



Norfolk Police and Crime Panel

Minutes of the Meeting held on 19 July 2018 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr W Richmond (Chairman)	Norfolk County Council
Mrs S Butikofer	Norfolk County Council
Mr M Storey	Norfolk County Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr Kevin Maguire	Norwich City Council
Mr Frank Sharpe	Breckland District Council
Mr Roger Foulger	Broadland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Mike Smith-Clare	Great Yarmouth Borough Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt	Co-opted Independent Member

Officers Present:

Mr Greg Insull	Assistant Head of Democratic Services, Norfolk County Council (NCC)
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC

Others Present

Mr 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
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 Guy Clifton	Grant Thornton
Mr Tom Foster	Grant Thornton

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

- 1.1 Apologies had been received from Cllr Francis Whymark (substituted by Cllr Roger Foulger).

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. Police and Fire Collaboration – Local Business Case Update

4.1 The Panel considered the Police and Crime Commissioner's (PCC) decision to launch a public consultation on his full business case.

4.2 The PCC introduced the draft full business case and explained his reasons for moving forwards to a full business case. His speech is attached at annex 1.

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

4.4 Any savings made by a move to a joint governance would not be taken out of the Fire and Rescue Service budget. Norfolk Constabulary and Norfolk Fire and Rescue Service would remain separate, with separate budgets, and they would retain their own identities. The PCC did not foresee any change to the relationship that each service already had with the public.

4.5 There would be no blurring of roles with respect to Firefighters and Police Officers. Operationally, the Chief Constable and the Chief Fire Officer would set the roles of their staff, and while there may be increased collaboration there would not be any professional cross-over.

4.6 The business case contained strategies to create a more efficient, effective Fire Service. The PCC was of the view that there was no certainty that these could be delivered without changing the governance of the NRFS; the Collaboration Board had not met for approximately a year, and governance by a PCC could affect both further and faster improvements.

4.7 An Equality Impact Assessment would be carried out if the full business case was developed.

4.8 The PCC considered that he had a duty to look at every opportunity to serve the community better. The Fire and Rescue Service was the second most efficiently run in the Country in terms of cost per head, however there may be opportunities to improve performance. An HMICFRS inspection was due to take place later in the year, the first inspection for many years.

4.9 The PCC considered that the full business case addressed each of the options enabled by recent legislation, and was not a one-sided argument for a change of governance. The Chief Executive of the Office of the Police and Crime Commissioner for Norfolk (OPCCN) added that there were criteria set out in statute which had to be satisfied. The case had to demonstrate where each option met the criteria and score them accordingly. Operational workshops had taken place as well as legal and technical advice from Grant Thornton to ensure it was a robust business case.

- 4.10 Referring to the 'Summary of the Options Appraisal' table on page 67 of the agenda, the PCC was asked how the rating of "no threat" for maintaining public safety had been arrived at for the Governance model. Elsewhere in the document it suggested that Option 3 could adversely affect public safety should local consensus not be achieved. Mr Tom Foster (Grant Thornton) explained that all identified risks had been evaluated, and that information had been captured in the risk register at the end of the business case. A judgement was made about what would be an acceptable level of risk, and they were satisfied that the mitigating action would balance the consequences of a lack of consensus.
- 4.11 The functions of the Norfolk Fire and Rescue Authority would not continue under the Communities Committee if the business case was submitted and accepted by the Home Office. References throughout the draft business case would be corrected. The Police and Crime Panel would also change and become the Police, Fire and Crime Panel.
- 4.12 The Chief Finance Officer for OPCCN confirmed that he was content with the robustness of figures and assumptions contained in the full business case. He clarified that the case presented a series of proposals, which had been worked through with colleagues to the best of their ability. They were not pre-decisions but were robust based estimates based on assumed timelines. Further legal, technical and financial due diligence would be added to the final business case.
- 4.13 The Chartered Institute for Public Finance and Accountancy (CIPFA) had produced some guidance regarding disaggregation in the light of the difficulties with Hertfordshire PCC's business case. The Chief Finance Officer confirmed that disaggregation from a County Council-led Fire Service was difficult but the draft full business case was based on the recommendations in the CIPFA guidance. He also confirmed that the figures had been produced from a series of conversations with senior officers at NCC. The Chairman asked if the figures could be reviewed for the final version of the full business case as there could be different views on some figures such as the precept.
- 4.14 Although efficiency savings would be used to re-invest in emergency services, it was not possible to give savings from one service to the other as they could not be cross subsidised. Any re-investment from realised joint savings would be on a case by case basis.
- 4.15 The PCC felt it would be inappropriate to comment on early views provided by the public. Frequently asked questions from the public would be updated on the OPCCN website.
- 4.16 The Director of Communications and Engagement confirmed that the public consultation would be analysed with responses to the key points that had been raised throughout the consultation. It was important to consistently raise the profile of the consultation throughout the eight weeks. All information, dialogue and responses would be contained within the final business case as it needed to be presented to the PCC to enable him to make an informed decision about whether to proceed and to ensure it met all the statutory criteria.
- 4.17 The Director of Communications and Engagement of OPCCN confirmed that there was a suite of consultation documents, including a short video which explained the process and a summary of the full business case, to ensure it was accessible to the whole community.

- 4.18 Members were concerned about roles being vacant once a person retired or if that position would be deleted and that any job losses would have an impact on public safety. The PCC explained that operational decisions would be down to the Chief Constable and the Chief Fire Officer as they currently were.
- 4.19 Mr Foster from Grant Thornton explained that the other potential benefits in support services mentioned on page 76 of the full business case were examples of areas which could be explored in the future. The decision would lie with the Chief Constable and Chief Fire Officer with what was acceptable in consultation with Unions. He also confirmed that the business case assumed the same Integrated Risk Management Plan profile.
- 4.20 Officers from OPCCN reassured the Committee that all was being done to publicise the consultation over the summer holidays, it was important to sustain the levels of publicity throughout the period, and dates could be flexible if needed.
- 4.21 The Panel **RESOLVED**;
- To note the PCC's decision to launch a public consultation on his draft full business case, which was due to run until at least 5 September 2018.
 - To urge the public and stakeholders to respond to the consultation, to ensure that a fully informed decision is taken by the Police and Crime Commissioner in due course.
 - To ensure that the public were informed of any amendments made to the final full business case.
 - To ensure the medium term financial plan figures were confirmed with Norfolk County Council and accurate in the final full business case.

Meeting ended at 11.55am.

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



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

PCC – Panel

19-7-18:

Chairman, Panel Members, being the Police and Crime Commissioner for Norfolk is a source of great pride to me and to have the chance to serve the people of Norfolk continues to be a huge honour.

As I am sure you are all aware, legislation enacted by Parliament in 2017, presented an opportunity for me as PCC to look at whether collaboration between police and fire could be made simpler, faster and better.

I commissioned independent experts to initially explore whether a change of governance could deliver genuine benefits for the Norfolk public and our emergency services.

Their verdict was yes.

I therefore agreed with the experts' assessment that it was worth carrying out a more detailed analysis in the form of a full business case.

That business case, developed with the involvement of officers at Norfolk Fire & Rescue Service, Norfolk County Council, Norfolk Constabulary and my office, has been completed.

I was not involved with its development, it was provided to me to objectively.

Having now reviewed all the evidence I strongly believe there is 'A Case for Change' of governance and the creation of a Police, Fire and Crime Commissioner (PFCC).

There are some great examples of joint working between Norfolk Constabulary and Norfolk Fire & Rescue Service already underway but, if we are honest, successes have too often been slow, patchy and complicated.

Could we cut duplication and bureaucracy, reinvigorate collaboration and move joint working further and faster for the greater effectiveness, efficiency and economy of our emergency services and, most importantly, the communities they serve?

The answer from independent experts is yes.

Under the proposal there would be a Police, Fire and Crime Commissioner, however, this would come with a pledge to give the Norfolk Fire & Rescue Service operational and financial independence while ensuring it retains its cultural identity.

This isn't about empire building this is about doing the best for this county – for me it's principle above politics.

It's about doing the right thing in my judgement by giving a voice to the community. That is why I have launched an 8-week consultation to seek the views of the people of Norfolk, stakeholders and key partners.

I've been convinced by the independent study it's the right thing to do to keep people safe in this county and to provide best use of tax payers' resources through economy, through efficiency and effectiveness.

Under a Police Fire and Crime Commissioner:

- * Joint working between fire & rescue and police will be simpler, faster and better.
- * Better joint working will mean more efficient services.
- * Improved efficiency can release £10 million over 10 years.
- * Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- * The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- * Independence will mean greater transparency and accountability over where your money is spent.

This is a better way of working for a safer Norfolk

There will be no station closures, no loss of staff, no compulsory redundancies.

Want to make one thing clear – on page 75 of panel papers – pg66 of business case – two fire stations West Walton and Hethersett – not shown, they should have been – there will not be a single closure of fire stations in the county of Norfolk, not one.

This is about ploughing efficiency savings back into a better service for this county.

The people of Norfolk would see better use of tax payers' money, they would see more modern equipment.

Look what I have done with the police with body worn cameras, with drones, with tablets with ANPR. I have worked night and day to provide them with the 21st century tools to address 21st century crime issues.

I have made significant investment in new technology to ensure Norfolk's police officers and staff have the equipment they need to do their jobs more efficiently and effectively, maximising officer time and freeing up frontline resources.

From body-worn video to drones and mobile working, the technology which supports policing in Norfolk has, so far, delivered some impressive results.

If given the opportunity I would like to do the for the fire service. From 1 April 2020 my office will set up £100,000 to develop community projects and address public safety.

People say that duplication of time, effort and resources makes no sense at all – and I agree.

Some say if it ain't broke, don't fix it, to which my reply is that holding on to something that is good for now, may be the reason you don't have something better.

As the PCC, I hold the police to account for joint working, whilst the fire and rescue service is overseen by a committee at Norfolk County Council.

I believe the governance of the fire service sits better alongside a fellow emergency service, rather than with a council committee which also oversees libraries, museums, archives and arts.

Let me be 100% clear – there will be no merger.

We are talking about two distinct services with distinct cultures, histories and traditions. That would not change.

I have enormous respect for the fire and rescue service as I do the police, they are separate traditions, separate values and professionalism, that will be protected.

But a change of governance would allow us to do even more to make our communities even safer.

The fire service will grow if it comes under my governance.

I'm not going to control, there will be a Chief Fire Officer who will make the operational decisions.

I will scrutinise and monitor him/her but through the precept their budget will be protected not subject to a risk of cuts.

I will be required by legislation to keep the police budget entirely separate from the fire and rescue budget there is no interrelationship between the two. By law I cannot do that, I would not want to do that I want to grow the fire and rescue service.

The reality is that the legislation allows for closer collaboration between the two services that's as far as it goes.

We will not lose staff in the control room, as has been suggested, jobs will be protected.

The business case is 116 pages of really thorough, well researched material, independently compiled, based on evidence.

The devil is in the detail and my legal, technical and financial advisers are here to give more of a detailed overview if required.

It is important that I now hear the views of the people of Norfolk and key partners before I make any final decisions. I await their views with interest.

Want to go to fire stations – apparently, I'm not allowed to fire stations to meet officers and staff unless I'm accompanied by county officials – I can't accept that. I'm required by law to have a direct consultation not coloured by a contrary business case with the staff most potentially affected. I want to do that badly I will meet the FBU in any public space in this county to hear from the affected employees to allow me to take into account their views/concerns.

To me the principle is greater than the politics.

I haven't decided to put this to the Home Office, this is a draft business case, I am inviting the widest expression of views which I will take very carefully into account not based on emotion but based on evidence, I have no personal agenda in this.

This is, in my opinion, a better way of working for a safer Norfolk. But now I want to hear what the Norfolk public, key stakeholders and partner agencies think.

Despite launching only a week ago I have already held a number of public engagements in areas including Wymondham, Norwich, North Walsham, Hunstanton and King's Lynn to seek as many views as possible from the Norfolk public.

The public consultation will run until 5 September 2018 – information on how to have your say can be found on the Norfolk PCC website (www.norfolk-pcc.gov.uk)

I will consider the feedback before deciding whether to submit a case for change to the Home Secretary in the Autumn.

Chairman, Panel Members, I would of course welcome your views and encourage you to take part in the survey.