be bolstered by capacity building

within the voluntary and community sector providers who are already working with potentially vulnerable children.

- 8.88 Whole family support, currently a gap, will be integral to the approach and will be delivered by two specialist workers embedded in the MACE Team, who will address risk often routed in extra familial contexts by supporting parents to keep children safe by maintaining strong relationships.
- 8.89 Positive Pathways Out – the final component of the proposal is the introduction of pathway out programmes, to provide positive educational experiences, training and employment opportunities and support to de-incentivise participation in County Lines activity and offer alternative economic futures for young people.

Norfolk Independent Custody Visiting Scheme – Annual Report 2018-19

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

The Panel is recommended to:

- 1) Consider how the PCC is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Police and Crime Commissioners (PCCs) have a statutory responsibility to establish and manage an Independent Custody Visiting (ICV) Scheme for their police force area.
- 1.2 Independent Custody Visitors (ICVs) are volunteers from the local community who visit Police Investigation Centres (PICs) in the county, unannounced and in pairs, to check the treatment and welfare of detainees and ensure a safe environment. They play a valuable role in maintaining public confidence in this important area of policing.
- 1.3 A panel of visitors is allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, Kings Lynn and Wymondham). They make visits on a weekly basis to make sure that detainees are treated fairly and with respect. A short report of their findings is made prior to leaving the PIC which provides assurance for the PCC that anyone arrested by the police and held in custody is treated fairly and has access to appropriate facilities. Copies of the reports are provided for the police and the ICVs' local panel for discussion and follow-up. Each year, an annual report is published for the local community to inform and reassure them about how people are treated while in police custody.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to enable the Panel to review the PCC's ICV Scheme and understand how this statutory responsibility is being delivered.
- 2.2 The Annual Report for 2018-19 is attached at **Annex 1**. It provides an overview of the scheme and outcomes from visits between 1 April 2018 and 31 March 2019. Previous annual reports are available to view on the PCC's

website [here](#).

2.3 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:

- a) How the statutory responsibility to establish and maintain an Independent Custody Visiting Scheme is being delivered.
- b) How volunteers are recruited and supported in their role.
- c) The percentage of detainees visited during the last year.
- d) The types of issues reported from custody visits and how they have been addressed.
- e) How the Norfolk ICV Scheme compares to those in other force areas.

3. Action

3.1 The Panel is recommended to:

- 1) Consider how the PCC is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what recommendations (if any) it wishes to make to the PCC.



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INDEPENDENT CUSTODY VISITING UPDATE 2018/19

PCCs have a statutory responsibility to run an Independent Custody Visiting (ICV) Scheme ensuring that:

- There is a robust and effective scheme running in their area with appropriate resources and a nominated member of staff responsible for running the scheme
- Regular visits take place in all areas of police custody
- Volunteers are well trained and managed
- That the scheme administrator briefs the PCC on any issues within custody so that issues and trends can be identified
- Regular and formal opportunities exist to raise concerns with the police and deal with ICV's concerns.

Independent custody visiting provides a valuable safeguard for detainees, constabularies and for PCCs. It enables an independent check to be carried out by volunteers from the local community on the way police officers and staff carry out their duties with regard to detainees.

Organisation of the Scheme in Norfolk

As part of a well embedded collaboration agreement (under section 22 of the Police Act 1996), Norfolk and Suffolk constabularies have a clear governance structure for the delivery of custody. These joint arrangements provide clear accountability for safe custody, with services integrated across six police investigation centres (PICs) covering the two force areas.

Norfolk has four PICs where detainees are held. These are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham. They are purpose-built facilities funded under the PFI scheme. They are now well established and across the PICs there is a total detainee capacity of 92. They are recognised as being amongst the best facilities in the country.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area with detainees from Cambridgeshire being held there. It is also used by the UK Immigration Service.

As of 31 March 2019 there are 18 ICVs participating in the scheme across the county. These ICVs are split into four panel groups, each one serving one of the PICs. Each Panel has a co-ordinator who is responsible for creating a rota of visits. This ensures that only the ICVs know when a visit will take place, enabling the scheme to remain independent and credible.

INDEPENDENT CUSTODY VISITING UPDATE 2018/19

Each panel group meets with the ICV scheme administrator three times a year and the panel co-ordinators meet them a further twice a year. These visits are also attended by PIC police managers to allow direct reporting of issues identified by the ICVs.

ICV numbers in Norfolk showed a notable decline during 2017/8 due to a number of factors such as ill health and changes in personal and work circumstances. However a successful recruiting campaign at the end of 2018 was held, resulting in eight new ICVs joining the Norfolk scheme. Their training will continue throughout April but a new effective establishment of 26 ICVs is expected by May/June 2019.

Geographical Breakdown

Breakdown of visits conducted for the period 1 April 2018 to 31 March 2019

Police Investigation Centre (PIC) visited	No. of visits under-taken	No. of detainees held	No. of detainees available to visit	No. of detainees visited	% detainees visited (of those available)	No. of detainees not visited*
Aylsham PIC	50	138	100	91	91%	45
Great Yarmouth PIC	46	309	176	154	88%	151
King's Lynn PIC	39	288	134	118	88%	138
Wymondham PIC	45	436	223	152	68%	217
Overall Total	180	1171	633	515	84%	551

* **Note:** There are a number of reasons why detained persons are not visited. For example they could be in interview, asleep, or receiving healthcare or legal advice. Additionally the Police may advise against seeing violent or vulnerable individuals or there may simply not be enough time to see all detainees during the visit.

Issues reported from Custody Visits

No issues of serious harm or threat have been reported in the last year.

ICVs continue to make comprehensive notes following their visits. More minor areas of concern are reported back at the time of the visit, whilst reoccurring issues are raised with the Chief Inspector for custody.

INDEPENDENT CUSTODY VISITING UPDATE 2018/19

ICVs and the scheme administrator maintain excellent, professional working relationships with the constabulary.

It is important to stress that ICVs can make a real difference to a detainee's time in custody. Even small interventions can mean a great deal to somebody who is vulnerable or suffering from mental health issues. Simple things like getting an extra blanket or facilitating a message being passed to a family member can help alleviate anxiety leading to a more positive and safe custody experience.

Collaborative Working

Solid working relationships are maintained with the Office for the Police and Crime Commissioner for Suffolk and the ICV schemes in both counties mirror each other in the use of the same reporting forms and statistical reports. Norfolk and Suffolk share training opportunities for ICVs.

In addition to Suffolk, Norfolk continues to work alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The scheme administrators from these areas meet on a quarterly basis to share experience and best practice. The region is currently represented at a national level by Bedfordshire on the Independent Custody Visitors Association (ICVA).

Accreditation

ICVA have this year run a formal accreditation process known as the Quality Assurance Framework. Whilst there are extended levels of achievement, Norfolk, along with many others schemes has successfully achieved the level - 'Code Compliance'. The scheme scrutinises 27 areas of business and Norfolk has managed to achieve this.

HMICFRS Report

In May 2018 the joint Custody facility was subject to an unannounced inspection. This was a generally positive inspection and included reference to the good work carried out by Norfolk and Suffolk ICVs.

The report has been circulated to all ICVs and since doing so, areas raised by inspectors such as Detention Reviews are being focussed on to assist the constabulary meet their subsequent action plan.

Training & Other Activities

A very successful training event was held in December 2018 for ICVs. Several topics were covered including Mental Health in Custody, the Concordat on Children in Custody and the Use of Force in custody.

As well as carrying out their normal visiting duties, ICVs remain active in other areas. One is regularly presenting a session on Custody Visiting to the Constabularies' Custody Sergeants and Detention Officers courses, thus ensuring all newly trained staff are aware of what Independent Custody visiting is and how it works across Norfolk and Suffolk.

There are six Norfolk and Suffolk ICVs sitting on an independent review panel arranged by the police to review the records of detainees subject to strip searches by the police.

INDEPENDENT CUSTODY VISITING UPDATE 2018/19

ICVs give their time on behalf of their fellow citizens and are highly valued by the PCC and OPCCN. In December 2018, the PCC presented a gift and certificate to Rick Parry from Aylsham who has given 20 years' service as an ICV.

Conclusion

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detainees and the conditions in which they are held. The Norfolk scheme is held in high regard nationally and continues to deliver excellent results.

If anyone wishes to know more about the scheme or are interested in becoming an Independent Custody Visitor then please contact:

Independent Custody Visiting Scheme Administrator

OPCCN

Building 8

Falconers Chase

Wymondham NR18 0WW

Telephone: 01953 423851

Email: ICVAdministrator@norfolk.pnn.police.uk

For more information on the role of ICV's or that of the Police and Crime Commissioner for Norfolk, please visit www.norfolk-pcc.gov.uk or find us on Twitter @NorfolkPCC or Facebook at www.facebook.com/norfolkpcc

For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit their website: www.icva.org.uk or on Twitter @CustodyVisiting

Complaints Policy Sub Panel

Report from the Chairman of the Sub Panel, Air Commodore Kevin Pellatt

This report sets out an update from the Complaints Policy Sub Panel and asks the Panel to agree the following recommendations:

1) That a Complaints Policy Sub Panel should be reconstituted at the Panel's AGM, comprising nominated panel members for handling PCC conduct complaints, to continue to monitor the PCC's implementation of the police integrity reforms.

2) That the Sub Panel Chairman should review the current Terms of Reference, to ensure they remain relevant.

3) That the current procedure for handling PCC conduct complaints should continue.

4) That the text introducing PCC conduct complaints on the Panel's webpage should be amended, as set out at Appendix 1 of this report.

5) That the following factual amendments should be made to the procedural document:

- references to the Independent Police Complaints Commission (IPCC) to be changed to Independent Office for Police Conduct (IOPC).

- the inclusion of an additional paragraph (19) to explain that there is no right of appeal, as set out at paragraph 2.9 (e) of this report.

1. Background

1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.

1.2 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, changes to the handling of PCC conduct complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources.

1.3 The Panel endorsed the Terms of Reference for this Sub Panel at its meeting in June 2018 and appointed the following members: Air Commodore Kevin Pellatt (Chairman), Dr Christopher Kemp, Mrs Sarah Bütikofer, Mr Mike Smith Clare and Mr Peter Hill.

- 1.4 As previously reported to the Panel, the timetable for the policing complaints reforms has slipped owing to other pressures on Parliamentary time. Once the reforms are implemented, PCCs will become the review body for appeals about the outcome of policing complaints. PCCs may also seek to take on other aspects of the policing complaints function. Both Norfolk and Suffolk PCCs have indicated their intention to adopt the mandatory oversight model.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 4 April 2019, to consider a progress update on the implementation of police integrity reforms. A summary of the information reviewed is set out below, together with recommendations for the Panel to consider.

Policing and Crime Act 2017 – police complaints and disciplinary systems

- 2.2 The Sub Panel was reminded about the progress that has been made with implementing of police integrity reforms, as summarised in the following table:

Phase	Status	Summary of Reforms
Phase 1	Completed in December 2017	Former Officers (can now face disciplinary proceedings after leaving) and introduction of Barred List which is held by College of Policing.
Phase 2	Completed in January 2018	Governance reforms of the IPCC to the IOPC.
	Completed in November 2018	Introduction of Super Complaints which is a process managed through Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
Phase 3	Scheduled for 2019	Complaints reforms, including a new broader definition of a police complaint, simplifying processes, greater transparency.
		PCCs' enhanced role: handling certain complaints appeals/reviews (mandatory new function). Options also to take on responsibility for a) initial complaints handling and b) for keeping the complainant informed.
		Discipline reforms, including clarification of 'misconduct', new concept of Practice Requiring Improvement, duty of co-operation, changes to misconduct hearings and the role of Legally Qualified Chairs (LQCs), similar changes to Police Appeals Tribunals.
		IOPC reforms, including <ul style="list-style-type: none"> • Power of initiative and power to reopen closed investigations where compelling reasons exist; • Case to answer decision and IOPC to present disciplinary cases in certain circumstances;

		<ul style="list-style-type: none"> • Modes of investigation changes, special requirements; • Investigating Chief Officers; • Various other powers and jurisdictional reforms (including clarity on IOPC jurisdiction extends to UK territorial waters).
Post Phase 3	To be confirmed	Whistle-blowing reforms (protections and also powers for IOPC), contractors' regulations, Section 26 bodies' regulations (to align with arrangements for the 43 forces).

- 2.3 The implementation of the complaints and discipline reforms (Phase 3) is primarily reliant on the production of revised regulations and statutory guidance. This continues to be delayed. OPCCN had been working towards implementation by summer 2019, but until the Home Office confirms a revised timetable this has now been put back to autumn 2019.
- 2.4 The Home Office still intends to allow a mobilisation period of six months for all key stakeholders so that the necessary preparations can be made before the reforms go live. For OPCCN this means the recruitment and appointment of an appeals officer and staff training on the new regulations and guidance documents. Relevant Panel Members will be invited to attend appropriate elements.
- 2.5 Given the extended timetable, Members are of the view that a Complaints Policy Sub Panel should be reconstituted at the Panel's AGM, comprising nominated panel members for handling PCC conduct complaints, to continue to monitor the PCC's implementation of the police integrity reforms (**Recommendation 1**). They are also of the view that the current Terms of Reference for the Sub Panel should be reviewed, to ensure they remain relevant. Should they need to be refreshed, an updated version will be provided for the Panel to consider at the AGM (**Recommendation 2**).
- 2.6 The Sub Panel was advised that 3 police super complaints have been submitted to HMICFRS and the responses to each are awaited.
1. December 2018 - from Liberty and Southall Black Sisters, which concerns police data sharing for immigration purposes.
 2. March 2019 - from The Centre for Women's Justice, with concerns that the police are systematically failing to protect victims of domestic and sexual violence.
 3. March 2019 - from Hestia (a charity which delivers services for adults and young people in crisis, across London and the surrounding regions), with concerns that some police officers are not reporting cases of modern slavery to the Home Office and that a failure to sensitively handle cases of modern slavery is discouraging victims across England and Wales from supporting criminal investigations against their exploiters.

- 2.7 The Sub Panel was also advised about the requirement of PCCs to maintain a list of independent persons to sit on police misconduct hearings and nominate persons to serve as Legally Qualified Chairs (LQCs) of police misconduct panels. This is managed through an eastern region arrangement between PCCs and is serving Norfolk well. Members agreed that the Sub Panel should, in future, request a regular update on police misconduct hearings. By reviewing whether any patterns are evident in either the origin or outcome of these hearings, the Panel could support the PCC through identifying training needs for either the Constabulary or misconduct panels themselves.

PCC conduct complaints

- 2.8 The Sub Panel noted that no further indication has been given by the Home Office about its intention to give PCPs greater investigatory powers in relation to PCC conduct complaints. The Sub Panel will keep this under review.
- 2.9 The Sub Panel reviewed the current PCC conduct complaints procedure, which can be viewed via the PCP's webpage [here](#), and concluded that:
- a) Having explored the approach that other Panels take to deliver this duty, it would appear that each has adopted the procedure that best suits the circumstances and the resources available to it. Their decision about whether to delegate all or part of the process does not reflect best practice.
 - b) Norfolk's Panel is not alone in delegating the initial handling and recording of PCC conduct complaints to the PCC's Chief Executive. While some may feel this approach does not allow sufficient separation from the PCC's influence, Norfolk's requirement that this is done in consultation with a nominated Panel Member should provide additional reassurance to the public in that respect. Involving one nominated member at each stage, instead of convening a group, also maximises the efficiency of the process. Neither is Norfolk's Panel alone in delegating informal resolution (to Norfolk County Council's Head of Democratic Services, in consultation with a nominated Panel Member).
 - c) The procedure which has been adopted in Norfolk is working well. There would not be any merit in changing it (for example, delegating the initial handling and recording to someone other than the PCC's Chief Executive, or convening a Sub Panel to carry out both the initial handling as well as informal resolution). The Sub Panel therefore recommends that the current procedure for handling PCC conduct complaints should continue (**Recommendation 3**).
 - d) Some Panels are better at making available the information about PCC conduct complaints. Information about how to make a complaint is easy to find. Explanations about what Panels can and cannot do is much clearer. Having looked at examples from other places, the Sub Panel recommends that the text on the Norfolk PCP webpage should be refreshed, as set out at **Appendix 1** of this report (**Recommendation 4**).

- e) Procedural documents are very similar in style and content. While some Panels have adopted an additional policy relating to ‘habitual and vexatious complaints’, the Sub Panel does not feel this is necessary in Norfolk because the procedural document already refers to and defines vexatious and repetitious complaints. The Sub Panel does, however, feel it would be helpful to include an additional paragraph to explain there is no further right of appeal. It recommends that the following could be added as a new paragraph (19): *“There is no right of appeal against the decisions taken following receipt of a complaint, either by the PCC’s Chief Executive or Head of Democratic Services (both in consultation with nominated Panel members). If a complainant is unhappy about the way their complaint has been handled, they can refer the matter to the Local Government Ombudsman and request that an investigation is carried out on their behalf.”* In addition, factual amendments need to be made, with references to the IPCC to be changed to IOPC (**Recommendation 5**).

3. Action

3.1 The Panel is asked to agree the following recommendations:

- 1) That a Complaints Policy Sub Panel should be reconstituted at the Panel’s AGM, comprising nominated panel members for handling PCC conduct complaints, to continue to monitor the PCC’s implementation of the police integrity reforms.
- 2) That the Sub Panel Chairman should review the current Terms of Reference, to ensure they remain relevant.
- 3) That the current procedure for handling PCC conduct complaints should continue.
- 4) That the text introducing PCC conduct complaints on the Panel’s webpage should be amended, as set out at Appendix 1 of this report.
- 5) That the following factual amendments should be made to the procedural document:
 - References to the IPCC to be changes to IOPC.
 - The inclusion of an additional paragraph (19) to explain that there is no right of appeal, as set out at paragraph 2.9 (e) of this report.



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.

Complaints about the conduct of the Police and Crime Commissioner for Norfolk

One of the Panel's responsibilities is to deal with complaints made about the conduct of the Police and Crime Commissioner (PCC).

The Panel wishes to provide a process which is simple to use and accessible to all, and to give people confidence that their complaints are being dealt with effectively. Please read the information below, and if you wish to make a complaint direct it in the first instance to:

Chief Executive

Office of the Police and Crime Commissioner for Norfolk

Jubilee House

Falconers Chase

Wymondham

NR18 0WW

Telephone: 01953 424455

Email: opccn@norfolk.pnn.police.uk

What we can do

Complaints about the conduct of the PCC are dealt with either by the Independent Office for Police Conduct (IOPC) or by us, the Panel.

Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the PCC must be recorded, and then referred to the IOPC for investigation.

Any other complaints are handled by us, usually through informal resolution. Informal resolution means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings.

We can consider complaints about the way a decision has been made or the behaviour of the PCC if this has caused problems for you. For example, you may think that they have not followed the proper process for taking a decision.

What we can't do

We can't question action taken by the PCC simply because you don't agree with it, such as a policy decision or funding decision. If that is the case, you should write to the PCC to express your views or attend one of his public question and answer sessions.

We don't have the legal powers to deal with complaints against any of the following:

- The Chief Constable;
- Police Officers or Police Staff;

- The Police and Crime Commissioner's Support Staff or Chief Executive; or
- Independent Custody Visitors.

If you have such a complaint, please view information on the Commissioner's website [here](#) which will explain where you need to direct your complaint to.

More Information?

Find out more information about making a complaint in the documents below:

Procedure for handling complaints about the conduct of the Police and Crime Commissioner for Norfolk

Complaints handling flowchart

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 18 April 2019, 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 18 April 2019, 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 several 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 and 30 April 2019:

Date	Activity
5 April 2019	Criminal Justice Board – Stirling House, Training and Conference Centre, Suffolk
8 April 2019	Eastern Regions Meeting – Essex

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.



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PCC's Decisions

7 Forces Collaboration – Procurement

Confidential Decision 2019-01

The PCC agrees to entering into a collaboration agreement for the delivery of a single procurement function across the policing areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

Norfolk Scam and Fraud Prevention Service

Decision 2019-02

The PCC agreed to fund the Norfolk Scam Prevention Service at a cost of £35,633 per annum.

Funding for the Community Chaplain Scheme

Decision 2019-03

The PCC approved the funding for the Community Chaplaincy Scheme from 1st February 2019 - 31st March 2020.

Norfolk 2020 Estates Strategy – Broadland Eastern Hub Plans

Confidential Decision 2019-04

The PCC approved the completion of negotiations to purchase the recommended site.

Decision 2019-05 – to be published

Firearms Unit – Planning Application for Portakabins

Confidential Decision 2019-06

The PCC approved the decision to submit a planning application to relocate some existing portakabins.

Holt & Reepham, Fire Station Works

Confidential Decision 2019-07

The PCC approved the tender submissions to extend the Holt and Reepham Fire Stations to provide new police accommodation.

Wymondham OCC Car Park & Security Works Tender

Confidential Decision 2019-08

The PCC approved the proposed works.

Tuckswood Police Station

Confidential Decision 2019-09

The PCC approved the planned disposal of the site.

Wymondham OCC Car Park Agreement – Temporary Use of Spaces

Confidential Decision 2019-10

The PCC approved the temporary acquisition of spaces.

St Giles Trust – Project SOS+

Decision 2019-11

The PCC agreed to fund the St Giles Trust to deliver Project SOS+ to deliver preventative sessions to school children across Norfolk at risk of criminal exploitation as well as awareness raising sessions to parents and teachers.

The Pandora Project – The Phoenix Service

Decision 2019-12

The PCC agreed to fund the Pandora Project's Phoenix Service to support victims of modern day slavery, off street sex workers and criminal exploitation across Norfolk.

Pathways Out Programme

Decision 2019-13

The PCC agreed to fund a one-year pilot project to help young people at risk of child criminal exploitation by offering education, training and employment opportunities.

The Daisy Programme Development Grant

Decision 2019-14

The PCC agreed to fund the Daisy Project which supports men and women living with or who have been affected by domestic abuse in the Breckland area of Norfolk.

Pandora Project King's Lynn

Decision 2019-15

The PCC agreed to a funding extension for the Pandora Project to support victims of domestic abuse in the west of the county.

Precept and Council Tax Requirement 2019/20

Decision 2019-16

The PCC issued the precept for 2019/20.

Family Practitioner (Early Intervention Youth Fund)

Decision 2019-17

The PCC agreed to fund a one-year pilot to test delivering a whole family support approach to young people at risk of, or affected by, child criminal exploitation.

South Norfolk Early Help Hub Domestic Abuse Worker

Decision 2019-18

The PCC approved a grant for two years to support victims of domestic abuse in South Norfolk.

Norfolk County Council Return Home Interviews

Decision 2019-19

The PCC agreed to support a three-year partnership service to support children and young people who go missing and/or are at risk of child sexual exploitation in Norfolk.

Sale of Police House

Confidential Decision 2019-20

The PCC agreed to proceed with the sale.

Extension of Funding to the IOM Link Worker

Decision 2019-21

The PCC agreed to continue to fund a Link Worker to support Norfolk's Integrated Offender Management (IOM) scheme.

Norfolk 2020 – Estates Strategy

Confidential Decision 2019-22

The PCC approved the build option be put out to public tender.

Independent Members of Misconduct Panels - Reappointment

Decision 2019-23

The PCC agreed for the current Independent Members to be reappointed to the regional misconduct hearing list for a further term of five years.

Wells-next-the-Sea Police Station

Confidential Decision 2019-24

The PCC approved the partnership use of the station.

Europa Way Store – Norwich

Confidential Decision 2019-25

The PCC approved 'holding over' the lease following lease expiry.

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 opens new great Yarmouth support centre for sexual abuse survivors

The Sue Lambert Trust, which provides counselling, practical and emotional support to survivors of childhood sexual abuse, rape and sexual assault, invited PCC Lorne Green to open its new premises.

17 January 2019

PCC to quiz Norfolk's Chief Constable on progress against county's Police and Crime Plan

The agenda for the PCC's first Police Accountability Forum of 2019 will focus on preventing offending, increasing visible policing and good stewardship of taxpayers' money.

29 January 2019

PCC to take 2019/20 policing budget proposals to Panel

Norfolk's PCC Lorne Green, will take his proposals for the 2019/20 policing budget to the county's Police and Crime Panel next week.

1 February 2019

Unanimous Panel support for police budget proposals

The PCC took his proposals, which include an increase of 46 pence per week to the policing element of council tax (based on a Band D property), to a public meeting at County Hall this morning.

5 February 2019

Scheme to give offenders a second chance in life given extra funding from PCC

An initiative which helps prisoners and ex-offenders to turn their lives around has received extra funding from the Office of the Police and Crime Commissioner.

13 February 2019

Hidden victims set to benefit from vital funding

A scheme to support off-street sex workers who may be vulnerable to human trafficking or modern slavery is being launched across the county thanks to funding from the OPCCN.

14 February 2019

Panel to review PCC Chief Finance Officer appointment

PCC Lorne Green will meet with the Police and Crime Panel next week to ask that they confirm the appointment of a new Chief Finance Officer for the OPCCN.

19 February 2019

Norfolk scam victims to benefit from new prevention service

Scams victims in Norfolk are set to receive better support as a result of a partnership between the county's PCC and victim care service.

25 February 2019

Powerful new domestic abuse films released in Norfolk

A thought-provoking new video campaign, highlighting how anyone can be affected by different types of domestic abuse, has been launched in Norfolk.

1 March 2019

Diss next stop for Norfolk PCC's policing and crime Q&A

Norfolk's PCC and Chief Constable will be answering questions from the public at a Q&A event in South Norfolk on Monday 11 March from 6pm.

5 March 2019

Young driver initiative will continue to make an #Impact during 2019

A campaign aimed at young drivers will make its first visit of 2019 next week – sharing road safety messages with students at East Norfolk Sixth Form College in Gorleston.

6 March 2019

Norfolk's PCC pledges to continue to support young people at risk exploitation and knife crime

Lorne Green has pledged to continue to 'protect and safeguard' young people at risk of criminal exploitation as he supports a national campaign aimed at tackling knife crime.

11 March 2019

PCC back's Crimestoppers campaign to identify County Lines offenders

Norfolk's Police and Crime Commissioner is backing an initiative aimed at encouraging members of the public to help identify County Lines drug networks in the county.

25 March 2019

Norfolk continues to tackle domestic abuse with new initiatives

Norfolk partners, including the Office of the Police and Crime Commissioner for Norfolk, continue to join forces to tackle domestic abuse in the county.

2 April 2019

PCC's Youth Commission grows from strength to strength

Nearly two years after their successful launch Norfolk PCC's team of dedicated Youth Commissioners are continuing to have their say on how to shape policing in the county.

12 April 2019

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 meetings

Date: 19 March 2019	
Subject	Summary
Public agenda	
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money' - Budget Monitoring Report 2018/19 (based on period to 31 Jan 2019)	<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 Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. It provides a high level financial overview of the Constabulary Revenue and Capital Budgets for the current year, 2018/19. 2. The Commissioner approved the total revenue budget and capital programme for 2018/19 in February 2018 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of January 2019. 3. The forecast revenue year-end position is an overspend of £0.040m. 4. An Estates Update is also included alongside the Performance Metrics for Good Stewardship of Taxpayers' Money. <p>Recommendation: PCC to note the report.</p>
Police and Crime Plan Theme: 'Support Rural Communities'	<p>This paper provides an update on the following aspects:</p> <ul style="list-style-type: none"> • Overall progress against the delivery of the rural policing strategy. • An outline of planned activity for the year 2019-2020. • An outline of cross border activities over the last two years and the impact of any operations. • Activity to increase visibility and improve confidence in policing in rural areas and evidence on the successes of such operations. • The impact of the Raise the Alarm campaign on theft from and damage from heritage sites including churches.

	<ul style="list-style-type: none"> • Demonstration that the Constabulary is identifying and adopting best practice in rural policing from other rural counties. • A report on the Community Rural Advisory Group (CRAG) activity over the last twelve months and planned activity in 2019 – 2020. • An update on the development of the rural crime dashboard and the latest data. <p>Recommendation: PCC to note the report.</p>
Police and Crime Plan Theme: 'Improve Road safety'	<p>This report outlines the Constabulary's progress on elements of the Strategic Policing Objectives for Priority 3: Improve Road Safety, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>Recommendation: PCC to note the report.</p>
Emergency Services Collaboration Group Update	Oral update
Emerging Operational/Organisational Risks	

A public question and answer session was held on Monday 11 March 2019 in The Corn Hall, Diss. The next session is due to take in West Norfolk in May 2019 (location and date to be confirmed).

The next PAF meeting is due to take place on Tuesday 14 May 2019 – Norfolk Constabulary Headquarters, Wymondham, Norfolk, NR18 0WW.

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 meetings

Date: 16 April 2019	
Subject	Summary
Public agenda	
Internal Audit	<p>To consider the following reports from Head of Internal Audit (TIAA):</p> <ul style="list-style-type: none"> a) 2018/19 Plan Update. b) 2018/19 Internal Audit Follow Up Recommendations. c) 2019/20 Internal Audit Plan.
Review of the effectiveness of the system of internal control (SIC) and the draft Annual Governance Statement (AGS) 2018/19.	<p>The report describes the review of the system of internal control and presents the Annual Governance Statement for endorsement.</p> <p>Recommendation: The Committee is asked to:</p> <ul style="list-style-type: none"> (i) note the completion of the review of the system of internal control. (ii) endorse the draft Annual Governance Statement for 2018/19.
Forward Work Plan	To consider the forward work programme.
Private agenda	
Strategic Risk Register Update	Verbal update from Chief Executive and Chief Constable

The Audit Committee is due to meet next at 2pm on Tuesday 30 July 2019.

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

10am, 13 June 2019, County Hall	Panel Member induction	
10am, 2 July 2019, County Hall	Election of Chairman and Vice-Chairman Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 18 September 2019, County Hall	PCC's 2018-19 Annual Report Complaints Policy Sub-Panel – Update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 20 November 2019, County Hall	PCC's 2020-21 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services)	

	Information bulletin – questions arising to the PCC Forward Work Programme	
10am, 4 February 2020, County Hall	Review the PCC’s proposed precept for 2020-21 (the Panel must review and report by 8 February 2020) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Forward Work Programme	
10am, 19 February 2020, County Hall	Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2019)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
April 2020, County Hall (To be confirmed)	Police and Crime Plan performance monitoring (including commissioned services) Independent Custody Visitor Scheme Annual Report Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
7 May 2020	PCC elections	

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2018-19: Mrs Sarah Bütikofer, Mr Peter Hill, Dr Christopher Kemp, Mr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chairman)

Date of last meeting: 4 April 2019

Next meeting: To be confirmed

PCP training and network events

- Eastern Region PCP Network: September 2019 and March 2020 (dates and venue to be confirmed).

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – This Sub Panel meets at least annually; the last meeting took place on Wednesday 13 February 2019 at County Hall.

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

- 19 May 2019
- 23 July 2019
- 24 September 2019

PCC public question and answer sessions – the next session is due to take in West Norfolk in May 2019 (location and date to be confirmed).

Norfolk and Suffolk Collaboration Panel meetings are due to be 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.