



Norfolk Police and Crime Panel

Minutes of the Meeting held on 1 February 2022 at 11am at County Hall, Norwich

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Tim Adams	North Norfolk District Council
Cllr Gordon Bambridge	Breckland District Council
Cllr Graham Carpenter	Norfolk County Council
Cllr Jonathan Emsell	Broadland District Council
Mr Peter Hill	Co-opted Independent Member
Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Cate Oliver	Norwich City Council

Officers Present:

Paul Sanford	Chief Constable for Norfolk (CC)
Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Committee Officer, Norfolk County Council, NCC
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN
Harvey Bullen	Director of Financial Management, NCC

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

- 1.1 Apologies were received from Cllr Mike Smith-Clare (substituted by Cllr Jade Martin), Cllr Sarah Butikofer, Cllr James Easter, Cllr Colin Manning and his substitute Cllr Stuart Dark.

2. Minutes

- 2.1 The minutes of the meeting held on 22 November 2021 were agreed as an accurate record and signed by the Chair.
- 2.1a. The Chair added that the task and finish group which had been planned had since been put on hold.

2.2 The minutes of the meeting held on 2 December 2021 were agreed as an accurate record and signed by the Chair.

3. Members to Declare any Interests

3.1 There were no interests declared.

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

4.1 No urgent business was discussed.

5. Public Questions

5.1 No public questions were received.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2022-23.

6.1 The Panel received the report which set out the PCC's precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2022/23, the Medium-Term Financial Plan 2022/23 to 2025/26, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2022/23.

6.2 The Chair thanked the PCC for providing the information outlined in the agenda and invited the PCC to introduce the report. The PCC introduced the report (Appendix A of these minutes) and confirmed that he proposed to increase the precept by 3.59% per annum at Band D (£9.99). He then asked the Chief Constable to report to the Panel.

6.3 The Chief Constable gave further information to introduce the precept funding report:

- With regards to the financial picture, the CC echoed the sentiment outlined in the report and the PCC's words that the Constabulary needed to be lean and make further savings, but the CC was determined to make use of every single pound. The Constabulary was already efficient and lean, but a significant proportion of his budget was ringfenced which only allowed for a limited amount of his budget to be subject to savings. He added that inflation could potentially add further costs to the budget in coming years.
- The annual budget process had delivered £2.3million worth of savings, but the savings would reduce each year especially if the quality of policing on the ground was to be maintained each year.
- A rise of 2.59% in the precept would allow the Constabulary to remain as it was, the further 1% would enable the CC to invest in the operational challenges that the Constabulary now faced. The Office of National Statistics had recently published its annual data which highlighted that there had been increases in domestic abuse and other hidden crimes. Reports of

sexual abuse had risen by 4.6% and violence with injury had risen by 11%. The CC highlighted that these were now the challenges the Constabulary faced. There were also more missing persons, suspicious deaths, and road incidents and due to the changing nature of crimes, the length of investigations was also getting longer.

- If the CC wanted to deliver the service that the victims of rape, sexual abuse deserved, the proposed increase in the precept would allow for an extra 21 specialist posts. This would enhance the capabilities of the Constabulary, provide better support for victims, see perpetrators brought to justice and help deliver the Police and Crime Plan.
- The CC recognised the need for visible policing and the expectation of the public of this. He explained that he would increase patrols across the neighbourhoods through the various schemes and his intention through the Government's Uplift programme was to increase visible policing further.

6.4 During the discussion, the following points were raised;

- 6.4.1 The Chief Finance Officer reported that the only way the reserves had been affected by the Covid-19 pandemic was that they had been topped up by funding received which could not be used at that point but was now being spent.
- 6.4.2 The Panel noted that much of the increased resource would be invested in operational areas not often observed by the public and asked how the PCC proposed to promote that work to the public. The Panel noted the reserve figure was at 2.5% and asked the PCC to justify this figure. The PCC explained that there was always a time to use reserves, but there was a balance of holding them and what risk was being covered with them. He was ensuring that by holding the reserves, the Constabulary was appropriately lean today and throughout the Comprehensive Spending Review (CSR) period and into the next CSR period. The PCC had analysed evidence-based proposals with appropriate models which were tested. He had recognised that it would be wrong to ask more from the precept if they were sitting on lots of reserves, but also needed to prove that he had affective stewardship of the public funds. The PCC confirmed he was content that the relatively low level of reserves satisfied the need for covering the risk whilst getting the most efficient use of those funds. The Chief Finance Officer added that the general reserves were at 2.5-3%, and it was the intention to grow these reserves as explained in the report. The budget support reserves were being drawn upon. However, the total amount of reserves stood at 12.18% and at the end of the medium-term plan they would be at 8%, which was still above the limit they had set themselves of 6% and still at a comfortable level.
- 6.4.3 Referring to the consultation results, the Panel asked how heavily the percentage supporting and not supporting his proposed increase weighed on the PCC. In an ideal world, the PCC explained that there would be plenty of officers, and resources but would never have as much as needed. The Constabulary needs to fight crime as their priority but need to bridge the expectation gap between the public wanting to see Officers and the Constabulary's target of fighting crime. Campaigns such as Safer Streets, further communications and further discussion was always being held about how to increase the visibility, but it would always be a tension. The CC added that domestic abuse was now a volume crime so unfortunately a significant proportion of the communities would see the benefit of the precept increase. He added that the new officers employed through the Uplift programme would spend a significant amount of time in neighbourhood policing so it would be engrained in the

approached that they took.

- 6.4.4 The Panel noted that in response to the consultation, there were as many people that had said they strongly disagreed or those who said strongly disagreed. The PCC had kept a careful eye on the comments of the consultation and reported that very few people sat in the middle of the survey with most people either strongly agreeing with the precept rise or strongly disagreeing. The PCC reported that the group that concerned him the most were those that had expressed concern that this wasn't the only rise. There were familiar themes that were raised, and these were already being addressed and there were comments that had been heard whilst canvassing during the election period. The responses to the consultation were considered along with other forums that the PCC had attended, they weren't considered on their own.
- 6.4.5 The PCC was conscious of the killed or seriously injured figures of the Constabulary. The budget didn't put into place additional resources to deal with that, but there was other work taking place through Speedwatch, increased visibility etc. The PCC added that it was a high priority as communities felt strongly about it, and sometimes were more concerned with speeding through the village than they were about burglaries. The CC added that there were now eight officers trained to train others in speed radar devices which was more than a few years ago and was a sufficient number. The CC received regular calls to increase speed enforcement. He recognised the death tolls and was putting in the effort and energy to deal with it. Investment would be planned in this area, and he hoped to increase investment in the smaller vans which deployed in the rural areas. These vans were deployed based on the number of calls received and data from Speedwatch, communities and speed strips. The CC highlighted that vulnerable road users made up a disproportionate number of those killed or seriously injured, and the CC added that during the upcoming year he was running a series of campaigns for these users such as Safer Rider.
- 6.4.6 The PCC reported that pensions were on the radar. Currently, a pension grant from Home Office was received on an annual basis but it was unknown if this would continue. There were other considerable pension issues, nationally across all Forces, such as the transition from a final salary pension to a career average pension. Further discussions were continuing with the Treasury and the Home Office regarding the impact of those changes.
- 6.4.7 The precept rise would impact only the core policing budget, the commissioning budget was managed separately. Last year, the Ministry of Justice gave approximately £1 million and the OPCCN successfully bid for £1 million. Further bids were put together and submitted throughout the year. Work was being carried out to put the grant funding on a longer footing as everything was expected to be completed in a financial year. The issues that the funding supports were often longer-term issues that needed longer term support.
- 6.4.8 Positive feedback was received for the pop-up events and engagement that had taken place in the Great Yarmouth area.
- 6.4.9 Concern was expressed at the increase in light of other household bills and energy rises. Although people would agree that a rise was needed, it was important to be mindful of the financial pressures that residents were under.
- 6.4.10 The PCC agreed that they needed to communicate with the public what they were

doing with the precept rise, and the successful programmes that took place. Police response to hidden crimes were behind the scenes which was appropriate to the nature of the crime, however, they could be a way of promoting and showing the public that behind the scenes extremely good work was taking place.

6.5 The Panel:

- **NOTED** the Revenue Budget and Capital Programme for 2021/22, the Medium Term Financial Plan 2021/22 to 2024/25 and the funding and financial strategies,
- **VOTED** (by 8 votes for, 0 against and 1 abstention) to endorse the Police and Crime Commissioner's proposed precept increase of 3.59% per annum at Band D (£9.99) for 2022/23.
- **AGREED** that the Chair should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal.

7. Police and Crime Plan for Norfolk 2016-2021 – performance monitoring

- 7.1. The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2022 (Priority 5: Support Victims and Reduce Vulnerability and Priority 6: Deliver a Modern and Innovative Service).
- 7.2 The PCC introduced the report and explained to the Panel that in his work as Chair of Norfolk and Suffolk Local Criminal Justice Board (LCJB), they were working out how the criminal justice system could reduce the time to get from offending to the court system. The PCC's view was that it was too long, and as a result the system was not serving the alleged perpetrator or the victims.
- 7.3 During the discussion, the following points were raised;
- 7.3.1 The PCC reported that fraud was a large arena of crime and a large amount of online fraud existed. Many of these criminals operating this activity were not even in this country. The national capability needed to increase in combatting this. The CC added that the volume of fraud activity concerned him. A significant amount of fraud happened without the perpetrator living in the country, but a large amount of the incidences was entirely preventable. When reports were received through Action Fraud, information was exchanged with local partners and if vulnerability was detected, then Officers would visit those identified and help with some fraud advice. Although there was a need for the police response to improve, there was also a need for the platform where the fraud took place to take more responsibility.
- 7.3.2 Further technology investment was yet to be looked at in detail by the PCC but provided a lot of potential. There were a lot of questions to be asked about what technology was needed and how each piece would interface with one another. There were unlimited options. The CC added that he was keen to make as much use of technology in back offices as well as on the front line. There was potential to automate a lot of the internal processes, and this was an area which could be looked at. It was hard to predict the future with regards to technology but where there was scope to invest to achieve then a case would be made for the investment.

- 7.3.3 The Panel asked why only 83% of victim need assessments were being completed and how this would be addressed by the development of a more robust assessment mechanism. Due to the absence of the Director of Policy and Commissioning, the Chair agreed that a written response could be given (this is set out at Appendix B). The CC added that the time and engagement of the victim was needed to fulfil the assessment and sometimes this did not happen, but he was keen to increase the level.
- 7.3.4 The PCC reported that the Criminal Justice System was co-ordinated by the Norfolk and Suffolk Local Criminal Justice Board. There was work being undertaken to ensure that the LCJB had an effect for victims. There was limited amount that he could do convene the various partners, however this could change under the PCC review. There needed to be a silo organised system for the benefit of victims. Work had been undertaken to invite each part of the LCJB to take responsibility of each part of the timescale process with the hope to start reducing the timescales. Victims at some point, lose interest with attending court and improving the timescales would mean that court attendance happened before the victims disengaged.
- 7.3.5 Data received from victims of their experience was always useful especially if they had stated that they do not wish to engage with the criminal justice system anymore. The reasons behind this were useful. The PCC hoped that victims of domestic abuse could attend court on a day when there as a charity present to help, and this would help with a better court experience.
- 7.3.6 The PCC reported that in certain scenarios restorative justice could be useful, and more could be done with it. It could be useful in more situations than others, but it was a question of resources. OPCCN were required to provide a restorative justice service.
- 7.4 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2022.

8. Seven Force Regional Collaboration Programme

- 8.1 The Panel received the report which gave an overview of the Collaboration Programme to enable them to better understand the opportunities and challenges this presented for Norfolk.
- 8.2 The PCC added that the current arrangements would transition to a network from April 2022. It was felt that Forces involved had benefited from the network and should continue but would be focused on Chief Constable level.
- 8.3 The PCC confirmed that Norfolk Constabulary would not lose the benefits of being part of the network as outlined at paragraph 4 of the report.
- 8.4 The Panel **NOTED** the overview of the Seven Force Regional Collaboration Programme.

9. PCC Complaints Monitoring Report

- 9.1 The Panel received the report reviewing complaints received since the last monitoring report was received on the 13 July 2021.
- 9.2 The Panel acknowledged that one complaint relating to the PCC had been received and no complaints had been received relating to the Panel.
- 9.3 The Panel **NOTED** the monitoring information.

10. Complaints Policy Sub Panel – Update

- 10.1 The Panel received the report giving an update from the Complaints Policy Sub Panel.
- 10.2 The Sub Panel's Chair highlighted that, with reference to paragraph 2.4, he had spoken to Chairman of the National Association and he would raise the matter with his executive committee.
- 10.3 The PCC explained that the £1 million referred to as being held in reserves for claims related to an insurance policy with an excess of £350k per claim, with a Panel of three would mean there would be three claims hence adding to approximately £1 million. The Chief Finance Officer added that there were insurance reserves and then monies would need to be taken from general reserves. The PCC added that the recent decision made by the Court of Appeal had reduced the risk of awarding high amounts. If a Panel was taken to Judicial Review, then the multi-million-pound claims would also become less likely.
- 10.4 The Panel **NOTED** the update.

11. Information Bulletin – questions arising to the PCC

- 11.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 11.2 During the discussion, the following points were noted;
 - 11.2.1 The PCC acknowledged that the activity had been predominantly virtual. An engagement strategy was being developed for the forthcoming twelve months when he hoped to be meeting people in person again.
 - 11.2.2 The Chief Executive added that the engagement strategy would be linked to the new Police and Crime Plan and picked up key themes. It included visiting the commissioning services and meeting key stakeholders.
 - 11.2.3 The Panel **NOTED** the report.

12. Work Programme

- 12.1 The Panel received the work programme for the period February 2022 – February 2023.

- 12.2 The Chair requested that the Panel had sight of the finalised Police, Crime and Community Safety Plan at the April meeting following the consideration of the draft plan in November. The Chair also asked if the Panel could have a private panel briefing to explain the new performance monitoring report format which would be implemented. The PCC accepted these requests.
- 12.3 The Panel **AGREED** the work programme.

Meeting ended 1:05pm

**Mr W Richmond, Chair,
Norfolk Police and Crime Panel**

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POLICE PRECEPT - FY 22-23

THE PANEL IS AWARE THAT I'M RECOMMENDING A 3.59% PRECEPT INCREASE ON A BAND D PROPERTY. THIS TRANSLATES AS £9.99 FOR THE YEAR OR 19P PER WEEK.

* * *

IF YOU DISTIL MY RESPONSIBILITIES AS COMMISSIONER DOWN TO A SINGLE LINE, IT'S THE LINE IN THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT OF 2011 THAT REQUIRES ME TO ENSURE THAT NORFOLK CONSTABULARY IS EFFECTIVE AND EFFICIENT.

CLEARLY, RESOURCES - MONEY - ENABLE EFFECTIVENESS, WHILE EFFICIENCY ALLOWS FINITE RESOURCES TO BE STRETCHED, TO MAXIMISE THE EFFECTIVENESS THAT CAN BE GOT FROM FINITE RESOURCES.

BY WAY OF CONTEXT, THE CAMERON GOVERNMENT'S AUSTERITY PROGRAMME, INTRODUCED IN 2010, REQUIRED SAVINGS OF 20% - IN NORFOLK'S CASE OF £40M. THE TABLE ON PAGE A16 ILLUSTRATES HOW THE LEGACY OF AUSTERITY IS THAT THE BUDGET TODAY IS £6.3M LESS, IN REAL TERMS, THAN IT WAS IN 2010.

THE IMPACT OF AUSTERITY ON POLICE EFFECTIVENESS CAN BE MEASURED IN TERMS OF REDUCTIONS OF OFFICER NUMBERS, THE LOSS OF PCSOs, CLOSURE OF POLICE STATIONS, AND REDUCED POLICE VISIBILITY.

IN SHORT, AUSTERITY LEFT THE POLICE UNDER RESOURCED. THE CURRENT GOVERNMENT IS NOW BUILDING BACK POLICE CAPABILITIES.

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POLICING, OF COURSE, COMES WITH A PRICE TAG. NORFOLK'S BUDGET FOR 2021-22 WAS £187M - 55%¹ FUNDED BY THE GOVERNMENT,² AND 45%³ BY THE PRECEPT.

ONE OF THE THEMES OF COMMENTS MADE DURING THE CONSULTATION IS THAT POLICING SHOULD BE FUNDED BY GOVERNMENT. THE PANEL WILL BE AWARE THAT THE REALITY IS

¹ £103M.

² Made under Section 46 (2) of the Police Act 1996.

³ £83.6M.

THAT THE PRECEPT IS A CORE COMPONENT OF POLICE FUNDING. IT'S NOT AN OPTIONAL EXTRA.

ANOTHER THEME OF THE COMMENTS MADE DURING THE CONSULTATION IS THAT, INSTEAD OF INCREASING THE PRECEPT, THE POLICE SHOULD MAKE FURTHER SAVINGS.

THE POLICE ARE ALREADY LEAN FOLLOWING AUSTERITY. THEY'RE FINANCIALLY EFFICIENT AS A RESULT OF THE WORK DONE BY MY PREDECESSOR, THE PREVIOUS CHIEF CONSTABLE AND THE RESPECTIVE FINANCE TEAMS. AND, LET'S NOT FORGET THAT HER MAJESTY'S INSPECTORS GRADED NORFOLK CONSTABULARY AS 'OUTSTANDING' FOR EFFICIENCY IN THEIR LAST REPORT.

BUT, IF WE WISH TO MAINTAIN CURRENT POLICE CAPABILITIES, OR REINFORCE ANY OF THOSE CAPABILITIES, THERE'S A NEED TO INCREASE THE BUDGET.

THE GOVERNMENT HAS ANNOUNCED THAT NORFOLK'S BUDGET FOR 2022-23 IS TO INCREASE BY 5.2% - £9M - TO £196M.

AT FACE VALUE, THAT'S GOOD NEWS, BUT THERE ARE TWO WRINKLES:

FIRST, THERE ARE SIGNIFICANT COST PRESSURES:

I'VE MENTIONED THE LEGACY OF AUSTERITY.

INFLATION: THIS WAS 3.2% WHEN THE CHANCELLOR PUBLISHED THE COMPREHENSIVE SPENDING REVIEW IN OCTOBER. INFLATION IS NOW 5.4%, AND EXPECTED TO GO HIGHER.

A POLICE PAY RISE: PAY IS SET NATIONALLY AND PAID LOCALLY. WE DON'T KNOW WHAT AWARD WILL BE MADE BUT WE'RE ANTICIPATING AT LEAST 3% IN 2022-23.

COLLECTIVELY, THESE AND OTHER COST PRESSURES ADD UP TO UPWARD OF £18M.

THE SECOND WRINKLE IS THAT THE GOVERNMENT'S £9M BUDGET INCREASE ASSUMES A MAXIMUM PRECEPT INCREASE. £5.8M OF THE £9M IS COMING FROM GOVERNMENT. THE GOVERNMENT IS EXPECTING THE OTHER £3.2M TO COME FROM

THE PRECEPT - BACK TO MY POINT ABOUT THE PRECEPT BEING PART OF CORE POLICE FUNDING.

THE CHANCELLOR'S COMPREHENSIVE SPENDING REVIEW ALLOWS COMMISSIONERS TO INCREASE THE PRECEPT BY UP TO £10 PER YEAR OVER THE THREE YEARS OF THE CSR SETTLEMENT.

IN YEAR 1 - 2022-23 - THIS WOULD BE THE 3.59% INCREASE THAT I'M RECOMMENDING, AND WOULD TRANSLATE AS £9.99 - 19p PER WEEK - ON A BAND D PROPERTY, OR £7.77 - 15p PER WEEK - ON A BAND B PROPERTY.⁴

THIS WOULD GENERATE THE £3.2M THAT THE GOVERNMENT EXPECTS ME TO GENERATE TOWARD THE £9M BUDGET INCREASE THEY HAVE ALREADY ANNOUNCED.

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WHY IS ANY PRECEPT INCREASE NEEDED? ONE OPTION MIGHT BE TO ACCEPT THAT THERE'S NO MORE MONEY AND ACCEPT A CONSEQUENT REDUCTION OF POLICE SERVICES.

THE UNINTENDED CONSEQUENCE OF AUSTERITY WAS REDUCED POLICE VISIBILITY, BECAUSE AN UNDER RESOURCED FORCE WILL INEVITABLY PRIORITISE TACKLING CRIME OVER ROUTINE VISIBILITY. I TALKED ABOUT WHAT I DESCRIBE AS THE 'EXPECTATION GAP' AT THE LAST HEARING WHEN I PRESENTED THE DRAFT OF MY POLICE, CRIME AND COMMUNITY SAFETY PLAN.

THE PUBLIC WANTS TO SEE INCREASED POLICE VISIBILITY.

THE PUBLIC ALSO WANT MORE DONE ABOUT RAPE, SERIOUS SEXUAL ASSAULTS, DOMESTIC ABUSE, AND VIOLENCE AGAINST WOMEN AND GIRLS. THEY WANT MORE TO BE DONE ABOUT DRUGS. THEY WANT MORE TO BE DONE ABOUT SPEEDING MOTORISTS. THEY WANT MORE TO BE DONE ABOUT, FRANKLY, EVERYTHING THAT THE POLICE DO.

THIS WAS REFLECTED IN COMMENTS MADE DURING THE CONSULTATION.

⁴ Band D: FY21-22 = £278.01 & FY22-23 = 288.00; Band B FY21-22 = 216.23 & FY 22-23 = 224.00. Pint of Milk, 55p; loaf of bread, £1; packet of digestive biscuits, £1; a litre of unleaded petrol, £1.45.

A MAJORITY SUPPORTED MY RECOMMENDATION FOR A PRECEPT INCREASE, BUT MANY WITH THE CAVEAT THAT IN RETURN THEY GET MORE VISIBLE POLICING. OTHERS OPPOSED MY RECOMMENDATION, BECAUSE OF THE CURRENT LACK OF POLICE VISIBILITY.

MEANWHILE, THE GOVERNMENT EXPECTS ME TO SATISFY THE OBLIGATIONS OF THE STRATEGIC POLICING REQUIREMENT AND THE NATIONAL POLICING BOARD, AS WELL AS INITIATIVES SUCH AS THE BEATING CRIME PLAN, THE VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY, AND THE FORTHCOMING VICTIMS CODE. THESE ALL COME WITH ADDITIONAL POLICE TASKS BUT IN THE MAIN WITHOUT ADDITIONAL POLICE RESOURCES. NEVERTHELESS, BOTH THE GOVERNMENT AND THE PUBLIC EXPECT THE POLICE TO DELIVER.

THAT'S THE OPERATIONAL SIDE OF POLICING. I ALSO NEED TO CONSIDER THE SUPPORTING FUNCTIONS THAT PUBLIC DOES NOT SEE.

A PARTICULAR ISSUE ON MY RADAR IS THAT, IF POLICING IS TO HAVE AN EFFECT ON THE GROUND AT ALL , THERE'S A NEED TO PUT OFFENDERS BEFORE THE COURTS. HOWEVER, NEW EVIDENTIAL REQUIREMENTS OF THE CROWN PROSECUTION SERVICE HAVE CREATED A SIGNIFICANT CLERICAL BURDEN. OFFICERS ARE SPENDING A LOT OF TIME PREPARING CASE FILES. PROSECUTIONS ARE TAKING TOO LONG TO GET TO COURT - SEXUAL OFFENCES, FOR EXAMPLE, CURRENTLY AVERAGE 563 DAYS - 18 MONTHS - FROM OFFENCE TO COURT DECISION. AND TOO MANY CASES ARE NOT GETTING TO COURT AT ALL. I AND THE CHIEF CONSTABLE ARE DETERMINED THAT THIS SHOULD CHANGE.

ANOTHER ISSUE ON MY RADAR IS THE END OF THE GOVERNMENT'S CAPITAL GRANT ARRANGEMENT. CAPITAL PROJECTS MUST NOW BE FUNDED FROM REVENUE AND BORROWING. THIS WILL HAVE IMPLICATIONS ON THE ESTATES PROGRAMME AS EVERY PROPOSAL TO UPDATE THE ESTATE WILL NEED A ROBUST BUSINESS CASE TO JUSTIFY WHY IT SHOULD SIT IN THE BUDGET AT THE POTENTIAL EXPENSE OF MORE IMMEDIATE OPERATIONAL CAPABILITIES.

I ALSO NEED TO CONSIDER MY OWN OFFICE. I HAVE A LEAN ORGANISATION. I ASK A LOT OF MY TEAM, AND I'M LIKELY TO BE GIVEN ADDITIONAL RESPONSIBILITIES IN THE FORTHCOMING PCC REVIEW. IT FOLLOWS THAT, AS A STATUTORY BODY, MY OFFICE ALSO NEEDS INVESTMENT.

IN BUDGETARY TERMS, THE BUDGET MUST BE BALANCED - THAT'S AN OBVIOUS OBLIGATION IN LAW.⁵ THERE'S THEN THE NEED TO RESPOND TO THE PUBLIC'S EXPECTATIONS OF POLICING. THERE'S ALSO THE NEED TO SATISFY BOTH THE REQUIREMENTS OF GOVERNMENT INITIATIVES, AND TO ADDRESS THE ISSUES AROUND PROSECUTING OFFENDERS.

TRANSLATING THIS INTO PRECEPT OPTIONS, I LOOKED AT THREE: A NO-INCREASE OPTION, A HALFWAY HOUSE OPTION, AND A MAXIMUM INCREASE OPTION.

THE NO INCREASE OPTION - A PRECEPT FREEZE - WOULD BE A BUDGET CUT IN REAL TERMS. THE CHIEF CONSTABLE HAS STATED THAT HE NEEDS A MINIMUM PRECEPT INCREASE OF £2.4M IN ORDER FOR THE CONSTABULARY TO STAND STILL. I'VE SCRUTINISED THE WORK UNDERPINNING THAT FIGURE AND I ENDORSE IT.

THEREFORE, THE EFFECT OF A PRECEPT FREEZE WOULD BE A BALANCED BUDGET, BUT AT THE EXPENSE OF VISIBLE POLICING, AT THE EXPENSE OF DELIVERY OF THE REQUIREMENTS OF NEW GOVERNMENT INITIATIVES, AND AT THE EXPENSE OF ENHANCEMENTS TO POLICE CAPABILITIES TO ADDRESS SEXUAL VIOLENCE TOWARD WOMEN AND THE IMPROVEMENT OF COURT FILE PREPARATION. THERE WOULD PROBABLY ALSO NEED TO BE SOME SALAMI SLICING, ROBBING PETER TO PAY PAUL, TO ACHIEVE SOME OF THE THINGS THAT MUST BE ACHIEVED, HENCE THE RISK TO VISIBLE POLICING.

A HALFWAY HOUSE - SAY 2% - WOULDN'T GO FAR ENOUGH. AGAIN, THE BUDGET WOULD BE BALANCED. BUT, THERE WOULD BE NO INCREASE OF VISIBLE POLICING, AND THERE WOULD BE NO CAPABILITY ENHANCEMENTS.

A 3.59% INCREASE - THE MAXIMUM INCREASE OPTION - WOULD ENABLE THE BUDGET TO BE BALANCED, WHILE OFFERING JUST ENOUGH HEADROOM - £800K - TO SATISFY THE GOVERNMENT'S INITIATIVES, AND ALSO TO INVEST IN ADDITIONAL CAPABILITIES.

THOSE ADDITIONAL CAPABILITIES HAVE BEEN DISTILLED DOWN TO 21 NEW AND SPECIALIST POSTS FOCUSSED ON ENHANCING CAPABILITIES TO DEAL WITH SERIOUS SEXUAL OFFENCES,

⁵ The Local Government Finance Act requires local authorities, including PCCs to run a balanced budget.

DOMESTIC ABUSE AND OTHER VIOLENCE AGAINST WOMEN AND GIRLS, AND ALSO TO BEGIN TO TAKE THE CLERICAL PRESSURE OF THE CROWN PROSECUTION SERVICE'S PROCESSES OFF OFFICERS. THESE MEASURES WOULD IN TURN RELEASE A GREATER NUMBER OF OFFICERS BACK TO THE FRONT LINE THEREBY ENABLING THE INCREASE IN VISIBLE POLICING THAT THE VAST MAJORITY OF THE PUBLIC WANT TO SEE AND THAT I AND THE CHIEF CONSTABLE WANT TO DELIVER.

THE CHIEF CONSTABLE WILL WANT TO SAY MORE ABOUT ALL THIS, BUT BEFORE I PASS THE MIKE TO HIM, I WOULD LIKE TO SUGGEST AS STRONGLY AS I MAY THAT IF WE ARE TO CONTINUE TO IMPROVE THE POLICING SERVICE BEING PROVIDED, IF WE'RE TO BEGIN TO RESPOND TO THE PUBLIC'S EXPECTATIONS AND THE GOVERNMENT'S REQUIREMENTS, WE DO NEED TO CONTINUE TO INVEST IN OUR CONSTABULARY. WE DO NEED TO CONTINUE THE REGAIN FROM THE EFFECTS OF AUSTERITY.

SO, ON THE BASIS OF THIS VERY BRIEF SUMMARY, AND THE MORE DETAILED EVIDENCE IN THE PAPERS, I'M PROPOSING A 3.59% - £9.99 AT BAND D - PRECEPT INCREASE.

CHAIR, MAY I SUGGEST THAT I BRING IN THE CHIEF CONSTABLE TO OFFER HIS THOUGHTS AND I THEN TAKE QUESTIONS AFTER THAT.

Questions requiring written responses from the Police and Crime Panel Meeting held on Tuesday 1 February 2022

	Agenda Item 7: Police and Crime Plan for Norfolk 2016-2022 – performance monitoring
1.	<p>Question The Panel asked why only 83% of victim need assessments were being completed and how this would be addressed by the development of a more robust assessment mechanism</p> <p>Response</p> <ul style="list-style-type: none"> • There is a clear need on focused culture change around this area, whilst 83% is seen as an improved position there is further work to do. • The Norfolk and Suffolk Supporting Victims Group chaired by the Head of the Joint Justice Command oversees all the work around the Victims Code of Practice. Membership of this group includes staff from the Office of the Police and Crime Commissioner. • The group is managing the development of the work stream around victim need assessments including considering what information is needed to be captured and acted upon. • Norfolk is one of six police forces in the region that all use the same crime recording system. Working with the other forces agreement has now been reached on a single approach to the victims needs assessment and this one approach is now embedded within the crime recording system and is now live and accessible by staff to use with immediate effect. • There was an internal marketing campaign to staff around this development launched in February 2022. • The next step is to offer the electron questionnaire for staff to use through mobile devices so officers can address this issue whilst at the scene of an incident when they are speaking with the victim. • It is hoped that the technical development will help achieve a greater compliance rate. Officers will have the option immediately to hand whether entering the information at their desk or while on patrol. • Progress will continue to be closely monitored at the Supporting Victims Group meets.