

Norfolk Police and Crime Panel



Date: **7 March 2024**

Time: **11am**

Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to a pre-meeting at 10am on 7 March 2024 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Membership

Main Member	Substitute Member	Representing
Cllr Tristan Ashby	Cllr Alison Webb	Breckland District Council
Cllr Sue Catchpole	Vacancy	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Cllr Alexandra Ware	Cllr Deborah Heneghan	King's Lynn and West Norfolk Borough Council
Cllr Brian Long	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Vacancy	Norfolk County Council
Cllr John Teye	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Mike Sands	Cllr Keith Driver	Norwich City Council
Cllr Kieran Murphy	Cllr Stephen Ridley	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Vacancy	(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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chair and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

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 meeting held on 6 February 2024.

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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 Members will be bound by their own District Council Code of Conduct.

4. To receive any items of business which the Chair 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 Chair 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 28 February 2024.**

- 6. Police and Crime Commissioner for Norfolk's End of Term Report** (Page **15**)
To consider the PCC's end of term report.
- 7. Information bulletin – questions arising to the PCC** (Page **26**)
To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 8. PCC Complaints Monitoring Report** (Page **34**)
To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 9. Complaints Policy Sub Panel - Update** To follow
To consider an update from the Chair of the Sub Panel.
- 10. Norfolk Police and Crime Panel Annual Report 2023-24** (Page **36**)
To approve publication of the Panel's annual report.
- 11. Recruitment of Co-opted Independent Members** (Page **43**)
The Panel is recommended to consider the recruitment process and timetable.
- 12. Work Programme** (Page **61**)
To review the proposed work programme.

Tom McCabe
Chief Executive
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 28 February 2024



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Norfolk Police and Crime Panel

Minutes of the Meeting held on Tuesday 6 February 2024 at 11am at County Hall, Norwich

Panel Members Present:

Air Commodore Kevin Pellatt (Chairman)	Co-opted Independent Member
Cllr Brian Long (Vice-Chair)	Norfolk County Council
Cllr Sue Catchpole	Broadland District Council
Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Alexandra Ware	King's Lynn and West Norfolk Council
Cllr Graham Carpenter	Norfolk County Council
Cllr Stuart Dark	Norfolk County Council
Cllr Mike Sands	Norwich City Council
Cllr Kieran Murphy	South Norfolk Council
Mr Peter Hill	Co-opted Independent Member

Officers Present:

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

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

- 1.1 Apologies were received from Cllr John Toye, Cllr Tristan Ashby and his substitute Cllr Alison Webb.

2. Minutes

- 2.1 The minutes of the meeting held on 30 October 2023 were agreed as an accurate record and signed by the Chairman.

3. Members to Declare any Interests

- 3.1 There were no interests declared.
- 4. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 4.1 The Chairman invited the PCC to make a statement regarding the recent events in Costessey which had been widely reported in the media and this is attached at Appendix A.
- 5. Public Questions**
- 5.1 No public questions were received.
- 6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2024-25**
- 6.1 The Panel received the report which set out the PCC's 2024/25 precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2023/24, the Medium-Term Financial Plan 2024/25 to 2027/28, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2024/25.
- 6.2 The Chairman 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 B of these minutes) and confirmed that he proposed to increase the precept by 4.28% per annum at Band D (£12.96). 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 (Appendix C).
- 6.4 The Chairman thanked the PCC and the Chief Constable for their introductions. During the discussion, the following points were raised:
- 6.4.1 The Panel questioned if there was ever an opportunity to put funds back into the reserves. The PCC explained that the adopted reserve strategy was based on maintaining sufficient levels and whilst he always hoped to be able to rebuild reserves, this had to be balanced against the pressure to put funding into frontline policing. If reserves fell to the minimum, either that minimum level would have to be accepted or frontline policing savings would have to be realised. The PCC explained that until long term financial planning was possible, for example with forces receiving multi-year funding settlements for the duration of the term of the Government, it would be difficult to adjust the strategy. The Chief Constable added that the reserves needed to be kept at a good level as an unplanned, significant operational incident could require those reserves to be drawn upon at any time.
- 6.4.2 In response to a question regarding the auditors and the increasing costs associated, the PCC referred to his Chief Finance Officer who reported that they

were facing similar challenges to those faced by local authorities. The audit fees for both the OPCCN and Norfolk Constabulary were increasing, and previous years' audits had also not been completed. The results of the consultation were being awaited to identify how it was going to be resolved.

- 6.4.3 The Chief Finance Officer explained that safe and risk averse investments had to be used to protect taxpayers money, so higher rate, riskier investments couldn't be used.
- 6.4.4 The PCC explained that budgeting was a matter of balancing priorities. Anything within the operational remit would be a matter for the Chief Constable and his chief officer team who would identify the shortfalls and how to mitigate those. If there had been a significant incident in one crime type, resources could be pulled from one area to focus on another.
- 6.4.5 Members of the Panel expressed their gratitude for police officers covering the Bowthorpe area. The PCC acknowledged that officers were delivering a good service countywide, and it was always beneficial to promote what the Constabulary did well as unfortunately this was not always portrayed in the public often enough. He encouraged all members to promote their local officers as much as they could.
- 6.4.6 The Panel asked where the PCC thought the 'frontline' was. The PCC explained that he would label the frontline as visible policing, but that meant different things to different sectors of the community. The older demographic in the county understood visible policing as officers patrolling the streets, whereas others wanted to see an officer immediately when they needed one. The bedrock of policing was community policing, and the College of Policing was giving guidance on that. Policing in this country was by public consent and police forces were not used as an enforcement arm of the Government. Essentially it was about keeping the county safe and defeating crime. The Chief Constable added that the term 'frontline' was considered too narrow. He considered officers who were sat in an office investigating complex crimes such as child abuse to be frontline. They were responsible for protecting countless children and bringing some of the vilest offenders to justice. He also mentioned those officers who were preventing rape, fraud and those who were answering the thousands of calls into the control room to be frontline. Policing was becoming more complex than the uniformed presence.
- 6.4.7 The Panel acknowledged the detail in the report regarding the difference that a 1% precept increase could make to the budget. It was noted by Panel members that an increase in the tax base was needed but was being partly prohibited by nutrient neutrality supressing the building of new houses across parts of the county. They also noted that there were variances in the levels of council tax benefits given and surcharges for those with second homes across the district councils. Taking these factors into account, the Panel asked the PCC how much dialogue there had been with the district councils. The PCC confirmed that there was regular dialogue between OPCCN and the local authorities and there had been several questions asked whilst budget setting had been ongoing.
- 6.4.8 Having considered the report and the request to endorse the precept increase, members of the Panel noted that the extra funding achieved through a precept increase would enable officers to do a very difficult job daily and essentially the job which was expected of them. It was acknowledged that there were similar

pressures across Children's Services, Adult Services, NHS and the Court system, and although approving the increase was not something that was easy to do, it would enable those difficult jobs to be carried out. The Panel thanked those officers who compiled the report.

- 6.4.9 The Panel asked if there had been any thought to reintroducing the police community support officer (PCSO) posts. Uniformed officer presence could be helpful and send a strong message to a victim of the crime but there had been reports to district councillors that uniformed police officers had not always been able to attend to a victim of crime. The PCC explained that in 2010, there were 281 PCSO's, and 1812 officers. By the end of 2017, the decision was made to have no PCSO's and have 1500 police officers. To date, there were 1840 officers and no PCSO's. He reported that to reinstate 150 PCSO's, it would cost the Constabulary £6 million, which was not possible. The Police Uplift Programme had increased officers by 250, but it would always be a case of prioritisation where those officers were deployed. Out of the 1800 officers, there would be approximately 300 on duty delivering a 24/7 service and officers would need to be resourced where there was significant need. The Chief Constable added that each 999 call is individually assessed to determine the appropriate response. Not all 999 calls were attended and not all attendance was immediate. For some calls, attendance or a video call was scheduled, when the caller was happy to do so. For certain victims, this had been preferred, for example in the cases of domestic abuse, where a remote situation avoided a police car at the house and the potential stigma that could be associated. For the Constabulary, this also mitigated the cost of fuel, transport and the time of physically visiting. The Constabulary had moved from a default position of attending everything to using the technology and the tools appropriate for the situation. The Chief Constable added that he did, however, support the ambition to have more visible police officers and it was always a challenge when an officer had to be removed from such a post. In explaining the balances that they had to face daily, the Chief Constable reported that approximately 1200 sex offenders were being supervised in the county which was carried out by non-uniformed officers. That number would rise as the Constabulary was more successful in prosecuting, requiring more resource to carry out this activity which is vital to public protection.
- 6.4.10 In responding to a question regarding the Constabulary being 'woke' as referred to on page 110 and 111, the PCC assured the Panel that Norfolk Constabulary was not 'woke' and there was no evidence to suggest it. The Constabulary had respect for diversity, tolerance and equalities legislation, and were working hard every day to make communities safe.
- 6.4.11 Appendix C of the report informed the Panel that the Government funding for the OPCCN budget had remained static since 2015. The Panel questioned if the services commissioned by the OPCCN could be affected by the static figure. Although the PCC shared the concern, he emphasised that his office ran on the same amount of the funding and was delivering outcomes. The Ministry of Justice funding provided the core funding but his office was also able to access additional funding for services. He would welcome long term certainty through the Government's comprehensive spending review which would give charities clarity how long their services would be commissioned for. The Director of Policy and Commissioning added that short term additional funding received for victims of domestic abuse would expire in March 2025 so future political developments were being awaited. Where short term funding was received, expectations were

managed with the commissioned service, and they were embedded within the current set up.

- 6.4.12 The PCC explained that the implementation of the nationally rolled out programme Right Care, Right Person had been paused in Norfolk due to the recent tragic events in Costessey. The length of the pause was an operational decision for the Chief Constable. The activity savings that would be accrued from the delivery of this programme would still be realised when the programme became live. The Chief Constable added that the Constabulary would still attend mental health calls, but they would be more specific to ensure that the right provision attends those incidences, the right resource was deployed, and the correct intervention was put in place. Those calls which involved children would be carefully considered. The Chief Constable stated that there had been regular dialogue regarding Right Care, Right Person with all the partners involved and the aim was not to jeopardise the welfare of any individual.
- 6.4.13 Members of the Panel were disappointed to read on page 31 of the agenda that the increase nationally of £922m in government funding announced for the 2024/25 police settlement, while welcome, was dependent on all PCCs precepting by the maximum of £13 per annum.
- 6.4.14 In responding to a question about the 20% of police officers who were struggling with mental health issues, the PCC explained that officers were making sacrifices daily by what they witnessed and experienced. The Chief Constable explained that this was increasing due to the level of trauma that officers were exposed to. The constabulary had a 24/7 phone line which included an occupational health team. He added that he would like to put more resource into this and offer more mandatory counselling, but it was a challenge to find a provider as well as the funding. There was supportive management and leadership and the culture in policing had changed and improved that it was now acceptable for officers to take time out if they needed too which was as important as medical intervention.
- 6.4.15 The Panel expressed their appreciation for the police officers covering the Great Yarmouth area who were known to the local schools and attended community events. In despite of the challenges, it was obvious that they were doing the best that they could.
- 6.5 Having considered the precept proposal, it was proposed by Cllr Dark and seconded by Cllr Sands to endorse the Police and Crime Commissioner's proposed precept increase of 4.28% per annum at Band D (£12.96) for 2024/25.
- 6.6 The Panel:
- **NOTED** the Revenue Budget and Capital Programme for 2023/24, the Medium-Term Financial Plan 2024/25 to 2027/28 and the funding and financial strategies;
 - **VOTED** (by 9 votes for, 0 against and 0 abstention) to endorse the Police and Crime Commissioner's proposed precept increase of 4.28% per annum at Band D (£12.96) for 2024/25;
 - **AGREED** that the Chairman should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal. In doing so, it was also **AGREED** that the letter should say the Panel viewed the precept increase as being a necessary investment in wellbeing for the entire community.

At this point in the meeting, there was a 5 minute break.

7. Police, Crime and Community Safety Plan 2022-24 performance monitoring

- 7.1 The Panel received the report which provided a quarterly update of the PCC's performance to the Panel and set out an overview of progress made against delivering on the objectives set out within the six strategic priorities (pillars) contained within the Plan.
- 7.2 The Chairman thanked the PCC for the report and asked him to introduce the report.
- 7.2.1 In introducing the report, the PCC highlighted that despite national pressures, Norfolk Constabulary were doing a good job in keeping the county safe. Under pillar 2 (visible and trusted policing), the PCC highlighted that through public perception surveys, the residents of Norfolk thought that the Constabulary were doing a good job and there were figures on page 123 of the agenda pack which referred to this. With regards to pillar 3 (tackling crime), the PCC highlighted that on page 131 of the agenda pack there had been a 15% reduction in domestic abuse related crimes, and on page 135 hare coursing crimes had decreased by 46%. The PCC reminded the Panel to note the positives from the report and to understand the hard work delivered by the Constabulary every hour to keep the county safe.
- 7.3 During the discussion the following points were noted;
- 7.3.1 With reference to page 119, point 3.10 of the agenda, the Panel questioned what was being done to improve the requires improvement gradings that had been identified in the HMICFRS Peel Inspection report, specifically treatment of the public and serious and organised crimes. The PCC explained that having received that report, the Constabulary immediately started work in addressing those highlighted issues, and a re-inspection was due shortly. The PCC reported that the gradings had been changed in the next report which would make it difficult to compare year on year. The Chief Constable added that the last report was published in October 2022, and they were now in the next reporting year which gave little time to make the changes that were needed and to ensure they were embedded. The grading of 'treatment of the public' had been focused on the Constabulary's use of stop and search. The inspectors were not satisfied that when the officers were stopping people, they were adequately recording their grounds on the relevant forms well enough. Since then, more training and revised the forms had been implemented. The Chief Constable was confident that when this was re-inspected it would be concluded as satisfactory. With regards to the gradings of serious and organised crimes, the inspection had reported that Norfolk was not making enough disruptions, however the Chief Constable highlighted that Norfolk was a low crime county and our number of disruptions was likely to be lower than higher crime areas due to a lower threat profile. It was also noted that the inspection did not consider county lines criminality as constituting serious and organised crime, whereas the Chief Constable did. The Constabulary had prioritised its serious crime resources into tackling County Lines and The Chief Constable maintained that this was the right thing to do.
- 7.3.2 The Panel asked, with reference to page 119 of the agenda, if serious consideration was being taken with buying fleet vehicles and the difficulties that

some manufacturers had expressed when sourcing parts. The PCC explained that the Government's target was to go 'green' by 2030 which had now been put back to 2035 however many manufacturers were aiming for 2027/2028 so there was a disconnect. The second issue was finding a vehicle that would meet the Constabulary's needs as the biggest issue with electric vehicles was their reach. Blue Light Commercial which was set up originally by Association of Police and Crime Commissioners had the lead for placing contracts for vehicles. They were aware of local consultancy taking place and along with other consultancy initiative around the country, the resource was being pooled. Once an answer was known, decisions about the estate and the requirements of charging and fuelling facilities. The Chief Constable reported he had conversations with the Home Office regarding this under his National Finance portfolio and it was estimated that to completely electrify England and Wales it would cost £800 million which was funding that was not available. He also added that the current fleet were the last generation vehicles, and they were running out of suitable, deployable vehicles and the complexity of the fleet was not being met by the current market. Engagement with the consultancy firm would ensure that the correct investment decisions were made.

- 7.3.3 Although the Panel were pleased to see that complaints as reference on page 124 and 125 of the agenda had reduced in the last 12 months compared to the last 12 months, they did question the reason that conduct complaints had risen from approximately 50 to 90. The PCC explained that the figures were a consequence of a change of culture resulting from Officer incidences in other forces which hit national headlines. He explained that issues which may have been previously tolerated were now being investigated due to the increased confidence of officers. The Chief Constable added that the number of conduct complaints cases being investigated would increase before they fell. He emphasised that the overwhelmingly majority of staff went into work every day to do a good job and were weary with their colleagues letting them down. Internal reporting was the main reason behind the increase which reflected the positive culture within the Constabulary and reflected the wider society. He added that the number of complaints were reducing, and individuals were being removed. It was emphasised that the bar had not been lowered and officers remained to be judged by the same oath that had been taken since policing started.
- 7.3.4 Page 135 of the agenda referenced an emerging threat of a substance called nitazene, and the Panel asked what number the threat would be on a scale of 1-100. The Chief Constable explained that the current threat was relatively low but had the potential to rise year on year. The Constabulary were identifying that drug supply changed in line with global, economic, and political factors and synthetic drugs often replaced the dry out of other drugs such as opioids but unfortunately could cause greater levels of harm. Where there had been an emergence of the synthetic drug market in the county, efforts had been focused on the countylines that encouraged it. The threat was acknowledged and was being monitored incredibly closely. A repeat of those events in America were not welcomed.
- 7.3.5 The Panel noted in the report under the category of pillar 6, that the long term average number of killed and seriously injured in relation to road incidents had increased by nearly 8% and the vulnerable killed or seriously injured had increased by 17%. In answering why that was happening, the PCC acknowledged that whilst the majority of those involved in road traffic accidents did not intend to do so, there were still a proportion that caused accidents by being one of the fatal four, (drugs, drink, distracted or by not wearing a seatbelt). It was an area that would always

require more resource, and it if were not for the quality of vehicles, response times of first responder and hospitals, the figures could be higher. The area was continually reviewed by the Constabulary in an aim to reduce the figure.

- 7.3.6 The Panel asked with reference to page 151, what impact designing out crime had on the effectiveness of policing as urban development had occurred across the county. The PCC explained that designing out crime was a method by which the design of new housing developments could minimise several crimes by the way it was designed, and the houses were designed. By preventing crime in this way, the calls to the Constabulary were not received and therefore it couldn't be stated how much had been saved, as resources were not deployed. By following this method, it could make developments safer and more pleasant environments for people to live.
- 7.3.7 In referring to page 152 and 153 of the agenda, the PCC confirmed that the impact of volunteers such as Norfolk Cadets and special constables had a significant impact on the effectiveness of policing, and all carried out a phenomenal job. Policing was a community role, and all the volunteers contributed in various ways from spreading the word, engagement and supporting events alongside officers. The PCC stated that the Constabulary could use more volunteers and they provided a major contribution.
- 7.3.8 The Panel questioned the vetting form that was required by volunteers and if there could be a simpler, more relevant version for volunteers. The Chief Constable explained that the form was nationally set, and he was unable to change it. He emphasised that a balance needed to be reached between retrieving the correct information but also to not deter good people. He also added that there was also an associated cost of the deployment of the volunteers, research into the answers, training, uniform, and therefore a minimum hour's threshold for a special constable had been introduced.
- 7.4 Having considered the summary of progress towards delivering the six strategic priorities, the Panel **NOTED** the report.

8. Information Bulletin – questions arising to the PCC

- 8.1 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.
- 8.2 The Panel **NOTED** the report.

9. Police (Fire) and Crime Panel Conference 2023

- 9.1 The Panel received the report summarising the events of the Police (Fire) and Crime Panel Conference which took place in November 2023 and was attended by three members of the Panel and the Democratic Support and Scrutiny Manager.
- 9.2 The Chairman explained that the conference was an excellent opportunity to network with other Panel members from across the country, understand how their panels worked and to share good practice.

9.3 The Panel **NOTED** the report.

10. Work Programme

10.1 The Panel received the work programme for the period March 2024 to February 2025.

10.2 The Chairman announced that Peter Hill had resigned from the position of co-opted Independent Member of the Police and Crime Panel with effect from 5th March 2024. The Chair thanked him for his support and valuable contribution over the seven years he had been a member and wished him success for his future endeavours. The Chairman added that a recruitment exercise would take place for both co-opted independent member positions shortly.

10.3 The Panel **AGREED** the work programme.

Meeting ended at 1.49pm.

**Air Commodore Kevin Pellatt, Chairman,
Norfolk Police and Crime Panel**



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Police and Crime Commissioner for Norfolk's End of Term Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the PCC's end of term report;
- 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.
- 1.5 PCC elections are due to take place on 2 May this year. While the current PCC

has confirmed he will be standing for re-election, Members will wish to note that this may be the last Panel meeting at which they will have the opportunity to hold him to account for delivering his Police, Crime and Community Safety Plan for Norfolk.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider an overview of the progress made by the PCC towards delivering his Plan, since its publication in March 2022.
- 2.2 With this being the last Panel meeting the PCC will attend before the May 2024 elections, this end of term report (attached at **Annex 1**) replaces the regular performance monitoring information and summarises the key issues, challenges and achievements since the PCC took office in 2021.

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 (operational commitments allowing).
- 3.2 After the PCC has introduced his report, the Panel may wish to question him on the following areas:
 - a) The extent to which the PCC's commitment to Norfolk residents (about how their policing service will be delivered and managed as well as the provision of support for victims, crime prevention work and extensive partnership working that brings together services and prioritises safety for every resident in the county) has been achieved.
 - b) Where, through his six priorities (the six pillars), the PCC has made the most impact and where he feels there is still progress to be made.
 - c) Risk management and any areas of concern highlighted by the PCC's Audit Committee.
 - d) Ongoing and future challenges that the PCC would highlight for his successor's attention.

4. Action

- 4.1 The Panel is recommended to:
 - 1) Consider the PCC's end of term report.
 - 2) Decide what recommendations (if any) it wishes to make to the PCC.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Air Commodore Kevin Pellatt FCMI RAF
Chair
Police and Crime Panel

Reply to: Giles Orpen-Smellie
23 February 2024

Dear Kevin

End of Term Report

Introduction

1. **Period.** This report covers the three-year PCC term from 6 May 2021, when I was elected, to 2 May 2024, when the next PCC election takes place. The report presents an impression of this period. Greater detail is available in my annual reports and the quarterly performance reports submitted to the Panel.
2. **Summary.** I regard the term as a success: objective evidence shows that crime is down; and Norfolk's confidence in policing has been sustained. This is not to say that everything is perfect: there are issues to be addressed and other work to be done; but progress is encouraging.
3. **National Portfolio.** Beyond Norfolk, I have held the Association of PCCs' national portfolio for police transparency, ethics, and complaints, and *inter alia* I have led national work with the Home Office to restore powers of dismissal to chief constables.

Policing

4. **Police and Crime Plan.** I published my Police & Crime Plan (my Plan) with six pillars as a vehicle for both funding decisions and scrutiny of police activity. His Majesty's Inspectors of Constabularies Fire & Rescue Services (HMICFRS) described the coherence of the Chief Constable's Force Management Strategy with my Plan as a "visible thread" and that a "mature performance framework underpins the priorities and strategic objectives at all levels of the force."¹ I have streamlined the associated reporting requirements to reduce the burden and to develop 'one truth' in terms of data provided.

¹ HMICFRS Report, *PEEL 2021-22: Police Effectiveness Efficiency & Legitimacy*, p.44.

5. **Chief Constable.** I appointed the Chief Constable, Paul Sanford, who is driving Norfolk Constabulary forward under the mantra of 'exceptional policing'. He has had to face some high-profile issues. Nevertheless, the success of his leadership is reflected particularly in crime and public confidence figures.

6. **Crime.** Crime is down. Norfolk is one of the safest counties in England and Wales.

6.1 **Crime figures.** Crime data shows:

Crime Type	FY21-22	FY22-23	FY23-24*
Robbery	344	343	283
Criminal damage	6933	6783	5322
Violence against the person	31694	29890	21808
Stalking and harassment	10724	8746	5180
Domestic violence	14075	13006	9043
All crime	69149	67123	50041
<i>*Data shown is from 01/04/23 to 31/01/2024</i>			

6.2 **Solved Figures.** More crime is being solved. Over the term: there has been a 25% reduction in the number of live investigations from 8,700 to 6,600; there has been a 21% increase in the number of positive outcomes from 9,277 to 11,225; and there has been a 33% increase in the positive outcome rate from 13.89% to 18.56%. The arrest rate is up with the number of outstanding suspects reduced from 2000 to 600. The Constabulary is currently detecting 40% of reported shoplifting offences, which is the highest detection rate in the country.

6.3 **999 Call Handling.** In the face of a 25% increase in 999 calls the Constabulary has improved its 999 service from 80% being answered in 10 seconds to 90% being answered in 10 seconds. Norfolk now has one of the fastest average times to answer in the country.

6.4 **Areas of concern.**

6.4.1 **Drugs.** This is a multi-faceted issue. At one end of the spectrum, cannabis is widely available and widely used. At the other end of the spectrum, new synthetic drugs are beginning to appear. The United States illustrates the difficulties that could arise if the government and courts don't respond effectively to their arrival. In the middle, County Lines remains a resilient supply model.

6.4.2 Knife crime. The murder of Joe Dix placed a clear spotlight on the issue. There is no doubt that knife crime is a growing concern, the numbers carrying bladed weapons is increasing, and knife crime has potential to become a much greater issue if it is not addressed. Again, the work of the Constabulary needs to be supported by the wider Criminal Justice System (CJS).

6.4.3 Fraud. This may account for c.40% of all crime, with much of this occurring online and originating from outside Norfolk and the United Kingdom. However, Norfolk Constabulary currently does not have either a fully effective response or the resources to create such a response. This is an area that requires early work in my second term.

7. Officer Numbers.

7.1 Police Numbers. In 2010 Norfolk Constabulary had 1,812 officers and 281 Police Community Support Officers (PCSO). By 2015 these figures had reduced to c.1,500 officers and 150 PCSOs. In 2024 officer numbers had increased to 1,840, but the remaining PCSOs had been axed in 2017. The number of officers today is thus 250 less than in 2010. Furthermore, the 2011 Census gave Norfolk's population as 857,999 while the 2021 Census showed a 7% increase to 916,200. The ratio of officers per head of population has thus reduced from 1:410 in 2010 to 1:498 in 2024. However, given the need to provide a '24-7-52' service, with around 300 officers on duty at any given moment, the actual ratio in practice is around 1:3,054. The 'thin blue line' is indeed thin. There is then a concern that around a third of Norfolk's officers have less than three years' service with a consequent effect on experience and maturity of judgement.

7.2 Collaboration and Volunteers. The Constabulary benefits from multiple collaborations including with Suffolk Constabulary, Norfolk Fire and Rescue Service, Norfolk County Council, and the seven Norfolk local authorities. The Constabulary's reach is extended by the active engagement of Norfolk's public through volunteer schemes including the Special Constabulary, Community Speed Watch, Independent Custody Visitors, the Independent Advisory Group and various community scrutiny panels.

8. Public Confidence.

8.1 Crime survey of England and Wales. Norfolk Constabulary has sustained the confidence of most of the communities it serves. The Crime Survey of England and Wales (CSEW) shows that, while confidence has slipped from a peak of 85% in 2017 to the current 72.4%, Norfolk has avoided the greater collapse in confidence seen in the national average and is currently 7% above the average for England and Wales. The CSEW for the 12-month period ending June 2023 placed Norfolk:

8.1.1 2nd in the Country for the percentage of the public who agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter most in their area.

8.1.2 2nd in the Country for the percentage of the public agreeing that the local police can be relied on to be there when you need them.

8.1.3 3rd in the Country for the percentage of the public who agree that the local police treat everyone regardless of who they are.

8.1.4 2nd in the Country for the percentage of the public who when taking everything into account have confidence in the police in their area.

8.1.5 2nd in the Country for the percentage of the public (60.6%) who rated their police force as good or excellent when asked how good a job the police are doing in their area.

8.2 **Narrative.** There is a need to change the public narrative. Policing has rightly been challenged over high-profile failures. However, the narrative at local level is dominated by critical commentary at national level. An issue with one officer somewhere condemns every officer everywhere. This constant negativity and its effect on public confidence does not foster the healthy police-public relationships that are needed to enable policing by consent. Yes, forces and individuals within forces must be held to account when things go wrong. However, we must not lose sight of the huge amount of excellent work done by most officers and staff. We depend on the 'thin blue line' to keep our society safe. A far greater crisis of public confidence in policing could arise if an exodus of officers should occur. Political and police leaders need to balance critical commentary by promoting the good work that forces are doing.

9. **Estate.**

9.1 **Estates Plan.** Through the implementation of the Estates Plan 2022-25, significant progress has been made in terms of the development and investment into the estate. The development of the new Broadland Police Station and the Hethersett Old Hall Professional Development Centre have enabled the Constabulary to rationalise its estate, exiting from expensive lease arrangements, reducing running costs and increasing efficiency while providing fit-for-purpose operational and training facilities for the workforce. This strategy is also supported by the refurbishment of Bethel Street Police Station, which will enable a further reduction of the overall estate securing forecast additional savings of £14M over a forty-year period.

9.2 **Integration with the Capital Programme.** The Estates Plan is part of an overall capital programme that also ensures appropriate investment in ICT and other equipment. Two examples of investment during this period are the investment in new mobile phones to support the roll out of applications that enable officers to spend more time out of the station and on the ground, as well as important upgrades to body worn video to ensure that frontline technology is up to date.

10. **Green Strategy**

10.1 **Action Plan.** A Carbon Reduction & Environmental Action Plan 2022-2030 has been introduced that outlines the ambition for the Constabulary to meet its statutory requirements for 2030 and 2050.

10.2 Fossil Fuel Replacement. Investment is already well underway in terms of replacing old gas boilers with air-source and ground-source heat pumps as well as introducing PV panels to several sites.

10.3 Vehicle Fleet. Work is in hand to decide the future of the Constabulary's vehicle fleet given the need to transition from a petrol/diesel fleet to an electric or other alternate fuel fleet by 2030.

10.4 Investment. While the ambition is there, due to funding constraints, inflationary pressures and other cost pressures, additional government funding would be needed if all requirements of the plan are to be satisfied.

11. Technology. The Constabulary is maximising its use of technology for greater efficiency with the use, for example, of pre-booked video calls to provide service virtually. This saves time, money, fuel and is greener, as well as providing victim satisfaction scores of 4.5+ out of 5. Furthermore, the force has swiftly adopted the changes in crime recording practices, which frees up officer time to investigate crime and to be visibly engaged within our communities.

12. Funding.

12.1. Budgeting. Working in close concert with the Chief Constable and our respective Chief Finance Officers, I have kept a tight rein on the budget through a constant dialogue about the use of finite resources. Both my office and the Constabulary have delivered on budget each financial year, although this year may require the use of reserves to do so due to cost pressures noted in my Precept report.

12.2 PEEL Inspection. In our most recent PEEL inspection by HMICFRS the Constabulary was graded as 'Outstanding' for our use of resources, with inspectors particularly noting the efficiency of the organisation. Indeed, the Constabulary had maintained or improved its performance in nearly all areas.

12.3 Collaboration.

12.3.1 Norfolk and Suffolk collaboration continues to be successful and deliver year on year savings. Jointly with Suffolk, the forces are working on plans for a medium-term transformation programme to complement the annual Outcome Based Budgeting exercise. The programme will look at thematic and cross cutting initiatives around process maturity, exploitation of existing technology, and investments in new technologies (e.g., automation) to lever out cashable and non-cashable efficiencies over the life of the plan. In addition, the programme will review how the collaboration with Suffolk can be further enhanced and improved beyond what is already considered one of the most mature collaborations in UK policing sector.

12.3.2 There is also a wider collaboration of the '7 Forces' in a commercial services function that has a strategy to secure cost mitigations in the face of inflationary pressures across 7 Force contracts. Blue Light Commercial Services is a national service supporting the policing sector offering a national approach to looking

for savings and efficiencies through commercial arrangements that impact on all forces.

12.4 Funding Look Forward. Funding is the fuel that drives an effective police force. I have given the Constabulary the maximum precept increases available on each occasion during this term. However, there is a need to address a shortfall of £2.8M for FY24-25 and a forecast deficit of £7.6M by the end of the Mid-Term Financial Plan in FY27-28. I cite the 2018 National Audit Office report on *The Financial Sustainability of Police Forces*, which noted “significant gaps in the Home Office’s understanding of demand for police services and their costs.” There continues to be too much talk in the Home Office about further efficiencies and not enough thought about the adequacy of resources. Norfolk Constabulary was already lean following Austerity, and the budget has been squeezed again by the inflation spike, which amounts to a second period of austerity. The indications are that this squeeze of funding is likely to continue throughout the next PCC term. Therefore, difficult decisions may lie ahead.

Community Safety

13. Single Community Safety Partnership (CSP). PCCs and CSPs have a duty to take account of each other’s priorities, to ensure there is a joined-up approach to tackling shared priorities. I have bound community safety and policing together through Pillar Six of my Plan. The success of this collaboration has led Norfolk County Council to add the Serious Violence Duty and the Drug & Alcohol Partnership to the community safety function thus further enhancing collaboration. The Norfolk CSP brings together organisations from across Norfolk to tackle crime and disorder, to ensure the county remains a safe place for people to live, work and visit. Annex A maps the extensive network of collaborative relationships that now exist.

14. Commissioned Services. My office uses a grant from the Ministry of Justice together with bids to other funds to commission services across Norfolk. This is not philanthropic funding but is committed under contract in response to needs analyses and evidence-based cases.

14.1 Money Brought In. The core commissioning budget provided by the Ministry of Justice (MoJ) has stood at £1.05M per year over the term. In addition, my office has secured a further £1+M per year through successful bids to government departments and organisations such as the Home Office, MoJ and Public Health. Successful bids have secured funds for Prevent, Safer Streets and support for victims of sexual violence and domestic abuse. The bid process for this current year is on course to deliver another £1M.

14.2 Organisations Supported. The projects and services funded by my office can be found on my [website](#).

15. Accreditation.

15.1 White Ribbon. My office is one of a handful of OPCCs that is White Ribbon accredited. I was keen that my office should lead in becoming

accredited. My colleagues work daily with partners across the county to address violence against women and girls and this seemed to be a natural step for the office to take as it complements the work being carried out under my Plan which highlights VAWG as a priority. I and several other members of my team have become White Ribbon Ambassadors or Champions to spread the message to more men and raise awareness within our local community.

15.2 SCAMBassadors. Similarly, my office is also SCAMBassador accredited - and I am a 'friends against scams' SCAMBassador - as a first step to addressing scams and fraud and particularly their intrusive online versions.

16. Road Safety. This has consistently been one of the greatest concerns raised with me by members of the public. The casualty figures illustrate why this should remain high on the agenda.

16.1 Casualty Figures.

KSI	2021	2022	2023
Killed	19	35	40
Serious Injuries	370	428	422
Totals	389	463	462

16.2 Road Safety Conferences. In April 2022, in close concert with the Chief Constable, I launched a series of road safety conferences across Norfolk, the first initiative of its kind for Norfolk.

16.3 Public Engagement. Public concern about road safety is illustrated by the level of support for Community Speed Watch (CSW) groups. There are nearly 100 groups across Norfolk supported by 1000 volunteers. I am exploring ways with the Chief Constable for these groups to have greater effect. For example, two letters from CSW might be followed by a visit by a police officer to offer words of advice.

17. Look Forward. I intend to build on the relationships created within the CSP by developing a more integrated approach under the working title of 'One Plan', which would involve greater strategic alignment of partners.

Wider CJS

18. I have chaired the Norfolk and Suffolk combined Local Criminal Justice Board (LCJB) for all three years of my term. The government's PCC Review suggested that LCJB chairs should be given greater powers to direct the CJS in their areas. I would agree that this is needed.

19. CJS. The CJS is not the single system its title suggests: the Constabulary is organised on a county basis and is held accountable by me at county level; the Crown Prosecution Service is organised on a regional basis and is held accountable at national level by the Attorney General; HMCTS is organised as an agency of the MoJ and is held accountable by the triumvirate of the Lord Chancellor, Lord Chief Justice and Senior President of Tribunals; and so on. While I convene and chair the

LCJB, I have no authority to intervene in issues at county level. Meanwhile, national bodies are not interested in issues at county level. The result is a sometimes dysfunctional and silo-based system that often overlooks the needs of victims.

20. **Court Backlogs.** Significant backlogs arising from the pandemic were addressed successfully. However, backlogs have grown again and currently stand at around 900 in the Crown Courts and 3000 in the magistrates' courts. As the 'voice of the victim', I have championed victims' interests in the face of court backlogs and consequent delays. The Regional Director of His Majesty's Courts and Tribunal Service (HMCTS) now attends LCJB meetings as part of efforts to coordinate responses to issues that create delays.

Representation

21. **Accessibility.** It is important that I am accessible to the public I serve. I have made myself available for in-person surgeries in local libraries, particularly during public consultations on my Plan and the annual precept decision. I have also introduced a video or telephone surgery, Time2Talk, in which people can book fifteen-minute one-on-one calls. In addition, I have introduced an ability for the public to put questions to the Chief Constable during Public Accountability Meetings. I have done significant work on accessibility to information for those with particular accessibility needs.

22. **Scrutiny.** I scrutinise the policing service provided by Norfolk Constabulary on behalf of the public I serve and primarily against my Plan and the associated budget. This is a constant process based initially on routine and healthy dialogue with the Chief Constable and his senior staff, and then more formal scrutiny including PAMs and invitations to the Chief Constable to accompany me to Panel meetings.

Conclusion

23. I began by stating that I believe the term has been a success. However, any success is, of course, due to the hard work of my team and the wider commitment of people across Norfolk Constabulary including the many volunteers that support it; and others across the public, private and charity sectors. Everyone involved has grasped the need to translate policy into effects on the ground for the benefit and safety of Norfolk.

Yours sincerely



Giles Orpen-Smellie
Police and Crime Commissioner Norfolk

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny 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 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 their activities and decisions.

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 28 February 2024, are listed at **Annex A** 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 28 February 2024, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent PCC Accountability Meeting are set out at **Annex C** 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, finance, HR and ICT.

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. Public Information about the Collaboration Panel is included at **Annex D** of this report.

- e) Other 'out-of-county' activity since the previous Panel report:

Date	Activity
29 January 2024	Dismissals Review - January Senior Steering Group (Home Office)
7 February 2024	APCC General Meeting
8 February 2024	APCC General Meeting
12 February 2024	Strategic Athena Management Board (SAMB)
14 February 2024	Exec Board - Norfolk and Suffolk Criminal Justice Board

- f) Other engagement activity since the previous Panel report:

There has been no engagement activity since the previous Panel report.

- g) 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 E** of this report.

- h) PCC responses to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS):

- Response to the policing recommendations contained within the December 2023 HMICFRS inspection report on the [effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales](#)
- Response to the policing recommendations contained within the December 2023 HMICFRS inspection report on [how well the police, the Crown Prosecution Service and the Probation Service support victims of crime](#)

- i) Emergency services collaboration.

Norfolk County Council's Cabinet approved the PCC's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) when it met on 20 May 2019. View the Cabinet report and minutes [here](#).

No Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting.

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. 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 taking office.



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PCC's Decisions

The PCC's policy statement on decision making, updated on August 2020, can be read [here](#).

Sustain Norfolk Constabulary

ICT Back-Up Solution Contract.

Confidential Decision 2023-26

The PCC approved the capital allocation from the 2023/24 capital budget to meet the Constabulary's total share of the costs. The PCC also approved the contract for the ICT back-up solution. This decision is confidential as it outlines current weaknesses with the Constabulary's back-up system that would expose the risk to potential cyber threat actors. In addition the report contains sensitive commercial information.

[Extension to the Joint Corporate Communications Department \(Digital Communications Team\)](#)

Decision 2024-03

The Chief Executive of the Office of the Police and Crime Commissioner authorised to execute the Agreements to Collaborate (under Section 22A of the Police Act 1996).

[7 Force IT Licencing Partner](#)

Decision 2024-05

The PCC approved the award of a contract to Phoenix Software Limited for an initial term of 4 years from 16th January 2024 to 15th January 2028, with the option to extend for a further 1 year. The estimated value of this contract over the maximum 5 years is in the range of £80m-£120m for the region as a whole.

(Decisions 2023-20, 2023-25, 2023-29, 2023-33 to 37 not yet published.)

Summary of the PCC's activity

[Serious Violence Duty Response Strategy for Norfolk](#)

31 January 2024

Today the Norfolk Community Safety Partnership has published its Serious Violence Duty Response Strategy.

[PCC visits SPACE project Not about the Bike](#)

27 February 2024

Norfolk's Police and Crime Commissioner, Giles Orpen-Smellie, has visited Not About the Bike in North Earlham, Norwich, a project part-funded by SPACE (Supporting Positive Activities and Community Engagement). This partnership fund has been set up to help young people, primarily aged 13 to 15 to engage with positive youth activities.

Annex C

List of items discussed at the most recent PCC Accountability Meetings

The Police Accountability Meeting scheduled to take place on 30 January 2024 was cancelled. No further meetings have been scheduled.

The public reports can be viewed on the OPCCN's website at the following address [PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/PCC-Accountability-Meeting)

There was a public questions and answers segment at this meeting. A written copy of the public questions and responses will be published in due course along with the minutes of the meeting.

The date of the next PCC Accountability Meeting will be advised. There will be a public questions and answers segment at this meeting.

List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting

A Norfolk and Suffolk Collaboration meeting took place on the 4 October 2023.

Public information on the Collaboration Panel can be viewed on the OPCCN's website at the following address <https://www.norfolk-pcc.gov.uk/key-information/accountability/norfolk-and-suffolk-collaboration-panel/>

List of items discussed at the most recent Audit Committee meetings

Date: 24 January 2024

Subject

Summary

Public agenda

Review and update of action log

Document available on request

Final Accounts 2021/22
Approval including External Auditor's Audit Results Report

Document available on request

Internal Audit 2023/24
Summary of Internal Control

Document available on request

2024/25 Draft Internal Audit Plan

Document available on request

2022/23 Final Head of Internal Audit Opinion

Document available on request

Treasury Management
2024/25 Draft Strategy

Document available on request

Audit Committee Effectiveness (Skills Report)

To adopt the action recommended (prioritise briefing topics) or suggest alternative solutions to ensure continuous professional development.

Forward Work Plan

To consider the forward work plan.

Private agenda

Review and update of action log

(Not published)

Fraud update

Verbal update

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/Audit-Committee)

The next Audit Committee meeting is scheduled to take place on 26 March 2024.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to consider the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's Director of Democratic and Regulatory Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

1. Background

- 1.1 The Panel has delegated the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the PCC's Chief Executive, in consultation with a nominated member of the Panel.
- 1.2 The Panel has also delegated the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to Norfolk County Council's Director of Democratic and Regulatory Services for informal resolution, in consultation with a nominated member of the Panel.

2. Purpose of today's meeting

- 2.1 The PCC's Chief Executive and the County Council's Director of Democratic and Regulatory Services agreed to provide the Panel with monitoring reports, at least annually, setting out the number and themes of complaints handled during the period.

3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that one complaint has been received since the Panel received its last monitoring report, when it met on 30 October 2023.

- **Complaint 3 – Dated: 30 January 2024**

Complaint relating to Information Management handling.

Ongoing.

4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, six FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
- Knife Crime Initiatives
 - Information Management Roles in the OPCCN
 - CHIDVAS and CHISVAS Advisors
 - OPCCN Costs
 - Norfolk and Suffolk Victim Care Commissioning
 - Children's Commissioning
- 4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

5. Complaints and FOI requests relating to the Panel

- 5.1 Norfolk County Council's Director of Democratic and Regulatory Services has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

6. Action

- 6.1 The Panel is recommended to consider the regular monitoring information.



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Norfolk Police and Crime Panel Annual Report 2023-24

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) review the draft annual report and confirm any changes required; and
- 2) approve publication of the Panel's annual report 2023-24.

1. Background

- 1.1 Members have previously agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to approve the publication of the Panel's fifth annual report, attached at **Annex 1** of this report.
- 2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity.
- 2.3 The publication of an annual report also presents an ideal way of fulfilling the conditions of the Panel's Home Office grant agreement. In addition to submitting financial monitoring information with payment requests, host authorities must also provide narrative reports outlining progress against the following Key Performance Indicators identified by the Home Office:
 - a) The number of public meetings held;
 - b) Scrutiny documents and publications produced;
 - c) Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner for Norfolk.

3. Action

3.1 The Panel is recommended to:

- 1) review the draft annual report and confirm any changes required; and
- 2) approve publication of the Panel's annual report 2023-24.



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.

Norfolk Police and Crime Panel



Annual Report 2023-24

Introduction & background

This is the fifth annual report of the [Norfolk Police and Crime Panel](#) ("the Panel"), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel's activities during the past year.

The [Police and Crime Commissioner](#) for Norfolk ("the Commissioner") has responsibility for securing an efficient and effective police force for the area, setting objectives and the budget for Norfolk's police force and holding the Chief Constable to account. In addition, the Commissioner has a duty to bring together Norfolk's community safety and criminal justice partners to make sure local priorities are joined up, provide support services for victims of crime and get communities involved in keeping Norfolk safe. They may also commission services which contribute to the Police and Crime Plan.

The Panel's role is to challenge and support the work of the Commissioner. It also has a role in handling complaints about the Commissioner's conduct and confirming appointments the Commissioner makes to key posts, including the Chief Constable and senior members of staff.

Who's who

The Panel comprises ten elected members from local authorities across Norfolk and two co-opted independent members.

Membership during 2023-24 was as follows:

Main Member	Substitute Member	Representing
Cllr Tristan Ashby	Cllr Alison Webb	Breckland District Council
Cllr Sue Catchpole	Vacancy	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Cllr Alexandra Ware	Cllr Deborah Heneghan	King's Lynn and West Norfolk Borough Council

Main Member	Substitute Member	Representing
Cllr Brian Long	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Vacancy	Norfolk County Council
Cllr John Toye	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Mike Sands	Cllr Keith Driver	Norwich City Council
Cllr Kieran Murphy	Cllr Stephen Ridley	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

Panel activity during 2023-24

The Panel met formally five times during 2023-24. Copies of the [agenda and minutes](#) are available to view.

Our public meetings are the occasions on which we carry out our main responsibilities, set out in the Police Reform and Social Responsibility Act 2011. These are summarised below:

- To consider the Commissioner's proposed police precept (the amount that individuals contribute to the police budget through council tax).

The Panel voted to support the Commissioner's proposed maximum increase in the police precept for 2024/25. To inform our discussion, the Commissioner provided comprehensive information to support his proposal. This included an outline of the budget and financial impact of the 2024/25 precept proposal, his Medium-Term Financial Plan 2024/25 to 2027/28 including the Capital Programme, together with details of the various financial strategies that he is required to publish, as well as the result of his public consultation. A view from the Chief Constable was also included. Having asked the Commissioner questions about the information provided, and examined his proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to support the increase. You can read the [letter from the Panel's Chair](#), formally reporting the Panel's decision, and the PCC's response.

- To monitor delivery of the Commissioner's Police, Crime and Community Safety Plan

The Commissioner must publish a Police and Crime Plan after they take office. This Plan must set out their policing and crime objectives, details of grants made to partners, the resources the Chief Constable will be given and how the Commissioner

will hold them to account. We considered the Commissioner's draft Plan in September 2021 and confirmed our support for it, prior to its implementation on 31 March 2022. Since then we have continued to monitor the progress the Commissioner is making towards meeting the objectives contained within it. For that purpose, the current Commissioner provides a report for each of our meetings, setting out progress against his priorities. Once a year, the Panel also reviews the Commissioner's draft annual report which covers progress against his whole plan. You can read our discussions in the minutes of our meetings.

- To review and scrutinise actions and decisions taken by the Commissioner

The Panel considers an information bulletin at each meeting, which summarises both the decisions taken by the Commissioner and the range of activity he has undertaken in the period between one meeting and the next. This provides an opportunity for the Panel to publicly hold the Commissioner to account for the full extent of his actions in a timely way. You can read the bulletins and the issues discussed by viewing our agendas and minutes.

- To handle PCC conduct complaints

One of the Panel's responsibilities is to deal with complaints about the Commissioner's conduct. Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the Commissioner must be recorded, and then referred to the Independent Office for Police Conduct for investigation. Any other complaints are handled by the Panel, usually through informal resolution, which means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings. You can find out more about the process [here](#). The Panel receives regular reports, which set out the number and themes of complaints handled during the period, as well as the main themes of Freedom of Information requests received both by the Commissioner's Office and Norfolk County Council in relation to the Panel. This allows the Panel to monitor the issues being raised and to ensure the complaints process is being carried out appropriately.

The Panel continues to take a special interest in Police Integrity Reforms set out in the Policing and Crime Act 2017. This Government policy was introduced to overhaul the police complaints and disciplinary system as a result of a loss of public confidence in policing following several high-profile police investigations. We have a permanent working group of five members, whose role is to maintain a specialist knowledge on complaints matters and advise the Panel accordingly. In addition to maintaining oversight of the Panel's procedure for handling conduct complaints about the Commissioner, it has monitored the development and implementation of the Police Integrity Reforms. Through that work, we have been able to not only improve our own complaints procedure but assist colleagues nationally, through delivering workshops and briefings on the reforms at regional network meetings and national Panel conferences. Regular updates provided by the working group's Chair are included in our agendas.

Panel development

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For

those continuing in their position, this is an opportunity to refresh their knowledge and share their views. Additional briefings have also been provided in advance of specific functions, such as consideration of the Commissioner's precept proposal. This ensures that we were fully prepared to challenge and support the Commissioner at our public meetings. The Panel is also provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

The Panel is a member of an Eastern Region Panel Network, which meets twice a year, and provides a forum for Chairs, Vice-Chairs and support officers to share information, problem solve and collaborate.

A national conference for Panels is convened each year and representatives from Norfolk regularly attend, having found this is another invaluable opportunity to learn about national policy development and challenges across policing, fire and the criminal justice sector. It also enables us to share experiences and good practice with colleagues from across the country. This year the theme was "Collaboration and change – making it work". In response to a variety of matters raised by delegates, it was clear that effective working relationships were the key to the success of Police and Fire and Crime Panels. The need for Panels to support as well as challenge PCCs was emphasised, as well as the importance of regular training and briefing for Panel Members to help them in their role.

Public engagement

The Panel has a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Commissioner or the Chief Constable, both of whom have separate arrangements for discussion with the public. You can read our [public question time guidance](#).

The Commissioner has regular public meetings to hold the Chief Constable to account for Norfolk's policing service. These are held in public and people are welcome to attend and observe. The Commissioner also holds regular question and answer sessions for members of the public to receive policing updates for their district and put their questions, observations and concerns to him and the Chief Constable. Details are made available on the [Commissioner's website](#).

Home Office grant funding

The Home Office provides a grant of up to £64,340 to Norfolk County Council to maintain a Police and Crime Panel for the police force area. This is to cover the costs of administration (including support staff, specialist advice, recruitment of independent members, subscription to the Eastern Region Panel network) and member expenses (the cost of travel to attend Panel meetings, regional network meetings and the national conference, as well as any delegate fees). The Panel reviews its funding at each AGM and you can read the reports, which include the year-end returns submitted to the Home Office, through the previous link to our agendas and minutes.

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimizing expenditure where possible. For example, public meetings take place at our host authority to keep costs to a minimum and

ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The Chair and Vice-Chair regularly meet with the Commissioner and his leadership team. This provides an opportunity to discuss and plan future business, the content of agenda and reports, and keep each other informed of developments which may impact on our work. It allows the Panel to ensure that it is making the best use of everyone's time and the resources available.

Forward look

The Panel reviews and agrees a forward work plan at each meeting. This ensures that we deliver our functions in a timely way and means others know what we will be doing. You can see our latest forward work plan by selecting the most recently published agenda.

PCC elections will take place on 2 May 2024 and the Panel is looking forward to establishing an effective working relationship with a newly elected Commissioner.

Further information

If you would like further information about the Norfolk Police and Crime Panel, please visit our [website](#) or contact Norfolk County Council on 0344 800 8020 or committees@norfolk.gov.uk



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Recruitment of Co-opted Independent Members

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement (information pack) and suggested timetable for recruitment.
- c) Appoint a selection panel (a sub-committee) to; shortlist, interview and agree two candidates to recommend to the Panel when it meets on 29 July 2024.

For previous recruitment exercises, it was agreed that the selection panel should be cross-party and comprise three members; usually the Chair or Vice-Chair and two others.

1. Background

- 1.1 Schedule 6, paragraph 4, of the Police Reform and Social Responsibility Act 2011 (“the Act”), requires the Panel to appoint two co-opted independent members. The co-opted independent members must not be elected members of local authorities covered by the Norfolk police force area.
- 1.2 In co-opting the two independent members, the Act requires that the Panel must secure that (as far as reasonably practicable) the appointed and co-opted members of the Panel, when taken together, have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.

2. Purpose of today’s meeting

- 2.1 Air Commodore Kevin Pellatt has served two terms as a co-opted independent member on the Panel, being re-appointed in 2020 for the four-year term to the end of June 2024.
- 2.2 Mr Peter Hill resigned from his position, effective on 5 March 2023, part way through his four-year term which was due to conclude at the end of June 2025.
- 2.3 The Panel Arrangements require these positions to be filled through open recruitment.
- 2.4 The Panel is therefore asked to note the principles of the recruitment process, as

set out in the Panel Arrangements, consider the draft advertisement (information pack), the suggested timetable, and appoint a selection panel (a sub-committee) to; shortlist, interview and agree two candidates to recommend to the Panel when it meets on 29 July 2024.

3. Panel Arrangements

- 3.1 For ease of reference, an extract of the Panel Arrangements relating to the recruitment of co-opted independent members is set out below for the Panel to note:

6. Membership – Independent Members

- 6.1 The PCP shall co-opt two independent members onto the PCP. For the first two co-options, one shall be appointed for a term of four years and one for a term of three years. Thereafter the appointments will be for four-year terms. There shall be no restriction on the overall time period that an independent member may serve on the PCP. A member of any of the relevant local authorities may not be a co-opted member of the PCP where the number of co-opted members is two.
- 6.2 The following may not be co-opted Members of the PCP:
- a) the PCC for the Police Area.
 - b) a member of staff of the Police and Crime Commissioner for the area.
 - c) a member of the civilian staff of the Police Force for the area.
 - d) a Member of Parliament.
 - e) a Member of the National Assembly for Wales.
 - f) a Member of the Scottish Parliament.
 - g) a Member of the European Parliament.
- 6.3 The recruitment process for co-opting independent members should include a reasonable period of open and public advertising for the positions. The closing date for the receipt of applications should be at least two weeks from the date the advertisement is first placed. The PCP shall also invite relevant organisations, as it considers appropriate, to nominate candidates for consideration as part of the recruitment process.
- 6.4 The recruitment process will be carried out in accordance with the following principles:-
- (i) Appointments will be made on merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the PCP
 - (ii) The selection process will be fair, objective and impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria
 - (iii) The selection process will be conducted transparently with information about the requirements for the appointments and the

process being publicly advertised and made available

- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.
- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.
- 6.7 A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the PCP to meet its Balanced Appointment Objective.
- 6.8 At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.

4. Draft advertisement (information pack)

- 4.1 A copy of the draft advertisement (information pack) is attached at **Annex 1** of this report for the Panel to consider.
- 4.1 This will be posted as a senior vacancy on Norfolk County Council's website and further external recruitment platforms. It will be promoted via internal and external social media platforms, both by the recruitment and communications teams.
- 4.2 The Panel will wish to note that the role profile contained in the information pack sets out the pre-determined criteria against which all candidates will be assessed. This was created as a reference both for local authorities and the selection panel in considering nominations to the Panel when it was first established in 2012 and is clearly reflected in the application form. The elements are used each year by the Panel in considering whether its balanced appointment objective has been met.
- 4.3 The Panel agreed at its April 2017 meeting that it would be helpful to have more members on the Panel either with experience of handling complaints, or an interest in this area, in order that they might support the PCC complaint handling process. In appointing their members, constituent councils were asked to accommodate this request where possible. The recruitment documentation this year therefore also highlights complaints handling as an area of Panel business that independent members could usefully become involved in.
- 4.4 The following timetable for recruitment is suggested:
 - a) Early April - The advertisement will be published on Norfolk County Council's website (around Tuesday 2 April 2024). The closing date for

applications will be end of April (around Tuesday 30 April 2024), which meets the requirement for at least two weeks to have passed from the date the advertisement was first placed.

- b) Mid May – The selection panel will meet to shortlist candidates. (Potentially the week beginning 13 May 2024.)
 - c) Late May - Interviews to take place. (Potentially the week beginning 27 May 2024.)
 - d) If there are no objections, the selection panel's recommended candidates could be invited to join the Panel's private briefing with the newly elected PCC on 18 June 2024 and the private induction/refresh session for Panel members in June or July.
 - e) 29 July 2024 – the Panel will be asked to endorse the selection panel's recommended candidate and the successful candidate may attend as their first Panel meeting.
- 4.5 Officer support will be made available for the selection panel for both the shortlisting exercise and interviews. This should assure both the Panel and candidates that recommendations for appointment will be made on the merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the Panel.

5. Action

5.1 The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement (information pack), and suggested timetable for recruitment.
- c) Agree a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 29 July 2024.

For previous recruitment exercises, it was agreed that the selection panel should be cross-party and comprise three members; usually the Chair or Vice-Chair and two others.



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Annex 1a – advertisement introductory page

Norfolk Police and Crime Panel – Co-opted Independent Member

Could you take on a key role influencing local policing and community safety issues, and make a real difference to your community?

The Norfolk Police and Crime Panel is looking for two people who have knowledge and skills in this area to serve as a Co-opted Independent Member from July 2024. The role will require, on average, 3 to 10 hours a month, with meetings held during the day at locations across Norfolk. A small allowance is paid; travel and some expenses will be reimbursed.

This is an important and challenging role which offers you the chance to provide independent and constructive challenge to support Norfolk's Police and Crime Commissioner.

The position is undertaken on a voluntary basis and requires travel, so you must have access to your own transport.

The closing date for applications is Tuesday 30 April 2024 and interviews will be held in late May.

For an informal discussion only please email Jo Martin at committees@norfolk.gov.uk to arrange a time to talk.

Why be an independent member?

As an independent member of the Norfolk Police and Crime Panel (Panel), you would play a key role in providing transparency and accountability for the public on the activities of the Police and Crime Commissioner (PCC). It is an important and challenging role which offers you the chance to review the key strategic actions and decisions taken by the PCC.

This will include scrutinising whether the PCC has achieved the objectives set out in their Police and Crime Plan, and reviewing the PCC's annual report, whilst regularly contributing to reports and recommendations made by the Panel.

The Panel also plays an integral statutory role in reviewing the PCC's annual proposed precept, resolving non-criminal complaints about the conduct of the PCC, and reviewing the proposed appointment of senior staff (including the Chief Constable).

Independent members have full voting rights and are encouraged to get involved in all areas of the Panel's work.

Experience

Coming from a policing or fire (where relevant) background is not a requirement for being an independent member on a Panel. There are many different sectors which provide prospective candidates with useful skills to be an effective independent member, and current and past independent members have come from a wide range of backgrounds.

The following suggestions regarding the ideal skills, knowledge and experience of independent members are not exhaustive. You may have particular expertise in one area only, or potentially a different background which nonetheless would make you a strong candidate. It is advised that candidates should meet at least one of the criteria listed below to perform the independent member role effectively:

- knowledge and experience of working in the policing, community safety or wider criminal justice sector
- experience of working in local or central government
- a management role in the public sector or charity sector
- knowledge and experience of working in or with the fire and rescue sector where appointment is being made to a Police, Fire and Crime Panel
- experience working in the financial industry
- legal experience, such as a solicitor or legal executive

Skills required

- strategic thinking: ability to concentrate on the bigger picture, rising above detail and seeing issues from a wider, forward-looking perspective, making appropriate linkages across priority areas of work
- effective communication: able to communicate effectively both verbally and in writing, and interact positively and constructively with the PCC, Panel members, partner organisations and stakeholders
- analytical skills: experience of interpreting complex written material, including financial information and key performance measures, to identify questions to put to the PCC and other relevant stakeholders
- teamwork: capable of developing and maintaining effective and professional relationships with other members of the Panel, the chair and supporting officers
- scrutiny and challenge: willingness to rigorously scrutinise and challenge constructively, using appropriate data, evidence and resources
- open-mindedness: able to take a balanced, objective and open-minded approach and provide constructive challenge to the PCC, without being confrontational or overtly political.

As part of its recently published guidance on recruiting independent members, the Home Office has separately published a new digital learning resource recorded by a serving independent panel member. The Home Office is grateful to Sheila Murphy from the Essex Police, Fire and Crime Panel for sharing her experience of the role, responsibilities and behaviours required to perform the independent member role effectively. [You can find the video on the Home Office YouTube channel.](#)

Linked pages:

- 1) About the Police and Crime Panel – more about the Panel
- 2) Co-opted Independent Members – more about Co-opted Independent Members
- 3) Role Profile – more about the role, the relevant skills and experience required
- 4) How to apply – more about how to apply

About the Norfolk Police and Crime Panel

What is a Police and Crime Panel?

Police and Crime Panels (Panels) are an integral part of the local policing and, where applicable, the fire governance landscape in England and Wales.

Their role and functions are defined by the Police Reform and Social Responsibility Act 2011 (the 2011 Act), in particular, sections 28 to 30 and Schedules 1, 5, 6, 7 and 8. In each police force area, they play a vital role in scrutinising the actions and decisions of the relevant Police and Crime Commissioner (Commissioner).

Panels provide a crucial element of transparency to the public, hosting meetings publicly where possible, whilst ensuring that appropriate information is available to enable the local electorate to hold their Commissioner to account. They are to maintain a 'check and balance' on the performance of the directly elected Commissioner.

How many members does Norfolk's Police and Crime Panel have?

In Norfolk, the Panel comprises 12 members. 10 are local councillors and 2 are co-opted independent members.

What is a co-opted independent member?

Panels have two types of member:

- Local councillors – chosen by local councils, and
- Co-opted independent members – local people who are not councillors, chosen through an open recruitment process, who bring a non-political dimension to the Panel.

All 41 Panels across England and Wales are required to have a minimum of two independent members who sit alongside elected local authority members. Independent members bring a unique set of expertise, ensuring that the necessary skills and knowledge are available for a Panel to discharge its scrutiny function effectively.

What do Police and Crime Panels do?

The main responsibilities of the Panel are to:

- scrutinise the work of the Commissioner to ensure they are discharging their functions effectively
- review the Commissioner's draft Police and Crime Plan and annual report
- review the Commissioner's annual proposed precept

- review the Commissioner's proposed appointment of senior staff, including the Chief Constable
- resolve non-criminal complaints about the conduct of the Commissioner
- make reports or recommendations to the Commissioner as needed, which the Commissioner must take account of and respond to.

How do Police and Crime Panels work?

Panels meet regularly to carry out their main responsibilities and question the Commissioner about all aspects of their activities. These meetings will usually be held in public.

Useful links

[Police and Crime Panel - Norfolk County Council](#)

[Police, fire and crime panels guidance - GOV.UK \(www.gov.uk\)](#)

[Office of the Police and Crime Commissioner for Norfolk \(norfolk-pcc.gov.uk\)](#)

Co-opted Independent Members

Who can be an independent member?

Age - You must be at least 18 years old.

Other rules - There are some rules about who cannot be an independent member. The following may not be co-opted independent members of the Panel:

- the Police and Crime Commissioner for the Police Area.
- a member of staff of the Police and Crime Commissioner for the area.
- a police officer / member of the civilian staff of the Police Force for the area.
- a Member of Parliament.
- a Member of the National Assembly for Wales.
- a Member of the Scottish Parliament.
- a Member of the European Parliament.
- a Member of a Local Authority in the Police Force area.

What will I be expected to do?

Independent members are full voting members of the Panel. They are treated equally to the elected local authority members and have the same responsibilities and duties. Independent members will have access to the same level of support and information as elected members on the Panel.

The core role of independent members on a Panel, as with all members, is to act as a critical friend to the PCC, offering a balance of support and constructive challenge, using appropriate data, evidence and resources. Independent members will be expected to:

- perform scrutiny duties independently, objectively and in the public interest
- contribute specialist knowledge, skills, experience and expertise to the scrutiny work of the Panel.

Additionally, independent members will be expected to:

- attend all formal meetings of the Panel (approximately 4 to 6 a year)
- attend any necessary training and development sessions. Independent members are eligible for the same level of training and development as elected members
- maintain good working relationships with other members of the Panel, including supporting officers, alongside the PCC and the Office of the PCC
- abide by the arrangements and rules of procedure which set out how the panel in the force area operates
- attend additional meetings such as sub-committees, working groups or evidence gathering sessions, as required
- prepare for each meeting by reading the agenda, papers and additional information to familiarise yourself with the issues to be covered

- keep abreast of the key issues in relation to the responsibilities of the PCC and their priorities set out within the Police and Crime Plan (and Fire and Rescue Plan and Fire and Rescue Statement where appropriate)

Knowledge, experience and skills required

Coming from a policing background is not a requirement for being an independent member on a Panel. There are many different sectors which provide prospective candidates with useful skills to be an effective independent member, and current and past independent members have come from a wide range of backgrounds.

The following suggestions regarding the ideal knowledge and experience of independent members are not exhaustive. You may have particular expertise in one area only, or potentially a different background which nonetheless would make you a strong candidate:

- Knowledge and experience of working in a scrutiny environment – you may have participated in a committee or board meeting that is part of an organisation's governance structure, or have given evidence to a local authority scrutiny committee.
- Knowledge and experience of working in the criminal justice or community safety field – you may be an expert in your field or belong to a community organisation that delivers services relating to community safety matters.
- Knowledge and experience of reviewing complaints.

Please see the Role Profile for full details.

How much time is involved?

Norfolk's Panel meets a minimum of four times each year. It may also decide to set up sub-committees, and if you are assigned to one of those you will be expected to attend those additional meetings.

The typical commitment required from a Panel member is expected to average 3 to 10 hours a month, including preparation time. Meetings will generally be held during normal office hours and may be at varying locations throughout Norfolk.

All Panel members will receive induction and other appropriate training to support them in their role and you will be expected to participate in this.

Will I receive any payment?

Co-opted Independent Members are entitled to claim travelling, subsistence and carers' allowances at the rates set out within Norfolk County Council's Members' Allowances Scheme. A 'co-optees' allowance' is payable as determined by the County Council. This is currently £1,123 per annum.

See Part 3C of the [Norfolk County Council Constitution](#) for more information about Norfolk County Council's Members' Allowances Scheme.

How long will I be a member?

The Panel is looking to appoint to two vacancies.

The first appointment will be for a (full) four-year term, with the opportunity to be re-appointed for a further term, without open recruitment, if the majority of Panel Members agree.

The second appointment will be for a twelve-month term, with the opportunity to be re-appointed for a further full term, without open recruitment, if the majority of Panel Members agree.

Are there any rules about conduct or standards?

At all times, Panel members must maintain the highest standards of conduct. You will be expected to abide by the same rules as local councillors and will be asked to sign-up to Norfolk County Council's Members' Code of Conduct (Norfolk County Council being the lead authority for the PCP).

See Part 3B of the [Norfolk County Council Constitution](#) for more information about Norfolk County Council's Members' Code of Conduct.

Removal from the Panel

Independent member co-options shall be subject to annual endorsement at the Panel's Annual General Meeting (AGM). If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.

Other than at the Panel's AGM, an independent member may only be removed from office if an appointed member has given notice to the Panel secretary at least 10 working days prior to an ordinary meeting of the Panel, of his or her intention to propose a motion that an independent member's co-option be terminated. At the subsequent meeting, termination will only be confirmed if at least two-thirds of the persons who are members of the Panel at the time when the decision is made vote in favour of termination. This would only be in special circumstances, e.g.

- Persistent non-attendance
- Breach of confidentiality
- Becoming disqualified to be a Panel member
- Conduct that brings the Panel into disrepute and/or prejudices its impartiality or its effective operation.

Police and Crime Panel Member Role

- To ensure that the Police and Crime Commissioner (PCC) is setting the strategic direction and accountability for policing in the area by; being accountable to the electorate, setting strategic policing priorities, holding the force to account through the Chief Constable, and consulting and involving the public.
- To ensure that the PCC is working with partners to prevent and tackle crime in the area by; ensuring that the police respond effectively to public concerns and threats to public safety, promoting and enabling joined-up working on community safety, and increasing public confidence in how crime is cut and policing delivered.
- To ensure that the PCC is invoking the voice of the public, the vulnerable and victims in the area by; ensuring that public priorities are acted upon, that the most vulnerable individuals are not overlooked and that the general equality duty under the Equality Act 2010 is complied with.
- To ensure that the PCC is contributing to the resourcing of policing response to regional and national threats by; ensuring an effective policing contribution, alongside other partners, to national arrangements to protect the public from other cross-boundary threats in line with the Strategic Policing Requirement.
- To ensure that the PCC is ensuring value for money by; being responsible for the distribution of policing grants from central government, setting the police precept raised through Council Tax and commissioning services from partners that will contribute to cutting crime.
- To participate constructively in the good governance of the PCC and, where appropriate, of activities undertaken jointly with partners.
- To handle complaints about the conduct of the PCC.

Responsibilities

- To carry out collectively all statutory and locally determined requirements of a Police and Crime Panel member (such as reviewing the PCCs draft police and crime plan or variations, scrutinising the PCCs annual report, reviewing and scrutinising decisions made by the PCC, reviewing with the ability to veto the PCCs proposed precept levels, holding confirmatory hearings to review the proposed appointment of a Chief Constable, fulfilling functions relating to complaints about conduct matters, appointing an acting PCC).
- To carry out collectively the functions of the PCP with a view to supporting the effective exercise of the function of the PCC for Norfolk.

- Appointed members - to ensure that they represent their entire district council or county area, not just their own ward or division
- To participate actively and effectively as a member of the Police and Crime Panel, or sub-committee, to ensure that its main responsibilities are carried out; and, by regular attendance and thorough preparation, that meetings are focussed and productive.
- To strive to work together to ensure that reports and recommendations made to the PCC provide constructive challenge based on robust evidence. While recognising political allegiances, PCP members will attempt to achieve consensus.
- To ensure collectively that rigorous scrutiny is carried out through constructive enquiry, in a spirit of mutual respect and trust.
- To maintain an up-to-date knowledge and awareness of national and local policing and crime issues.
- To maintain good working relationships with the PCC, the PCC's staff and others partner organisations who the PCP may wish to call on for assistance.
- To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics, including the prevention and detection of fraud and corruption.
- To attend local, regional and/or national conferences/seminars/briefings, if nominated by the PCP.
- To attend and actively participate in training programmes relevant to the role of a PCP member.

Experience

- Knowledge and experience of working in a scrutiny environment – candidates could have participated in a committee or board meeting that is part of an organisation's governance structure, or have given evidence to a local authority scrutiny committee.
- Knowledge and experience of working in the community safety field - candidates could be an expert in their field or belong to a community organisation that delivers services relating to community safety matters.
- Knowledge and experience of reviewing complaints.

Competencies, personal skills and qualities

This section sets out the competencies and personal skills and qualities which are particularly relevant to the work undertaken by PCP members.

There is no expectation that all PCP members will have all of these qualities, but the PCP will wish to assure itself that, between the totality of their membership, all these qualities are available to it. All PCP members can make a valuable contribution to the work of the PCP from the start, drawing on their background and expertise gained in their working life, their involvement in the community, voluntary work or other experiences, although members will not be expected to be fully effective immediately. But they must be willing to extend their knowledge and skills in order to play a full part in the PCP.

Competencies

- The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.
- The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints made about the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate.
- The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.
- The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.
- The ability to be analytical: The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.
- The ability to communicate effectively: To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.
- The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.

Personal skills and qualities

- Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others.
- Self confidence: The skill to challenge accepted views constructively without becoming confrontational.

- Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.
- Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.
- Integrity: The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.
- Leadership - The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.
- Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

How to apply

To apply, please send your CV and supporting statement to us before the closing date (Tuesday 30 April 2024) by emailing executiverecruitment@norfolk.gov.uk.

We want to ensure that every applicant is treated fairly. In making recruitment decisions we will not consider previous applications or our personal knowledge of you (if applicable).

The information that you supply in your application must include all the information requested. This is all we will use in deciding whether you will be shortlisted for the selection process and the following guidance contains important information to help:

- Submit a comprehensive CV. Please ensure all gaps in employment and education history are fully explained as we may wish to verify this information during the recruitment process.
- Use the supporting statement to tell us why you are the right person for this voluntary role. Ensure that it addresses and provides evidence against the key elements of the role profile. This might be through qualifications or descriptive examples from your work/personal experience, (which clearly illustrates what you did and the effect it had). Wherever possible, please relate your own skills and experiences back to these requirements, giving specific examples of how you can demonstrate competence in these areas.
- Provide details of two referees so that we can take up your references prior to appointment. We will seek your permission before we make contact.
- Please also complete the equality and diversity monitoring form so that we can monitor the effectiveness of our equality and diversity policies and to enable us to ensure that our recruitment processes are working for all sections of the community.

Timetable

The following sets out key dates in our recruitment process:

WB 1 April 2024	Advertisement published
30 April 2024	Closing date for applications
WB 13 May 2024	Shortlisting and notification to candidates
WB 27 May 2024	Interviews (no further dates will be offered)
29 July 2024	Confirmation of appointment at Panel meeting

If shortlisted, you will be contacted with times for your interview and the final appointment process. Please ensure you have availability to attend these.

What happens next?

The Panel has appointed a selection panel (sub-committee) to consider all applications. Its job will be to shortlist, interview and agree two candidates to recommend to the Panel. The Panel will then be asked to approve the recommended candidates.

It is anticipated that the shortlisted candidates will be invited for interview WB 27 May 2024 and that the formal appointment will be made when the Panel meets on 29 July 2024.

Can I get any feedback on my application?

If you would like feedback on your application please contact executiverecruitment@norfolk.gov.uk.

Forward Work Programme

Date	Item	Attendees
11am, 7 March 2024, County Hall	Police and Crime Commissioner for Norfolk's end of term report Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2023-24 Recruitment of Co-opted Independent Members (To consider the recruitment process and suggested timetable, and appoint a selection panel.) Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
May 2024	PCC and Local Elections	
17 June 2024, County Hall (to be confirmed)	Private informal meeting with newly elected PCC	
June/July 2024, County Hall (to be confirmed)	Private induction/refresh session for Panel members	
11am, 29 July 2024, County Hall	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Introduction from the newly elected Police and Crime Commissioner	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

	Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme	
11am, 14 October 2024, County Hall	PCC's 2023-24 Annual Report Independent Custody Visitor Scheme Annual Report 2023-24 Police and Crime Plan for Norfolk 2025-2027: consultation Budget Consultation 2025/26 PCC Complaints Monitoring 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 (subject to operational commitments)
January 2025 (To be confirmed)	Panel Member briefing – review of PCC's precept proposal	
11am, 4 February 2025, County Hall	Review the PCC's proposed precept for 2024-25 (the Panel must review and report by 8 February 2024) Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2023	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

	Forward Work Programme	
February 2025, County Hall (To be confirmed)	Reserve date – to review a revised precept for 2024-25, if vetoed (the Panel must review and report by 22 February 2024)	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2023-24: Mr Peter Hill (Chair), Cllr Brian Long, Air Commodore Kevin Pellatt, Cllr John Toye, Cllr Alexandra Ware

Date of last meeting: 7 September 2023

Next meeting: 4 March 2023

PCP training and network events

- Eastern Region PCP Network: 12 March 2024, via Teams (Air Commodore Kevin Pellatt and Cllr Brian Long to attend)

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel meetings are due to take place on the following dates (details will be made available via NCC's website):

- 29 February 2024
- 29 July 2024
- 14 October 2024

Currently there are no scheduled PCC Accountability Meetings. Details of future meetings will be made available via OPCCN's website.