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1 February 2017

To: Norfolk & Suffolk Police & Crime Commissioners, Chief Constables and Chief  
Executives.

## **NORFOLK AND SUFFOLK COLLABORATION PANEL**

A meeting of the Panel, which will consider the agenda set out below, will be held at Tithe  
Barn, Brome Grange Hotel, Norwich Road, Eye IP23 8AP on **Wednesday 8 February 2017**  
**at 10am.**

### **PUBLIC AGENDA**

1. Minutes of Previous Meeting To confirm the minutes of the meeting held on 9  
November 2016 (Paper NS17/1)
2. Medium Term Financial Plans 2017-18 to 2020-21 Report by the Chief Finance  
Officers (Paper NS17/2)

### **PRIVATE AGENDA**

3. Minutes of Previous Meeting To confirm the minutes of the meeting held on 9  
November 2016 (Paper NS17/3)
4. Athena Programme Update Report by T/DCC Dean (Paper NS17/4)
5. National Police Air Service (NPAS) Update Report by T/ACC Pepper (Paper  
NS17/5)
6. Assistant Chief Officer Briefing note by T/DCC Jupp (Paper NS17/6)

Christopher Jackson  
Chief Executive  
Office of the Police & Crime Commissioner for Suffolk

**PAPER NS17/1**

**NORFOLK AND SUFFOLK COLLABORATION PANEL**

A meeting of the Panel was held by at The Oaksmere, Brome, Eye, on **Wednesday 9 November at 10am.**

Present:

**Norfolk**

PCC's Office: Tom Brown (Media, Communications and Equalities Officer), Lorne Green (PCC), Sharon Lister (Director, Performance and Scrutiny), Mark Stokes (Chief Executive), Gavin Thompson (Director, Policy and Commissioning).

John Hummersone (Chief Finance Officer for the PCC and Chief Constable).

Constabulary: Simon Bailey (Chief Constable), Nick Dean (T/Deputy Chief Constable) and Mike Fawcett (T/Assistant Chief Constable).

**Suffolk**

PCC's Office: Sandra Graffham (Communications Manager), Liz Hollingworth (Business Administration and Policy Officer), Christopher Jackson (Chief Executive), Tim Passmore (PCC) and Claire Swallow (Deputy Chief Executive).

Chris Bland (Chief Finance Officer for the PCC and Chief Constable).

Constabulary: Rachel Kearton (Assistant Chief Constable), Louisa Pepper (T/Assistant Chief Constable, Protective Services Norfolk and Suffolk) and Gareth Wilson (Chief Constable).

**PUBLIC AGENDA**

1. Election of Chair for the meeting
  - 1.1 The PCCs for Norfolk and Suffolk agreed that Tim Passmore should chair the meeting. The Chair will rotate at each future meeting.
  
2. Code of Practice for Victims of Crime (Papers NS16/1 and NS16/2)
  - 2.1 T/ACC Louisa Pepper gave an overview of the report from the Norfolk and Suffolk County Policing Commands on compliance with Victims' Code and delivery of the Victims' Strategy.
  - 2.2 Performance data indicated that public confidence in the police in Suffolk was 81.6% (14<sup>th</sup> nationally) and 80.5% in Norfolk (17<sup>th</sup>) compared the national average of 78.4%. Victim satisfaction was 83.2% in Suffolk, 88.1% in Norfolk and 83.6% nationally.

- 2.3 The Joint Performance and Analysis Department (JPAD) were analysing the reasons for the decline in confidence and satisfaction. It was thought that the introduction of the Suffolk Local Policing Model in April 2015 had a negative impact on the regularity of updates to victims of crime. There was a requirement to improve the quality of interaction with victims and consider how, when and how long communications should last. T/ACC Pepper said that officers were undertaking training to improve engagement and the response to victims of crime.
- 2.4 Tim Passmore asked how communication with victims was continued when officers were on rest days or annual leave. T/ACC Pepper said that the Athena system automatically set time requirements for victim contact and this was monitored by local sergeants and inspectors. T/DCC Nick Dean agreed that recording actions in relation to victim updates was now more consistent monitored by supervisors. The Chief Constable for Suffolk, Gareth Wilson, said that email contact was easier for staff to manage but some members of the public still preferred telephone updates.
- 2.5 T/ACC Pepper said that a pilot had been undertaken in Great Yarmouth to provide a pack of information to victims of crime providing information on the Victims' Code, support agencies and a blank Victim Personal Statement (VPS). The aim was to provide victims with information they could refer back to and complete the VPS when they had time to reflect on the impact of the crime.
- 2.6 The Chief Constable for Norfolk, Simon Bailey, said that only a small proportion of victims made a victim personal statement. An evaluation was exploring why the take up was so low and considering whether offering the pack electronically would increase take up.
- 2.7 Claire Swallow said that there could be an opportunity to use the Victim Assessment and Referral Service, currently provided by Victim Support, to work with the Constabularies on providing a joined up service to victims.
- 2.8 Christopher Jackson said that the current contract for the service expired in April 2018 therefore any changes to the model should be considered in the near future. The concept of a victim's hub and working with other Athena partners (7 Forces) was discussed. The PCCs agreed that Norfolk and Suffolk Constabularies should work together in developing options for the delivery of victim services. The intentions of other regional PCCs and Constabularies should be investigated to see whether there was an appetite for continued collaboration.
- Action:** It was agreed that Claire Swallow and Gavin Thompson would work with the Assistant Chief Constables to prepare a paper detailing future options for the provision of victim support services.
- 2.9 The second report (NS16/2) detailed the progress made by Criminal Justice Services on compliance with the Victims' Code.
- 2.10 The Victim Right to Review (VRR) had been in place in Norfolk and Suffolk since April 2015. This provides for a victim to ask for a review of a decision not to prosecute a suspect. T/ACC Pepper said there had been little take up of the VRR to date.
- Action:** T/ACC Pepper agreed to provide data on the number of VRR requests to the PCCs.
- 2.11 The MG11 witness statement form had been amended to reflect the Victims' Code in relation to the VPS and include information on organisations providing support to victims of crime.
- 2.12 T/ACC Pepper confirmed that training was being undertaken with officers and staff on how to record and audit victim contact. The training included information on Restorative Justice (RJ). It was recognised that RJ was more embedded in Norfolk Constabulary's culture than in Suffolk. It was hoped that the new RJ officer post in Suffolk, funded by the PCC would help improve the take up of RJ. The aim was to improve knowledge within the workforce and increase public awareness.

- 2.13 The Local Criminal Justice Board (LCJB) Victim and Witness Subgroup had undertaken a review of how agencies were complying with the requirements in the Victims' Code. A number of actions resulting from the work were being progressed.
- 2.14 Lorne Green said that compliance with the Code of Practice for Victims of Crime and victim satisfaction through the criminal justice system needed to be considered and suggested a review of the Local Criminal Justice Board (LCJB). Tim Passmore agreed that further improvements to the system and the LCJB, including the sub-groups were required and these should be raised at the next LCJB. Lorne Green requested further advice from Gavin Thompson on potential changes to the LCJB and how victim satisfaction could be considered in the round.
- 2.15 Tim Passmore said that he found it unacceptable that there was now only one magistrate's court in Suffolk following the Ministry of Justice consultation on court closures. He said that he was pursuing opportunities for improvements to the courts system in Suffolk.
3. Protective Services Command Update (Paper NS16/3)
- 3.1 T/ACC Pepper said that the Protective Services report showed that there was good performance in the Roads Policing, Firearms and Dogs units.
- 3.2 Tim Passmore said he understood that broader collaboration would have some benefits but he had some concerns about whether a national scheme covering protective services areas would suit the specific needs of Suffolk. Gareth Wilson said that the national discussions recognised that requirements at local levels would need to be met. Simon Bailey said that there was no appetite for corraling specialist officers and the approach being discussed was one of 'network policing' where individual Constabularies could opt in or out as appropriate to their needs.

#### PRIVATE AGENDA

[Further detail of the discussions under the following items is included in the closed minutes.]

4. Protective Services Command Update (Paper NS16/4)
- 4.1 T/ACC Pepper gave an overview of the report which provided an update from the Protective Services Command and details of the savings programme.
- 4.2 The PCCs received an update on the performance of the Cyber Crime Unit, which was considered to be one of the best in the country.
5. Protective Services Command – National Policing Requirement (Paper NS16/5)
- 5.1 T/ACC Pepper gave an overview of the report which provided an update on the Constabularies' capacity and capability to deliver on the six strands of the Strategic Policing Requirement: Terrorism; Serious and Organised Crime; Cyber Crime; Public Order; Civil Emergencies and Child Sexual Abuse.
6. Body Worn Video
- 6.1 T/ACC Mike Fawcett said that the first meeting of the Body Worn Video (BWV) Project Board was on 15 November. Representatives from joint Procurement and Information Management would be on the board.
- 6.2 The deployment of BWV would be in three stages with Phase 1 of the project commencing in Quarter 1 2017/18. ICT department resource had been secured to support Phase 1.

7. Norfolk and Suffolk Criminal Justice Board

7.1 The discussion on the Criminal Justice Board had taken place under item 2 of the agenda.

8. Any other business

8.1 It was agreed that the Collaboration Panel would meet quarterly, with the next meeting in February 2017.

**The meeting finished at 12.10pm.**



**ORIGINATOR: CHIEF FINANCE  
OFFICERS**

**PAPER NO: NS17/2**

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL  
8 FEBRUARY 2017**

**SUBJECT: MEDIUM TERM FINANCIAL PLANS – 2017/18 – 2020/21**

**SUMMARY:**

1. The following report compares the medium-term financial plans of the Suffolk PCC and Norfolk PCC, notes the main assumptions used, highlights the savings challenge for both counties and the forecast level of reserves for each PCC.
2. The information is aimed at informing the key decision makers of the Norfolk and Suffolk PCCs of the financial position and context of the collaboration over the medium term period.

**RECOMMENDATION:**

1. That the Panel considers the content of this report.

## 1. INTRODUCTION

- 1.1 The Home Office grant settlement will deliver a “cash flat” position over the life of the parliament, but only if PCCs raise the precept by just under 2%. This means all constabularies must deliver savings to cover the impact of rising inflation, significant increases in demand, increased costs from the changing nature of crime, and continuing the agenda to modernise enabling digital technologies such as body worn video and mobile working.
- 1.2 In response to the financial context outlined above, the Constabularies of Suffolk and of Norfolk have undertaken an extensive and robust Service and Financial Planning process that was underpinned by Outcome Based Budgeting processes and principles. These plans were then considered and ratified by the Police and Crime Commissioners (PCC) of each county, the outcome being the Medium-Term Financial Plans (MTFP) of each PCC covering the period 2017/18 – 2020/21.
- 1.3 The full MTFPs are available on the relevant PCCs websites, and these plans outline in more detail the process undertaken, as well as information about the grant settlement from the Home Office, precept considerations, major assumptions and the capital programme.
- 1.4 This paper is for consideration by the Collaboration Panel, and shows a comparison between the Norfolk and Suffolk MTFPs based on the maximum and minimum precept options currently available (without requiring a referendum). The information in the appendices clearly shows the savings challenge and context for the Norfolk and Suffolk PCCs.

## 2 KEY ASSUMPTIONS

- 2.1 The main assumptions underpinning Norfolk and Suffolk MTFPs are shown below:

	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Police main grant change	-1.4%	-1.5%	-1%	-1%
Legacy council tax grants change	0%	0%	0%	0%
Council tax base change	N: 2.11% S: 1.51%	1.5%	1.5%	1.5%
Collection fund surplus	N: £807k S: £639k	£0k	£0k	£0k
Pay awards - officers	1%	1%	1%	1%
Pay awards - staff	1%	1%	1%	1%
Non-pay inflation (average)	2.5%	2.5%	2.5%	2%

- 2.2 The impact of these assumptions are shown in appendices 1-4.

## 3 RESERVE LEVELS

- 3.1 Over the last few years, reserves have been used appropriately to fund the capital programme in respect of short life assets, the cost of change (e.g. redundancies arising from implementing the significant change programme), and planned temporary staffing costs to respond to service pressures, and transition programmes.

- 3.2 Both PCC CFOs have given careful consideration to reserve levels over the medium-term, and beyond particularly by modelling capital financing over the next 20 years.
- 3.3 The MTFP of each PCC therefore includes planned contributions to reserves in 2019/20 and 2020/21 in order to ensure that sufficient reserves are available for the medium and longer-term. This will require additional savings to be found, and is a significant driver for future development of the Change Programme that is designed to deliver savings over the medium-term.
- 3.4 The forecast levels of reserves are shown in Appendices 4a and 4b.

## **4 APPENDICES**

- 4.1 Appendix 1 shows the impact of raising the precept annually at the maximum increase without requiring a referendum, of just under 2%.
- 4.2 Appendix 2 shows the impact of maintaining a council tax freeze over the life of the MTFP.
- 4.3 Appendix 3 illustrates both options for each county, and highlights the growing impact on savings to be identified if not raising the precept each year.
- 4.4 Appendices 4a and 4b show the forecast levels of reserves (excluding Safety Camera Partnership reserves for each county, and Norfolk PFI reserves).

## **5 CONCLUSION**

- 5.1 The Panel is asked to consider the information in this report, the financial context for each PCC and Constabulary, the significant impact of not increasing the precept each year, and the forecast level of reserves over the medium-term.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 The MTFPs have been compiled using the assumptions contained within the table at paragraph 2.1. Uncertainty regarding future Police Grant settlements will remain until the outcome of the funding formula review is known.

## **7 OTHER IMPLICATIONS AND RISKS**

- 7.1 The full MTFPs of each PCC are available on their websites, and these plans fully document the implications and risks contained within each plan.



<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	No
Have the PCCs Chief Finance Officers been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

## Appendix 1 – Council Tax Increase each year at just under 2%

### Table 1 - Suffolk

<b>1.9719% Council Tax increase</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	£000	£000	£000	£000
Total Funding (Grant + Precept)	(113,334)	(113,273)	(114,227)	(115,235)
Net Revenue Budget before changes and savings	113,983	116,627	118,254	119,770
<b>REVENUE DEFICIT BEFORE KNOWN CHANGES</b>	<b>649</b>	<b>3,354</b>	<b>4,026</b>	<b>4,535</b>
Known / Expected Changes	3,463	1,572	2,000	1,876
Planned use of reserves	(2,398)	(394)	343	346
<b>REVENUE DEFICIT BEFORE SAVINGS</b>	<b>1,714</b>	<b>4,532</b>	<b>6,370</b>	<b>6,757</b>
Planned Savings	(1,714)	(2,940)	(3,754)	(4,106)
Savings to be identified	(0)	(1,592)	(2,615)	(2,651)
<b>REVENUE DEFICIT / (SURPLUS) AFTER SAVINGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Table 2 - Norfolk

<b>1.9865% Council Tax increase</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	£000	£000	£000	£000
Total Funding (Grant + Precept)	(149,659)	(149,853)	(151,333)	(152,901)
Net Revenue Budget before changes and savings	151,964	154,361	156,735	158,964
<b>REVENUE DEFICIT BEFORE KNOWN CHANGES</b>	<b>2,305</b>	<b>4,508</b>	<b>5,402</b>	<b>6,063</b>
Known / Expected Changes	9,594	4,918	5,802	3,675
Planned use of reserves	(8,104)	(3,130)	(2,559)	(210)
<b>REVENUE DEFICIT BEFORE SAVINGS</b>	<b>3,794</b>	<b>6,296</b>	<b>8,645</b>	<b>9,529</b>
Planned Savings	(3,794)	(5,254)	(6,200)	(6,566)
Savings to be identified	0	(1,042)	(2,445)	(2,962)
<b>REVENUE DEFICIT/(SURPLUS) AFTER SAVINGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendix 2 – No Council Tax increases

### Table 3 – Suffolk

<b>Council Tax Freeze</b>	<b>Budget 2017/18</b>	<b>Forecast 2018/19</b>	<b>Forecast 2019/20</b>	<b>Forecast 2020/21</b>
	£000	£000	£000	£000
Total Funding (Grant + Precept)	(112,498)	(111,554)	(111,582)	(111,625)
Net Revenue Budget before changes and savings	113,983	116,627	118,254	119,770
<b>REVENUE DEFICIT BEFORE KNOWN CHANGES</b>	<b>1,485</b>	<b>5,072</b>	<b>6,672</b>	<b>8,144</b>
Known / Expected Changes	3,463	1,572	2,000	1,876
Planned use of reserves	(2,398)	(394)	343	346
<b>REVENUE DEFICIT BEFORE SAVINGS</b>	<b>2,550</b>	<b>6,250</b>	<b>9,015</b>	<b>10,367</b>
Planned Savings	(1,714)	(2,940)	(3,754)	(4,106)
Savings to be identified	(836)	(3,310)	(5,261)	(6,261)
<b>REVENUE DEFICIT / (SURPLUS) AFTER SAVINGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Table 4 – Norfolk

<b>Council Tax Freeze</b>	<b>Budget 2017/18</b>	<b>Forecast 2018/19</b>	<b>Forecast 2019/20</b>	<b>Forecast 2020/21</b>
	£000	£000	£000	£000
Total Funding (Grant + Precept)	(148,458)	(147,389)	(147,542)	(147,717)
Net Revenue Budget before changes and savings	151,964	154,361	156,735	158,964
<b>REVENUE DEFICIT BEFORE KNOWN CHANGES</b>	<b>3,506</b>	<b>6,972</b>	<b>9,192</b>	<b>11,247</b>
Known / Expected Changes	9,594	4,918	5,802	3,675
Planned use of reserves	(8,104)	(3,130)	(2,559)	(210)
<b>REVENUE DEFICIT BEFORE SAVINGS</b>	<b>4,995</b>	<b>8,760</b>	<b>12,436</b>	<b>14,712</b>
Planned Savings	(3,794)	(5,254)	(6,200)	(6,566)
Savings to be identified	(1,201)	(3,506)	(6,236)	(8,146)
<b>REVENUE DEFICIT/(SURPLUS) AFTER SAVINGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appendix 3 – Bar Chart illustrating impact of precept strategies on Savings to be identified

Table 5 – Suffolk

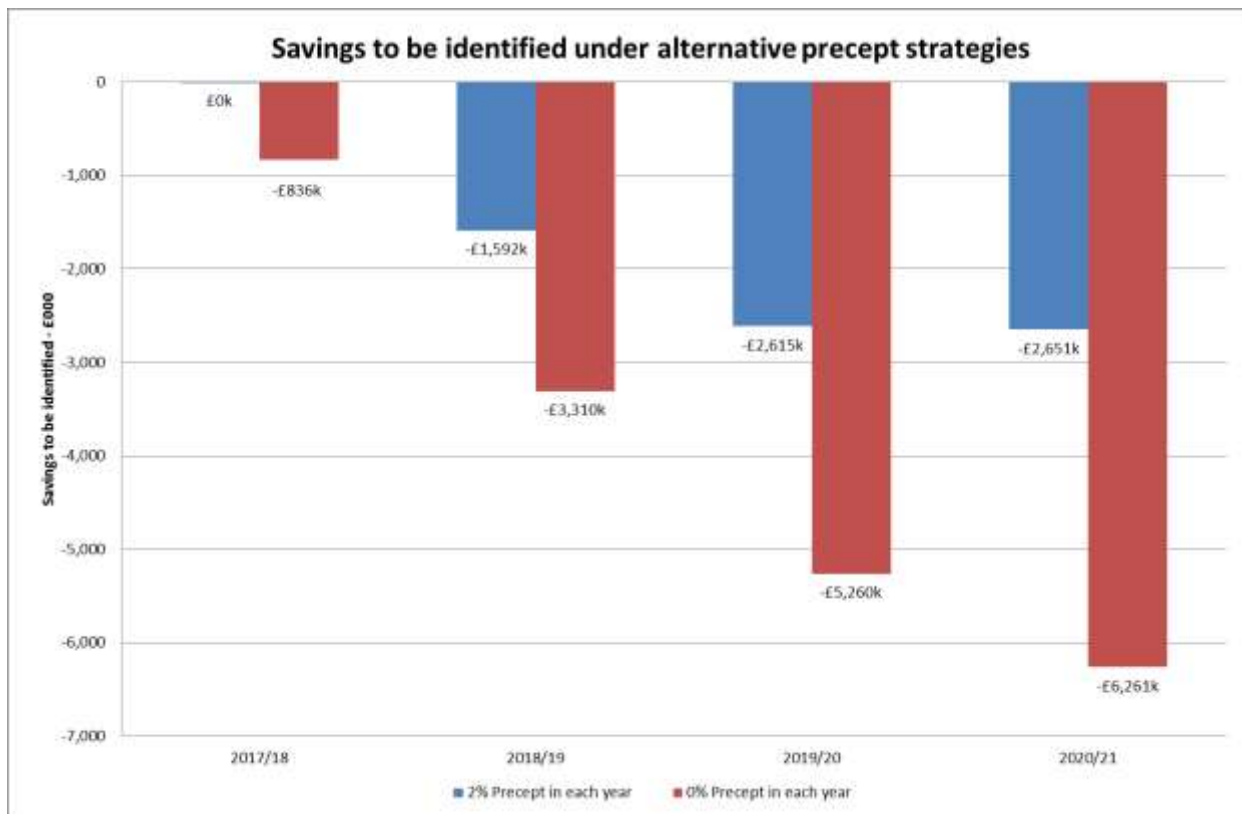
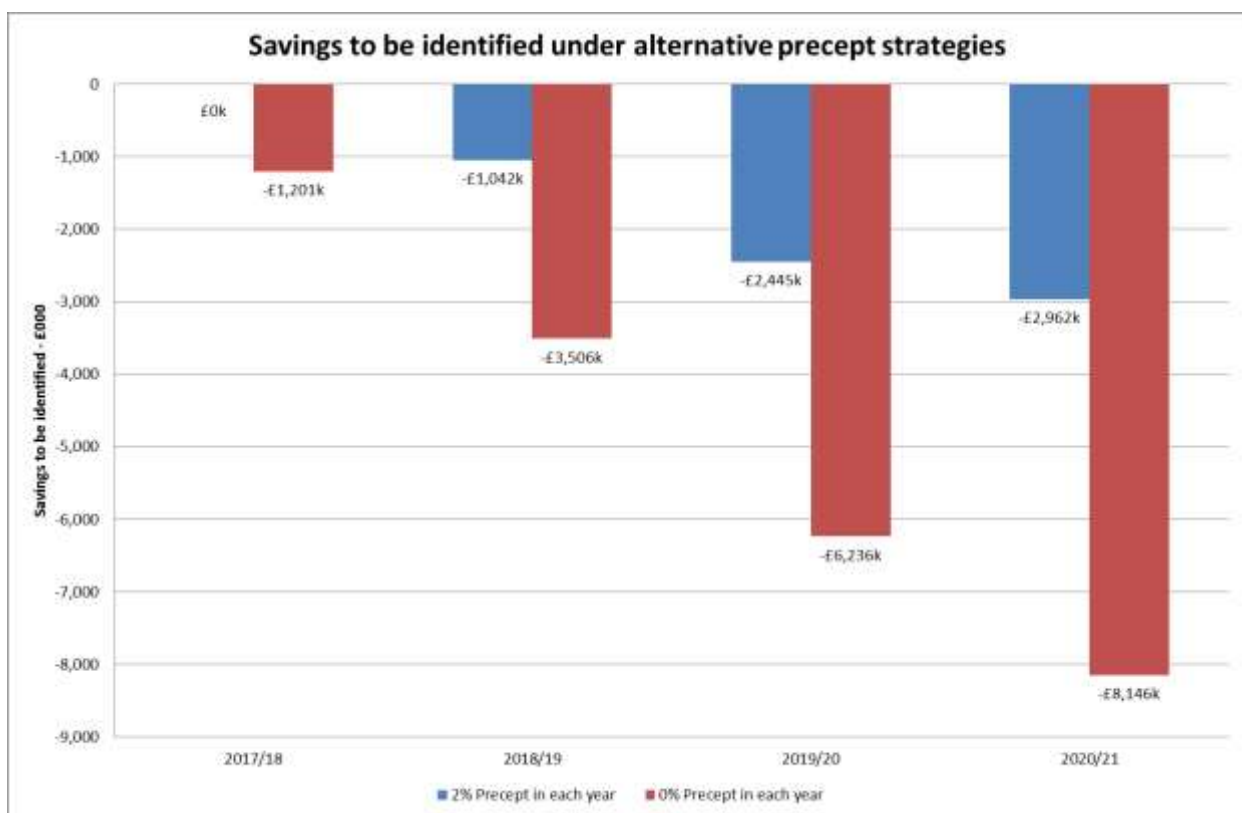
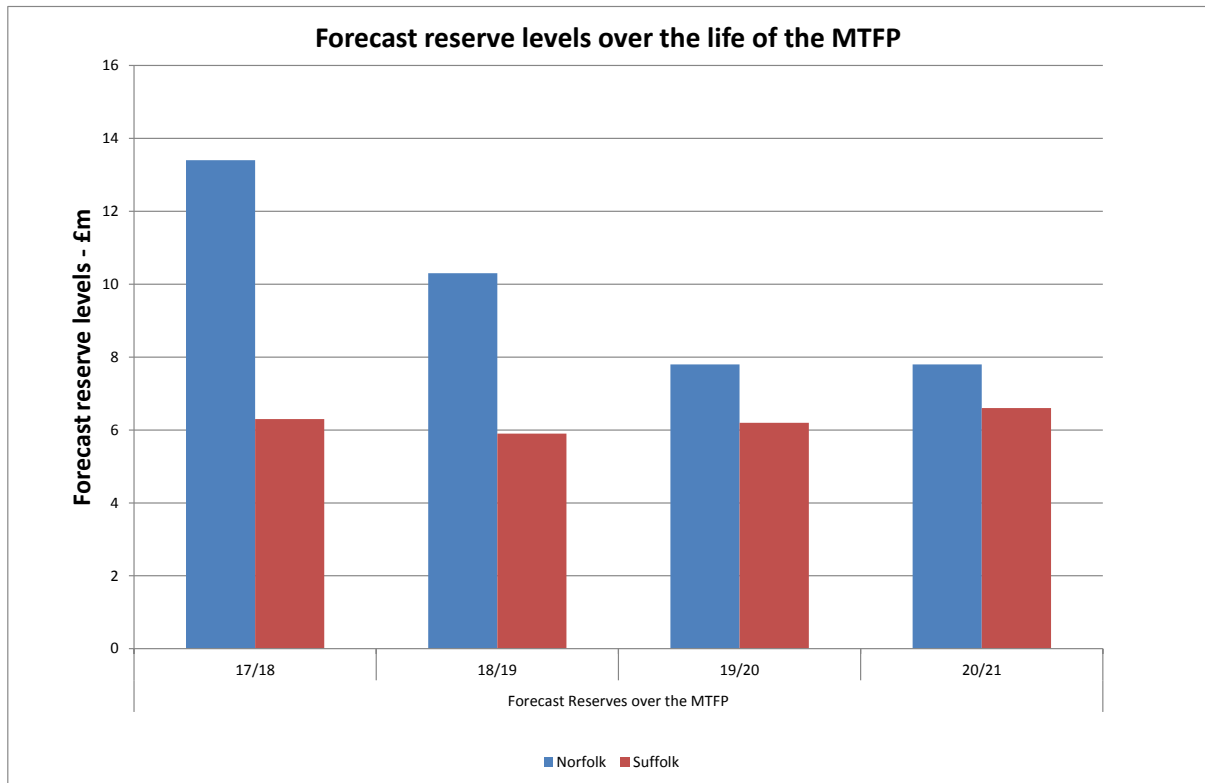


Table 6 – Norfolk



**Appendix 4a – Forecast reserve levels of Norfolk PCC and Suffolk PCC over the life of the MTFP (excluding Safecam and PFI related reserves):**



**Appendix 4b - Forecast reserve levels of Norfolk PCC and Suffolk PCC over the life of the MTFP (excluding Safecam and PFI related reserves) shown as a % of Net Revenue Budget:**

