

# Norfolk Police and Crime Panel



Date: **Thursday 13 July 2021**

Time: **10am**

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

**Panel Members are invited to a pre-meeting at 9.15am – 9.50am on 13 July 2021 in the Edwards Room, County Hall, Norwich.**

## Membership

| <b>Main Member</b>                   | <b>Substitute Member</b> | <b>Representing</b>                  |
|--------------------------------------|--------------------------|--------------------------------------|
| Cllr Gordon Bambridge                | Cllr Mark Robinson       | Breckland District Council           |
| Cllr Jonathan Emsell                 | Cllr Peter Bulman        | Broadland District Council           |
| Cllr Mike Smith-Clare                | Cllr Jade Martin         | Great Yarmouth Borough Council       |
| Cllr Colin Manning                   | Cllr Stuart Dark         | King's Lynn and West Norfolk Council |
| Cllr William Richmond                | Cllr Julian Kirk         | Norfolk County Council               |
| Cllr Graham Carpenter                | Cllr David Bills         | Norfolk County Council               |
| Cllr Tim Adams                       | Cllr Steve Riley         | Norfolk County Council               |
| Cllr Sarah Butikofer                 | Cllr John Toye           | North Norfolk District Council       |
| To be confirmed                      | Cllr Paul Kendrick       | Norwich City Council                 |
| Cllr James Easter                    | Cllr Margaret Dewsbury   | South Norfolk Council                |
| Air Commodore Kevin Pellatt FCMI RAF | (no substitute member)   | Co-opted Independent Member          |
| Mr Peter Hill                        | (no substitute member)   | Co-opted Independent Member          |

**For further details and general enquiries about this Agenda  
please contact the Committee Officer:**

Nicola Ledain on 01603 223053  
or email [committees@norfolk.gov.uk](mailto: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 Chairman 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.

**Advice for members of the public:**

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:  
<https://youtu.be/z53shuHUp18>

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

## **A g e n d a**

- 1. To receive apologies and details of any substitute members attending**
- 2. Election of Chair**
- 3. Election of Vice-Chair**
- 4. Minutes**

To confirm the minutes of the meeting held on 15 March 2021.

(Page **5**)

- 5. 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.**

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

**7. Public questions**

Thirty minutes for members of the public to put their question to the Panel Chairman where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) **by 5pm on Monday 5 July 2021.**

**8. Balanced Appointment Objective**

(Page **11**)

To consider whether the Panel's 'balanced appointment objective' is being met and the continuation of independent member co-options.

- 9. Panel Arrangements and Rules of Procedure - Review** (Page **17**)
- To review the Panel Arrangements and Rules of Procedure, to appoint members to handle complaints relating to the conduct of the PCC and to the Complaints Policy Sub Panel.
- 10. Introduction from the new Police and Crime Commissioner for Norfolk** (Page **60**)
- To receive an introduction from the new PCC.
- 11. Police and Crime Plan for Norfolk 2016-2021 – performance monitoring** (Page **69**)
- To consider an update from the PCC.
- 12. Information bulletin – questions arising to the PCC** (Page **91**)
- To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 13. PCC Complaints Monitoring Report** (Page **104**)
- To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 14. Norfolk Police and Crime Panel Funding** (Page **106**)
- To consider the Panel's 2020-21 expenditure and 2021-22 Home Office grant allocation.
- 15. Work Programme** (Page **116**)
- To review the proposed work programme.

Tom McCabe  
Head of Paid Service  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 5 July 2021



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



## Norfolk Police and Crime Panel

### Minutes of the Meeting held on 15 March 2021 at 11am on Microsoft Teams (virtual Meeting)

#### Panel Members Present:

|  |  |
|--|--|
| Cllr William Richmond (Chair)            | Norfolk County Council                       |
| Air Commodore Kevin Pellatt (Vice-Chair) | Co-opted Independent Member                  |
| Cllr Tim Adams                           | North Norfolk District Council               |
| Cllr Stuart Clancy                       | Broadland District Council                   |
| Mr Peter Hill                            | Co-opted Independent Member                  |
| Cllr Colin Manning                       | King's Lynn and West Norfolk Borough Council |
| Cllr Martin Storey                       | Norfolk County Council                       |

#### Substitute Members present

|   |                                |
|---|--------------------------------|
| Cllr Dan Roper for Cllr Sarah Butikofer   | Norfolk County Council         |
| Cllr James Easter for Cllr Michael Edney  | South Norfolk Council          |
| Cllr Paul Kendrick for Cllr Kevin Maguire | Norwich City Council           |
| Cllr Jade Martin for Cllr Smith-Clare     | Great Yarmouth Borough Council |

#### Officers Present:

|                 |   |
|-----------------|---|
| Simon Bailey    | Chief Constable for Norfolk   |
| Sgt Mark Barney | Operational Specialist /OPTIK Project Manager, Norfolk and Suffolk Constabularies |
| Lorne Green     | Police and Crime Commissioner for Norfolk (PCC)                                   |
| Helen Johns     | Communications Manager, Office for Police and Crime Commissioner, Norfolk (OPCCN) |
| Sharon Lister   | Director of Performance and Scrutiny, OPCCN                                       |
| Nicola Ledain   | Democratic Support Officer, Norfolk County Council (NCC)                          |
| Jo Martin       | Democratic Support and Scrutiny Team Manager, NCC                                 |
| Jill Penn       | Chief Finance Officer, OPCCN  |
| 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 Mike Smith-Clare (substituted by Cllr Jade Martin), Cllr Michael Edney (substituted by Cllr James Easter), Cllr Sarah Butikofer (substituted by Cllr Dan Roper) and Cllr Kevin Maguire (substituted by

Cllr Paul Kendrick).

## **2. Minutes**

- 2.1 The minutes of the meeting held on 2 February 2021 were agreed as an accurate record.
- 2.2 The PCC was asked if he could provide further clarity on point 6.4 on page 7 of the agenda, where he stated that he would not oversee the loss of any jobs in the police family. The PCC clarified that during his tenure, there had been times when they might have had to turn to the staffing budget to make additional savings. He added that 86% of the budget was staff and police officer costs and as there could not be any reductions in officers due to maintaining a baseline number, it would have had to be from staff numbers. The consequences of this would be that officers would then have to cover staff duties, taking them off the front line. He had pledged that while he was in office, there would not be a single staff job lost.

## **3. Members to Declare any Interests**

- 3.1 Mr Hill declared that although his teams account showed Wymondham Medical Practice (his current employer), he was an independent lay member on the Panel.
- 3.2 Cllr Roper declared for clarity that although he was an employee of the Minster of Justice, there was no conflict on the agenda and he was attending purely as a Councillor.

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

- 4.1 No urgent business was discussed.

## **5. Public Questions**

- 5.1 No public questions were received.

## **6. OPTIK demonstration**

- 6.1. The Panel received a live demonstration of OPTIK from Sergeant Mark Barney. OPTIK was a new mobile application being introduced to enable Police Officers to connect to operational systems from remote locations.
- 6.2 The following points were discussed and noted:
  - 6.2.1 The Panel were hugely impressed by the OPTIK technology. It was clarified that Norfolk and Suffolk Constabularies had jointly procured 1750 licences. These were currently predominantly for those Officers who were front line, uniformed Officers such as those on 'Moonshot'. Officers who were more in the line of detective work or desk based did not currently have access, but this was being constantly reviewed and where value could be proven the licences were distributed where required.

- 6.2.2 The Panel heard that each licence cost approx. £130 per officer (£10.50 per officer, per month). The project was now approaching the tracking phase where it would be possible to analyse the true efficiency of the technology. It was hoped that it would reduce officers returning to a station by 20%, reduce double keying by 80% and see those efficiencies translating into the officers spending more time in the communities and spending time with victims of crime.
- 6.2.3 The Panel heard that not only was policing constantly evolving as a force but systems and how they used data were as well. Day to day decisions made by a police officer were made using the data that they had but with OPTIK it would allow them to make much more informed decisions using up to date information.
- 6.2.4 The Panel congratulated Norfolk Constabulary for rolling this technology out and investing in it. Not only should it save time, but it should help with other problems that could occur.
- 6.2.5 The Panel highlighted that the extra time that OPTIK would create for officers to spend with the vulnerable and those affected by crime and increasing the officer time in the community had to be the way forward.
- 6.2.6 The PCC highlighted that officers in the Norfolk Constabulary were enthusiastic about their roles, and the presentation heard today from Sgt Barney reflected the quality of the officers of Norfolk Constabulary.
- 6.3 The Panel thanked the Constabulary and Sgt Barney for the detailed and informative demonstration of the new OPTIK technology.

## **7. Police and Crime Commissioner for Norfolk's End of term Report**

- 7.1. The Panel received the report from the PCC which gave an overview of the progress made by the PCC towards delivering his plan since its publication in 2017.
- 7.2 The Chair highlighted that this would be the last meeting the PCC would attend as he was not standing for re-election in the May elections.
- 7.3 The Chair invited the PCC to introduce his report, and his introduction is attached at appendix A.
- 7.4 During discussion, the following points were raised and noted;
  - 7.4.1 The Panel heard that the PCC had spent the five years of his office meeting the volunteers of the services that his office commissions services from. He had been immensely impressed the wonderful volunteers, their commitment and their humour. He added that there is more to do and more partnership working to be done through the help hubs and the multi-agency services hub (MASH) working together can achieve so much more.
  - 7.4.2 The Chief Constable added that the relationship between the Chief Constable and the PCC was a critical one. He had been very fortunate to work with the PCC in a manner which both roles could operate. The PCC had recognised and

respected the responsibilities of the two offices and allowed the Chief Constable to get on with the job. He had supported the raise of precept and designed and delivered the crime plan which met the expectations of the community of Norfolk. Norfolk was one of the best performing forces in the country, with more uniformed police officers than when he started and a policing estate that most chief constables would be envious of. The Chief added that although they had not always agreed, they showed a united front, and the disagreements were never aired in public. He could reflect on a hugely successful period and it was hoped that it would become the benchmark for future PCC's. He added his thanks to the PCC.

7.4.3 The Panel appreciated the focus on the victims and the vulnerable and the protection and support for those but had been disappointed recently to read the responses to articles on the shared stories that women had told in the light of the death of Sarah Everard. Women were fearful inside and outside of the homes and unsure who to turn to. The PCC was asked for reassurance for women who felt unsafe. The PCC added that too much money was being spent on rehabilitating individuals who commit crime and more money should be spent on educating them not to, and this should start in school. The Police could enforce but there needed to be education through families and partnership working. Within OPCCN, there were various ways of reaching out to many different areas of the community through the Independent advisory group, and if the PCC were to stay in office longer, he would set up an advisory group for women.

7.4.4 The Panel expressed concern around the low levels of reporting the harassments of women and girls and if there was more that the police could do to increase the levels of reporting and convictions in future. The PCC explained that the technology was increasing such as body worn cameras to be able to get the evidence at the time of the incident. Any reports of domestic abuse were followed up with a visit from the Constabulary, and in those circumstances, police assess the situation and know where to turn for the appropriate support.

7.4.4 The Panel heard that visible policing had been greatly improved in the PCC's term but the type of crime had changed and although crimes such as robbery and car theft had decreased, the number of crimes such as domestic abuse and cybercrime were now much higher. There has been an increase in the number of digital investigators to 22. They sit behind the scenes and are able to listen in on mobile technology and support the front-line function. People in the community want to feel safe, and for public assurance, the number of beat managers had been increased to 105 who can be recognised in the community.

With regards to the priorities in the plan all were just as important as one another but combatting rural crime was important for Norfolk as 51% of Norfolk was classed as rural. The PCC had joined the National Rural Crime Network which had given a boost to combatting rural crime, and recent statistics had evidenced that. The PCC had taken pride in what had been achieved in that area and what had been done with the Chief Constable and the OPCCN to achieve a more effective and efficient police force.

7.4.5 The PCC explained that his advice to his successor were to set up an advisory group for women, re-visit the business case that had been prepared for shared governance of police and fire and to be more active and in vigorous pursuit of

criminal justice. It was taking too long for cases to come to court and this was unfair on all who were involved. If the PCC were around longer, then he would challenge the chair of the Criminal Justice Board.

- 7.4.6 The Chair asked if it was possible to have a list of all the projects that had been funded over the last 5 years through the commissioning services and possible success stories. It was felt that these were not appreciated enough in the community. It would also be useful to receive some positive statistics on drones, Speedwatch teams and officers with body worn cameras.
- 7.5 The Panel **NOTED** the Police and Crime Commissioner for Norfolk End of Term Report and **REQUESTED** a list of the projects that had been funded through the commissioned services over the last 5 years, and some positive statistics on the use of drones, Speedwatch teams and officers with body worn cameras and other useful statistics.

## **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 As part of the discussion, the following points were raised and noted;
- 8.2.1 The PCC hoped to see a police covenant which ensured the welfare and wellbeing of police officer and retired police officers and their families come out of the Policing Bill that was being discussed this week in Parliament. He also hoped that there was increased sentence for common assault on police officers.
- 8.2.2 With reference to page 47 of the agenda, the PCC had a virtual call with the Policing Minister on 2<sup>nd</sup> March 2021 where he had raised with him the Covid-19 vaccinations for police officers. The PCC raised that they should have received their vaccination at an early stage and been one of the first to have received them. Several hundred police officers have received their Covid-19 vaccinations to date.
- 8.3 The Panel **NOTED** the information bulletin.

## **9. Norfolk Police and Crime Panel Annual Report 2020-21.**

- 9.1 The Panel received the report which set out the Panel's activity during the past year and provided an opportunity for the Panel to reflect on its own progress throughout the term of office of Norfolk's second Police and Crime Commissioner, Lorne Green.
- 9.2 The PCC asked if the Panel had considered holding the meetings in other locations such as King's Lynn.
- 9.3 The Chair encouraged Panel members to share the report to colleagues to keep the up to date on the work of the Panel.

9.4 The Panel **RESOLVED** to **ENDORSE** the publication of the Panel's annual report. The final version would be placed on the website and circulated to Members of the Panel.

**10. Forward work programme**

10.1 The Panel received the forward work plan for the period June 2021 – May 2022.

10.2 The Panel **AGREED** the forward work programme.

The Chair thanked the PCC for the way he had worked with the panel during his term of office. The effective functioning and effective relationship ensured that the Panel was able to carry out their role and make a positive contribution to policing and community safety in Norfolk. The Chair was looking forward to building a similar relationship with the PCC's successor and to continue the good working with the officers of OPCCN.

The meeting ended at 12:50pm.

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

|  |  |
|--|--|
|  <p><b>IN<br/>TRAN</b><br/>communication for all</p> | <p><b>If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.</b></p> |
|--|--|

## **Balanced Appointment Objective**

### **Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager**

The Panel is recommended to consider:

- 1) whether the balanced appointment objective is being met;
- 2) the re-appointment of Mr Peter Hill as co-opted independent member without open recruitment; and
- 3) the continuation of Air Commodore Kevin Pellatt as co-opted independent member.

#### **1. Background**

- 1.1 Schedule 6, paragraphs 31 and 32, of the Police Reform and Social Responsibility Act 2011 ("the Act") requires a Police and Crime Panel to consider whether it meets the balanced appointment objective.

#### **2. Purpose of today's meeting**

- 2.1 This is an opportunity for the Panel to consider whether the balanced appointment objective is being met and the continuation of independent member co-options.
- 2.2 The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
  - (i) represent all parts of the police area;
  - (ii) represent the political make-up of the relevant authorities (when taken together);
  - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.

#### **3. Local Authority Members**

- 3.1 Each council (the Borough, City, County and District Councils) has appointed members to the Panel with a view to ensuring that the 'balanced appointment objective' is met, so far as is reasonably practicable.
- 3.2 The Panel is invited to consider the following information to help it determine

whether the balanced appointment objective is being met.

- 3.3 Geographical balance – the Panel represents all parts of the relevant police force area.

Councillor membership of the Panel should reflect the geography and population size of the police force area. In the first instance, the legislation seeks to achieve this by having every local authority in the area represented on the Panel. This has been done in Norfolk.

- 3.4 Political balance – the Panel represents the political make-up of the relevant local authorities (when taken together).

Following local elections in May 2021, the number of places in each political group across the county is as follows:

Conservative - 218  
Labour - 69  
Liberal Democrat - 61  
UKIP - 1  
Green - 15

The composition of the Panel's 10 appointed members has therefore remained the same:

- 6 Conservative  
- 2 Labour  
- 2 Liberal Democrat

Norwich City Council and Great Yarmouth Borough Council have appointed Labour members, North Norfolk has appointed a Liberal Democrat member and all other District and Borough Councils have appointed Conservatives. Norfolk County Council has appointed 2 Conservative members and 1 Liberal Democrat to its 3 places, to ensure the required balance across the county is met.

- 3.5 Skills, knowledge and experience – All appointments to the Panel, of both councillors and independent members, should be made to ensure that it has the necessary skills, knowledge and experience available to it to discharge its functions effectively.

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.

**Annex 1** of this report sets out a summary of the skills, knowledge and experience available to the Panel through its current membership.

#### **4. Co-opted independent members**

- 4.1 Mr Peter Hill was appointed for the four-year term to September 2021 and he

has indicated that he would like to continue in the role.

4.2 The Panel will recall that an amendment was made to the Panel Arrangements last year, which added the following new paragraphs at section 6 (Membership - Independent Members):

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.

4.3 The Panel is therefore asked to consider the re-appointment of Mr Peter Hill, without open recruitment.

4.4 Should the majority of Panel Members agree to this, they will need to specify the term of re-appointment (up to a maximum period of four years).

4.5 Should the majority of Panel Members not agree, the Panel will be asked to nominate members to form a 'Selection Panel', to consider a draft advertisement, application pack, timetable and undertake an open recruitment exercise in the usual way.

4.6 The Panel is also asked to endorse Air Commodore Pellatt's continuation in the role of co-opted independent member. He was re-appointed last year, without open recruitment, for the four-year term to the end of June 2024.

## 5. Action

5.1 The Panel is recommended to consider:

- 1) whether the balanced appointment objective is being met;
- 2) the re-appointment of Mr Peter Hill as co-opted independent member, without open recruitment; and
- 3) the continuation of Air Commodore Kevin Pellatt as co-opted independent member.



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

To help the Panel assess whether or not the balanced appointment objective has been met, appointed Members were asked to complete a self-assessment form to briefly outline the skills, knowledge and experience that they will bring to the Panel. The selection process for independent member appointments assessed candidates against the same criteria, in order to ensure the Panel's effective functioning. A summary is set out here.

| <b>A summary of examples provided to demonstrate the following competencies set out in the Panel Member Role Profile</b>  |  |
|---|--|
| 1. 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.  | Professional and local councillor experience was cited to demonstrate members' ability to think strategically. Examples given included: considering and challenging the impact of key decisions for local communities, weighing up the immediate problems/benefits against longer term implications, strategic planning in both the public and private sector.   |
| 2. 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 in relation to the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate. | Members have experience of being involved in appointment boards or panels for senior positions in both the public and private sector. Some have experience of dealing with complaints and disciplinary matters, also external verification and quality assurance.  |
| 3. 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.  | Professional and local councillor experience was cited to demonstrate openness to change, including: dealing with changes to policy and practice from central Government on a frequent basis and aiming to respond in a positive way, leading organisational change in public sector, private sector and charitable organisations.   |
| 4. 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.   | Local councillors have served on scrutiny/audit/appeals committees or (for some) have been the subject of scrutiny in their role as Cabinet Member.<br><br>Members also cited their professional experiences of running (or being involved in running) a business, their responsibility for service performance data, their work with local charitable organisations and further education inspection. |
| 5. 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.  | Local councillors have served on a wide variety of committees, in a wide variety of roles that have involved performance monitoring.<br><br>In addition, members have referred to personal   |

|   |  |
|---|--|
|   | academic achievements and professional experiences, including senior roles in public sector, private sector and charitable organisations.  |
| 6. 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. | <p>Members have previously cited their experiences as local councillors to demonstrate this and were confident in their ability to communicate clearly in public meetings, community events, with the local media.</p> <p>In addition, members have referred to both personal and professional experiences, which have included challenging situations in emergency service and military environments.</p> |
| 7. The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.  | <p>Local councillors have previously described this as being essential, to enable them to carry out their duties – for many alongside personal and professional commitments. Some referred particularly to their experiences of chairing committee and other meetings.</p> <p>Panel members also cited other academic and professional experiences.</p>  |
| <b>A summary of examples provided to demonstrate the following personal skills and qualities, as set out in the Panel Member Role Profile</b>   |  |
| 1. Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others and encouraging collaborative working across agencies.  | <p>Members have previously referred to their experiences as local councillors to demonstrate their skills in this area, saying it was essential for good decision-making and to address their case work.</p> <p>Panel members also cited their leadership and senior roles in public sector and charitable organisations.</p>  |
| 2. Self confidence: The skill to challenge accepted views constructively without becoming confrontational.  | <p>Members have previously referred to their local councillor and professional roles to demonstrate their skills in this area, particularly participation in /chairing various meetings. Many have stressed the value they place on being able to challenge others' views in a respectful way, and considering alternative views fairly.</p>   |
| 3. 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.  | <p>Members have previously been keen to stress their willingness to learn new skills and enhance their knowledge, saying that it was vital to their local councillor and professional roles.</p> <p>Some also referred to the particular financial and legal skills they had acquired in their professional careers.</p>   |

|   |  |
|---|--|
| <p>4. Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.</p>  | <p>Members have previously referred to their experiences as local councillors to demonstrate their skills in this area, some also added examples from their personal and/or professional experiences.</p> <p>Some referred to particular experience of serving on their council's standards committee, and award-winning community engagement and cohesion work.</p> |
| <p>5. Integrity: The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.</p>                                | <p>Members have previously been keen to highlight that a professional attitude both in their local councillor and professional roles was imperative.</p>   |
| <p>6. 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.</p> | <p>Members have referred to their experiences as a local councillor to demonstrate their skills in this area. Some added professional experience of leading teams either as an employee or employer.</p>   |
| <p>7. Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.</p>   | <p>Members have previously cited their experiences as a local councillor to demonstrate their skills in this area, referring to difficult situations they'd had to deal with, customer complaints and making difficult decisions.</p> <p>Others added examples from their personal lives and professional careers.</p>   |

## Panel Arrangements and Rules of Procedure - Review

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

The Panel is recommended to:

- 1) Endorse the Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the Rules of Procedure (at **Annex 2** of this report).
- 3) Endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at **Annex 3** of this report) and appoint Panel members to be involved in the process.
- 4) Appoint Panel Members to the Complaints Policy Sub Panel (at **Annex 4** of this report).

## 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly elected Police and Crime Commissioners.
- 1.2 The Act requires the local authorities in each police force area to establish and maintain as a joint committee a Police and Crime Panel, and that all the local authorities must agree to the making of Panel Arrangements. During May 2012 each of Norfolk’s local authorities (the Borough, City, County and District Councils) endorsed the establishment of a Police and Crime Panel (“the Panel”) for Norfolk and the proposed Panel Arrangements, and appointed their members.
- 1.3 Schedule 6 of the Police Reform and Social Responsibility Act 2011 (“the Act”) also requires Police and Crime Panels to make Rules of Procedure.
- 1.4 The purpose of the Rules of Procedure is to set out clearly how the Panel will operate and how its meetings will be conducted. They must make provision about the appointment, resignation and removal of a person to chair the Panel. They must also set out the procedures for the Special Functions of the Panel (reviewing the Police and Crime Plan; reviewing the Annual Report; reviewing Senior Appointments; reviewing and potentially vetoing the proposed precept; reviewing and potentially vetoing the appointment of the Chief Constable, and the procedures relating to the handling of complaints and conduct matters). They may also cover methods of decision making, the formation of sub-committees and the arrangements for convening meetings.

It is for the Panel itself to agree the Rules of Procedure - it does not need to seek the agreement of constituent councils if it decides that amendments are needed.

## **2. Purpose of today's meeting**

### **2.1 Panel Arrangements**

The Panel may wish to briefly review the Panel Arrangements and decide whether to recommend any changes to constituent councils (all of which would need to agree any changes before these could be implemented). These are attached at **Annex 1** of this report. It is suggested that they are endorsed in their current form.

### **2.2 Rules of Procedure**

The Panel may also wish to review its Rules of Procedure, which includes a scheme for public questions. The current Rules of Procedure are attached at **Annex 2** of this report and it is suggested that they are endorsed in their current form.

Minor amendments have been made since last year, to:

a) correct the title of the officer with delegated functions in respect of PCC conduct complaints (Section 17) and public questions (Section 26), Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services);

b) update the reference to Norfolk County Council's constitution at Paragraph 20.3 to Appendix 8, following publication of an updated constitution in April 2021 (Paragraph 20.3 onwards of the Panel's Rules of Procedure incorporates Norfolk County Council's committee procedure rules).

### **2.3 PCC conduct complaints**

The Panel is recommended to review and endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (PCC), which is attached at **Annex 3** of this report, and appoint Panel members to be involved in the process during 2021-22.

Minor amendments have been made since last year, to correct the title of the officer with delegated functions in respect of PCC conduct complaints, Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services).

*The Panel has previously appointed 5 members, including both independent members.*

### **2.4 Complaints Policy Sub Panel**

2.4.1 The Panel will also wish to appoint members to the Complaints Policy Sub Panel during 2020-21.

*The Panel has previously appointed the same members as those handling PCC conduct complaints.*

2.4.2 The Terms of Reference for this Sub Panel are attached at **Annex 4** of this report.

2.4.3 Meetings have been scheduled to take place at the following times:  
- 10am on Monday 26 July 2021  
- 10am Monday 18 October 2021  
- 2pm Wednesday 8 December 2021  
- 2pm Wednesday 23 March 2022

Formal minutes will not be taken. A summary of the Sub Panel's deliberations and conclusions will be reported to the Panel.

### **3. Action**

3.1 The Panel is recommended to:

- 1) Endorse the Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the Rules of Procedure (at **Annex 2** of this report).
- 3) Endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at **Annex 3** of this report) and appoint Panel members to be involved in the process.
- 4) Appoint Panel members to the Complaints Policy Sub Panel (at **Annex 4** of this report).



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

## **Norfolk Police and Crime Panel**

### **Panel Arrangements**

#### **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) introduces new structural arrangements for national policing, strategic police decision making, neighbourhood policing and police accountability.
- 1.2 The Act provides for the election of a Police and Crime Commissioner (PCC) for a police force area, responsible for securing an efficient and effective police force for their area, producing a police and crime plan, recruiting the Chief Constable for an area, and holding him/her to account, publishing certain information including an annual report, setting the force budget and police precept and requiring the Chief Constable to prepare reports on police matters. The PCC must co-operate with local community safety partners and criminal justice bodies.
- 1.3 The Act requires the relevant local authorities (county, city, district and borough councils) in each police force area to establish and maintain a Police and Crime Panel (PCP) for its police force area. It is the responsibility of the local authorities for the police force area to agree to the making of arrangements for the PCP ('Panel Arrangements').
- 1.4 Each local authority and each Member of the PCP must comply with the Panel Arrangements.
- 1.5 The functions of the Panel must be exercised with a view to supporting the effective exercise of the functions of the PCC for that police force area.
- 1.6 The PCP is responsible for scrutinising the PCC and promoting openness in the transaction of police business in the police force area.
- 1.7 The PCP is a joint committee of the local authorities in Norfolk.

#### **2. Functions of the Police and Crime Panel**

- 2.1 The functions of the PCP must be exercised with a view to supporting the effective exercise of the functions of the PCC for Norfolk
- 2.2 The PCP must:-
  - (i) review the draft police and crime plan, or draft variation given to the PCP by the PCC, and
  - (ii) make a report or recommendation on the draft plan or variation to the PCC

- 2.3 The PCP must
- (i) arrange for a public meeting of the PCP to be held as soon as practicable after the PCP is sent the PCC's annual report
  - (ii) ask the PCC, at that meeting, such questions about the annual report as the members of the PCP think appropriate
  - (iii) review the annual report, and
  - (iv) make a report or recommendations on the annual report to the PCC

2.4 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of:-

- (i) the PCC's chief executive
- (ii) the PCC's chief finance officer
- (iii) a deputy PCC

The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed.

2.5 The PCP must respond to any proposal by the PCC to call upon the Chief Constable to retire or resign, by making a recommendation to the PCC as to whether or not the PCC should call for the retirement or resignation.

2.6 The PCP must review and make a report and may make recommendations on the precept which the PCC proposes to issue for the financial year.

2.7 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of a Chief Constable. The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed or must include a statement that the PCP has vetoed the appointment.

2.8 The PCP must:-

- (i) review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of the PCC's functions; and
- (ii) make reports or recommendations to the PCC with respect to the discharge of the PCC's functions

2.9 The PCP must publish any reports or recommendations made by it to the PCC and must determine the manner in which such reports or recommendations are to be published.

- 2.10 The PCP must send copies of any reports or recommendations it makes to the PCC, to each local authority (county, city, district and borough councils) in Norfolk.
- 2.11 The PCP must fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities given to the PCP by the Act.
- 2.12 The PCP must appoint an Acting PCC in the circumstances set out in the Act.
- 2.13 The PCP may not exercise any functions other than those conferred by the Act.

### **3. Operating Arrangements**

- 3.1 The PCP is a joint committee of the county, city, borough and district councils in Norfolk.
- 3.2 Norfolk County Council shall be the lead authority in establishing and maintaining the PCP and shall secure the administrative, secretarial and professional support necessary to enable the PCP to fulfil its functions.
- 3.3 The PCP shall consist of a minimum of 10 councillors and two co-opted independent members. The membership of the PCP can be increased up to a maximum size of 20 by co-opting up to 8 additional councillors, but any proposal by the PCP to increase above the initial membership of 12 would be subject to the approval of the Secretary of State
- 3.4 The local authorities will co-operate to provide the PCP with additional officer support for research, training and development, or where particular expertise would assist the PCP.
- 3.5 The local authorities will co-operate to ensure that the role of the PCP is promoted internally and externally and that members and officers involved in the work of the PCP are given support and guidance in relation to the PCP's functions.
- 3.6 The PCP must have regard to the Policing Protocol issued by the Home Secretary, which sets out the ways in which the Home Secretary, the PCC, the Chief Constable and the PCP should exercise, or refrain from exercising functions so as to encourage, maintain or improve working relationships and limit or prevent the overlapping or conflicting exercise of functions.

### **4. Financial Arrangements**

- 4.1 The funding provided by the Home Office to support the work of the PCP will be received by the County Council as lead authority. The PCP will seek to operate within the limit of the Home Office funding. Any additional expenditure by the PCP above the funding provided by the Home Office will require the prior agreement of all the constituent

local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the PCP.

- 4.2 The Home Office funding includes a specified sum per member per annum to cover their expenses. Each local authority will pay the expenses of its own representatives and seek reimbursement from the County Council at the end of each financial year, up to a maximum of the specified sum.
- 4.3 The local authorities will establish a joint independent remuneration panel to consider whether a special responsibility allowance should be paid to the Chair of the PCP and if so, what the level of that SRA should be. If the councils subsequently decide that an SRA will be paid, the cost will be apportioned between the councils on the basis of the number of members each has on the PCP. The independent remuneration panel shall be convened by the lead authority, with its membership to be drawn from the independent remuneration panels for each local authority.

## **5. Membership – Appointed Members**

- 5.1 All county, city, borough and district councillors within Norfolk are eligible to be members of the PCP.
- 5.2 Appointment of elected members to the PCP shall be made by each local authority at its annual general meeting or as soon as possible thereafter, in accordance with its procedures. Appointments shall be made with a view to ensuring that the “balanced appointment objective” is met so far as is reasonably practicable. The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
  - (i) represent all parts of the police area;
  - (ii) represent the political make-up of the relevant authorities (when taken together)
  - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively
- 5.3 The PCP’s membership will be one councillor appointed by each of the city, borough and district councils and three councillors appointed by the county council, with the county council as far as possible picking up the requirement to ensure the required balance across the county. Terms of office will be to the next annual general meeting of the respective councils.
- 5.4 The PCP membership shall, as far as possible, be politically balanced in relation to the overall political balance amongst all city, borough, district and county councillors in Norfolk. The lead authority will facilitate discussions between the local authorities in order to enable the authorities to fulfil their duty to secure (as far as reasonably

practicable) that the appointed membership meets the balanced appointment objective.

- 5.5 The PCP shall review at its AGM whether or not the balanced appointment objective is being met and if it concludes that it is not, the PCP shall determine what action is needed to meet the objective.
- 5.6 All members of the PCP may vote in proceedings of the PCP.
- 5.7 Each local authority may appoint a named member to be a substitute for its representative(s) on the PCP. Notice of a substitution must be given by the relevant PCP member to the PCP Secretary, before the start of the meeting concerned. The named substitute must be a member of the same council and same political group as the PCP member being substituted. Appointed representatives should use the substitution facility only on rare occasions, in recognition of the importance of building up knowledge and expertise so that the PCP can operate effectively.
- 5.8 In all other respects, the appointment of substitutes shall be governed by the rules relating to substitution set out in section 4 of appendix 8 of the County Council Constitution.

## **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.

## **7. Casual Vacancies**

- 7.1 A vacancy on a PCP arises when a local authority or independent member resigns from the membership of the PCP or is removed from the post by their local authority or, in the case of the independent members, is removed from their post by the PCP.
- 7.2 Each local authority will fill vacancies for elected members in accordance with the arrangements in its constitution. Vacancies for independent members will be filled in accordance with the selection process outlined in section 6 of these Rules.

## **8. Resignation of Appointed Members**

Appointed Members of the PCP who wish to resign shall do so by notifying in writing, the PCP secretary and the appropriate officer in their local authority.

## **9. Resignation of Independent Members**

Independent Members of the PCP who wish to do so shall resign by notifying in writing the PCP secretary.

## **10. Removal of Appointed Members**

Each local authority shall have the right to change its appointed member at any time and shall give notice to the PCP secretary but must ensure that the change does not affect the political balance requirement.

## **11. Removal of Independent Members**

Other than at the PCP's AGM, an independent member may only be removed from office if an appointed member has given notice to the PCP secretary at least 10 working days prior to an ordinary meeting of the PCP, 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 PCP at the time when the decision is made vote in favour of termination.

## **12. Amendments to Panel Arrangements**

12.1 Changes to the Panel Arrangements can only be made with the collective approval of all the local authorities in Norfolk. The PCP may propose amendments to the Panel Arrangements and any such proposals will be referred to the local authorities and will only be implemented if they are approved by all the local authorities.

12.2 The only exception to the requirement for the approval of the local authorities is if the PCP wishes to increase the number of co-opted members. The PCP may resolve that that the PCP is to have the number of co-opted members specified in the resolution, provided that the total membership of the PCP, including that number of co-opted members, would not exceed 20. Any such resolution must be referred to the Secretary of State and will only be implemented if the Secretary of State gives approval.

## **13. Interpretation**

The conduct of the PCP and the content of these Panel Arrangements shall be subject to the legislative provisions in the Police Reform and Social Responsibility Act 2011, and any Regulations made in accordance with that Act, and in the event of any conflict between the

Act or Regulations, and these Panel Arrangements, the requirements of the legislation will prevail.

**14. Promotion of the Panel**

14.1 The Panel Arrangements shall be promoted by:

- (i) The establishment and maintenance by the lead authority of a website including information about the role and work of the PCP, its membership, all non-confidential PCP and sub-committee meeting papers, press releases and other publications; and,
- (ii) The issuing of regular press releases about the panel and its work; and,
- (iii) The local authorities will include information about the PCP on their websites, and will also include a link to the PCP website.

14.2 Support and guidance shall be provided to executive and non-executive members and officers of the local authorities in relation to the functions of the PCP as follows:

- a) by the provision of briefing sessions for members and relevant officers of the authorities before the election of the PCC, and on a regular basis thereafter; and,
- b) by the provision of written briefing notes for members and relevant officers of the authorities as appropriate.

## **Norfolk Police and Crime Panel**

### **Rules of Procedure**

#### **1. General**

- 1.1 These Rules of Procedure are made by the Police and Crime Panel (PCP) pursuant to Schedule 6, paragraph 25 of the Police Reform and Social Responsibility Act 2011 (the 'Act').
- 1.2 The PCP will be conducted in accordance with these Rules. The Rules should be read having regard to the Panel Arrangements.

#### **2. Chair of the Police and Crime Panel**

- 2.1 The Chair of the PCP will be appointed at the PCP's Annual General Meeting (AGM) and will be drawn from amongst all the members of the PCP, including independent members.
- 2.2 The Vice-Chair will be appointed at the AGM and will be drawn from amongst all the members of the PCP, including independent members.
- 2.3 In the event of the Chair and Vice-Chair being absent from a PCP meeting, the PCP will appoint a member to act as Chair for that meeting.
- 2.4 In the event of the resignation of the Chair/Vice-Chair or removal of Chair/Vice-Chair, a new Chair/Vice-Chair will be appointed and will be drawn from amongst all the members of the PCP. Other than at the PCP's AGM, the Chair and Vice-Chair may only be removed from office if a PCP member has given notice to the PCP secretary at least 10 working days prior to an ordinary meeting of the PCP, of his or her intention to propose a motion that the Chair or Vice-Chair be removed from office. At the subsequent meeting, removal will only be confirmed if at least two thirds of the persons who are members of the PCP at the time the decision is made vote in favour of it.

#### **3. Meetings of the Police and Crime Panel**

- 3.1 The PCP shall meet at least four times per year to carry out its functions.
- 3.2 The PCP secretary will give notice to the public of the time and place of any meeting of the PCP. At least 5 clear working days before meetings, the secretary will circulate to PCP members the agenda for the meeting setting out the date, time and place for the meeting and specifying the business to be transacted. The agenda and minutes of PCP meetings will be published on the County Council's website.
- 3.3 An extraordinary meeting may be called by the PCP by resolution, by the Chair or by any four members of the PCP signing a requisition presented to the PCP secretary.

- 3.4 All members of the PCP may vote in proceedings of the PCP. The validity of the proceedings of the PCP is not affected by a vacancy in the membership of the PCP or a defect in appointment.

#### **4. Quorum**

- 4.1 A meeting of the PCP cannot take place unless at least one half of the whole number of its members is present. In any period during which there are vacancies amongst the membership, the calculation of half shall be based on the number of members in office on the day of the meeting.

#### **5. Work Programme**

- 5.1 The PCP will be responsible for setting its own work programme taking into account the priorities defined by the PCC and taking into account the views of other agencies and partnerships.
- 5.2 The work programme must include the functions described in section 2 of the Panel Arrangements.
- 5.3 Any member of the PCP shall be entitled to give notice to the PCP secretary that he or she wishes an item relevant to the functions of the PCP to be included on the agenda for a PCP meeting

#### **6. Sub-Committees and Task and Finish Groups**

- 6.1 Sub-Committees and time limited task and finish groups may be established from time to time by the PCP to undertake specific task based work and report back to the PCP.
- 6.2 The special functions of the PCP may not be discharged by a sub-committee of the PCP or a task and finish group.
- 6.3 In this paragraph 'special functions' means the following functions:
- (i) review of the Police and Crime Plan
  - (ii) review of the annual report
  - (iii) review of senior appointments
  - (iv) review and potential veto of the proposed precept
  - (v) review and potential veto of the appointment of a Chief Constable).
- 6.4 The work undertaken by a sub-committee or task and finish group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.
- 6.5 A sub-committee or task and finish group may not co-opt members but they shall be able to invite others to assist it with its work.
- 6.6 Sub-committees and task and finish groups need not be politically balanced if the PCP agrees to this.

## **7. Reports from the Police and Crime Panel**

- 7.1 Where the PCP makes a report or recommendations to the PCC, it will publish the report or recommendation on the PCP website. Copies of the report or recommendations will also be sent to each local authority within the police area.
- 7.2 The PCP must by notice in writing require the PCC, as appropriate, within a reasonable period of the date on which he or she receives the report or recommendations, to:-
- (i) Consider the report or recommendations
  - (ii) Respond to the PCP indicating what (if any) action the PCC proposes to take
  - (iii) Where the PCP has published the report or recommendations, publish the response
- 7.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

## **8. Police and Crime Commissioner and Officers Giving Account**

- 8.1 The PCP may scrutinise and review decisions made or actions taken in connection with the PCC's role. As well as reviewing documentation, in fulfilling its role it may require the PCC, and members of the Commissioner's staff, to attend before the PCP (at reasonable notice) to answer any questions which appear to the PCP to be necessary in order to carry out its functions.
- 8.2 Where the PCC, or a member of the PCC's staff, is required to attend the PCP, the chairman of the PCP will inform them in writing, giving reasonable notice of the meeting. The notice will state the nature of the item for which he or she is required to attend to give account and whether any papers are required for production for the PCP. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.
- 8.3 Where, in exceptional circumstances, the PCC is unable to attend on the required date, an alternative date for attendance may be arranged following consultation with the chairman of the PCP.
- 8.4 If the PCP requires the PCC to attend before the PCP, the PCP may, by giving reasonable notice request the Chief Constable to attend before the PCP on the same occasion to answer any questions which appears to the PCP to be necessary in order for it to carry out its functions.

## **9. Attendance by Others**

The PCP may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the PCP and officers in other parts of the public sector and may invite such people to attend. The PCP may not however invite officers of the constabulary other than the Chief Constable to attend meetings, without the prior agreement of the Chief Constable.

## **10. Special Functions**

10.1 The Special Functions of the PCP are those functions referred to in paragraphs 11-15, below, and which are conferred on the PCP in relation to:

- a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
- b) the review of the Annual Report as required by Section 28 (4) of the Act;
- c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
- d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act;
- e) the review and potential veto of appointment of the Chief Constable Part 1 the Act.

10.2 The Special Functions shall be undertaken having regard to the requirements of the Act and Regulations in each case.

10.3 The issuing of reports and recommendations by the PCP in relation to the Special Functions outlined above will be carried out in accordance with paragraph 7 above.

## **11. Police and Crime Plan**

11.1 The PCP is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.

11.2 The PCP must

- (i) hold a public meeting to review the draft Police and Crime Plan (or a variation to it), and;
- (ii) report or make recommendations on the draft Plan, which the PCC must take into account.

## **12. Annual Report**

- 12.1 The PCC must produce an Annual Report about the exercise of his/her functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the PCP for consideration.
- 12.2 The PCP must comment upon the Annual Report of the PCC, and for that purpose must:
- (i) arrange for a public meeting of the PCP to be held as soon as practicable after the PCP receives the Annual Report;
  - (ii) require the PCC to attend the meeting to present the Annual Report and answer such questions about the Annual Report as the Members of the PCP think appropriate;
  - (iii) make a report or recommendations on the Annual Report to the PCC.

## **13. Proposed Precept**

- 13.1 The PCP will receive notification from the PCC of the precept which the PCC is proposing to issue for the coming financial year by 1 February of the relevant financial year. The Panel will arrange for a public meeting to be held by 8 February of the relevant financial year to review the proposed precept.
- 13.2 Having considered the precept, the PCP must:
- (i) support the precept without qualification or comment; or
  - (ii) support the precept and make recommendations; or
  - (iii) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made).
- 13.3 The PCP has the power to veto the appointment of a candidate, by a required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made.
- 13.4 If the PCP vetoes the proposed precept, the report to the PCC must include a statement that the PCP has vetoed the proposed precept and indicate either:
- a) That it has done so because the precept is too high and give reasons for that decision;

Or

- b) That it has done so because the precept is too low and give reasons for that decision.
- 13.5 The PCP will receive notification from the PCC of the revised precept which the PCC is proposing to issue for the coming financial year by 15 February of the relevant financial year.
- 13.6 The PCP will arrange for a public meeting to be held by 22 February of the relevant financial year to review the revised precept and make a report to the PCC. This may indicate whether the panel accepts or rejects the revised precept and make recommendations.
- 13.7 The PCP will receive a response from the PCC by 1 March of the relevant financial year.

#### **14. Appointment of Chief Constable**

- 14.1 The PCP must review the proposed appointment by the PCC of the Chief Constable.
- 14.2 The PCP will receive notification of the proposed appointment from the PCC, which will include:
  - (i) the name of the candidate;
  - (ii) the criteria used to assess suitability of the candidate,
  - (iii) why the candidate satisfies the criteria; and,
  - (iv) the terms and conditions proposed for the appointment
- 14.3 Within three weeks of the receipt of notification the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 14.4 Before reporting and recommending under paragraph 14.3 above, the PCP must convene a public meeting ('confirmation hearing') of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 14.5 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 14.6 The PCC may accept or reject the PCP's recommendation as to whether or not the candidate should be appointed, and must notify the PCP accordingly.

- 14.7 The PCP has the power to veto the appointment of a candidate, by a required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made.
- 14.8 A confirmation hearing as in paragraph 14.4 must be held before an appointment is vetoed.
- 14.9 If the PCP vetoes the appointment under paragraph 14.7, the report referred to at paragraph 14.3 above must include a statement to that effect.
- 14.10 If the PCP vetoes an appointment the PCC must not appoint that candidate as Chief Constable
- 14.11 Where the Panel vetoes an appointment the PCC will propose another person for appointment as Chief Constable (a reserve candidate).
- 14.12 The PCP will receive notification of the proposed appointment from the PCC, which will include:
- (i) the name of the candidate;
  - (ii) the criteria used to assess suitability of the candidate,
  - (iii) why the candidate satisfies the criteria; and,
  - (iv) the terms and conditions proposed for the appointment
- 14.13 Within three weeks of the receipt of notification of the reserve candidate, the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 14.14 Before reporting and recommending under paragraph 14.3 above, the PCP must convene a public meeting ('confirmation hearing') of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 14.15 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 14.16 The PCC may accept or reject the PCP's recommendation as to whether or not the candidate should be appointed, and must notify the PCP accordingly.
- 14.17 The PCP will receive a report from the PCC notifying the Panel of his decision as to whether he accepts or rejects the recommendation. This ends the confirmation process.

## **15. Senior Appointments**

- 15.1 The PCP must review the proposed appointments by the PCC of the PCC's Chief Executive, Chief Finance Officer and Deputy PCC.
- 15.2 The PCP shall receive notification of the proposed appointments from the PCC including
- (i) the name of the candidate;
  - (ii) the criteria used to assess suitability of the candidate,
  - (iii) why the candidate satisfies the criteria; and,
  - (iv) the terms and conditions proposed for the appointment
- 15.3 Within three weeks of the receipt of notification the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period will not include the post-election period.
- 15.4 Before reporting and recommending under 15.3 above, the PCP must convene a public confirmation hearing of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 15.5 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 15.6 The PCC may accept or reject the PCP's recommendation, and must notify the PCP accordingly.

## **16. Appointment of an Acting Police and Crime Commissioner**

- 16.1 The PCP must appoint a person to be acting Commissioner if:
- (i) no person holds the office of PCC;
  - (ii) the PCC is incapacitated (i.e. unable to fulfil the functions of the PCC) which is a matter for the PCP to determine; or
  - (iii) the PCC is suspended.
- 16.2 In the event that the PCP has to appoint an acting Commissioner it will meet to determine the process for appointment which will comply with these Rules of Procedure and any legal requirements.
- 16.3 The PCP may appoint a person as acting Commissioner only if the person is a member of the PCC's staff at the time of the appointment.
- 16.4 In appointing a person as acting Commissioner in a case where the PCC is incapacitated, the PCP must have regard to any representations made by the PCC in relation to the appointment.

- 16.5 The appointment of an acting Commissioner will cease to have effect upon the earliest of the following:
- (i) the election of a person as PCC;
  - (ii) the termination by the Panel, or by the acting Commissioner, of the appointment of the acting Commissioner;
  - (iii) in a case where the acting Commissioner is appointed because the PCC is incapacitated, the PCC ceasing to be incapacitated; or
  - (iv) in a case where the acting PCC is appointed because the PCC is suspended, the PCC ceasing to be suspended.
- 16.6 Where the acting Commissioner is appointed because the PCC is incapacitated or suspended, the acting Commissioner's appointment does not terminate because a vacancy occurs in the office of PCC.

## **17. Complaints**

- 17.1 The PCP will delegate 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 Commissioner's Chief Executive.
- 17.2 The PCP will delegate the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to NCC's Assistant Director of Governance (Democratic and Regulatory Services) for informal resolution.
- 17.3 The Panel will appoint a member (or members) to sit in association with the Chief Executive of the Office of the PCC to give consideration to the initial sift of complaints and with the Assistant Director of Governance (Democratic and Regulatory Services) to undertake informal resolution.
- 17.4 The Commissioner's Chief Executive and NCC's Assistant Director of Governance (Democratic and Regulatory Services) will provide the PCP with annual monitoring reports, setting out the number and spread of complaints handled during the period.
- 17.5 The PCP shall give all such assistance and co-operation to the Independent Office for Police Conduct (IOPC) in carrying out investigations of serious complaints and conduct matters as it may reasonably require.
- 17.5 The PCP shall receive notification by the IOPC of any determination that it has made under the Regulations (Part 3) in relation to the investigation of serious complaints and conduct matters.

## **18. Suspension of the Police and Crime Commissioner**

- 18.1 The PCP may suspend the PCC if it appears to the PCP that:
- (i) the commissioner is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
  - (ii) the offence is one which carries a maximum term of imprisonment exceeding two years.
- 18.2 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:
- (i) the charge being dropped;
  - (ii) the PCC being acquitted of the offence;
  - (iii) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
  - (iv) the termination of the suspension by the PCP.
- 18.3 In this section, references to an offence which carries a maximum term of imprisonment exceeding two years are references to:
- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
  - b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

## **19. Suspension and Removal of the Chief Constable**

- 19.1 The PCP will receive notification if the PCC suspends the Chief Constable.
- 19.2 The PCC must also notify the PCP in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 19.3 The PCC must provide the PCP with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 19.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the PCP accordingly (the 'further notification').
- 19.5 Within six weeks from the date of receiving the further notification, the PCP must make a recommendation in writing to the PCC as to whether or not she/he should call for the retirement or resignation. Before making any recommendation, the PCP may consult the chief inspector of constabulary, and must hold a scrutiny hearing.

- 19.6 The scrutiny hearing which must be held by the PCP is a PCP meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.
- 19.7 The PCP must publish the recommendation it makes on its web site and by sending copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 19.8 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:
- (i) at the end of six weeks from the PCP having received notification if the PCP has not by then given the PCC a recommendation as to whether or not she/he should call for the retirement or resignation; or
  - (ii) the PCC notifies the PCP of a decision about whether she/he accepts the PCP's recommendations in relation to resignation or retirement.
- 19.9 The PCC must consider the PCP's recommendation and may accept or reject it, notifying the PCP accordingly.
- 19.10 In calculating the six week period, the post election period is ignored.

## **20. Decision-making and Rules of Debate**

### **20.1 Principles of Decision-making**

These principles will underpin the way the PCP makes its decisions:-

- (i) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by officers
- (ii) The presumption that whenever possible, all decisions made by the PCP should be made in public
- (iii) Decisions will be clear about what they aim to achieve and the results that can be expected

### **20.2 Voting**

- 20.2.1 All matters to be considered by the PCP shall be decided by a majority of the members of the PCP present and voting at the meeting. This will be done following the moving of a motion by any member of the PCP. A simple majority is required to confirm a decision, except in the specific circumstances of the PCP seeking to veto the PCC's proposed

precept or the PCC's proposed appointment of a Chief Constable or as otherwise specified in these Rules of Procedure.

20.2.2 Voting will normally be by show of hands; but any member may demand a recorded vote and, if one quarter of the members present signifies its support, such a vote will be taken.

20.2.3 If there are an equal number of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.

20.2.4 Where immediately after a vote is taken at a committee meeting any Member of that committee so requires, there will be recorded in the minutes of the proceedings of that meeting whether that person casts their vote for the motion or against the motion or whether they abstained from voting

### 20.3 Rules of Debate

The rules of debate of the PCP shall be governed by the rules relating to meetings of County Council committees (section 7 of Appendix 8 of the County Council's Constitution), which is set out below.

20.3.1 The Chair shall first explore through debate if there is a consensus on the views to be expressed by the Committee. If there is no consensus, the Chair will ask if any Member wishes to move a formal motion as to the view to be expressed by the Committee.

#### 20.3.2 No debate or vote until motion seconded

No motion will be debated or voted upon after the mover has moved a proposal (other than a motion that the report of a committee or a recommendation within it be received and adopted) until the motion has been seconded.

#### 20.3.3 Right to require motion in writing

Unless notice of the motion has already been given, the Chair may require it to be written down and handed to Them before it is discussed. The motion will be read out to the committee before any vote upon it is taken.

#### 20.3.4 Secunder's speech

When seconding a motion of amendment, a member may reserve their speech until later in the debate.

#### 20.3.5 Content and length of speeches

Speeches must be directed to the question under discussion or to a personal explanation or point of order. No speech may exceed 5 minutes without the consent of the Chair.

#### 20.3.6 When a member may speak again

A member who has spoken on a motion may not speak again whilst it is the subject of debate, except;

- (a) to speak once on an amendment moved by another Member;
- (b) to move a further amendment if the motion has been amended since they last spoke;
- (c) if their first speech was on an amendment moved by another Member, to speak on the main issue (whether or not the amendment on which they spoke was carried);
- (d) in exercise of a right of reply;
- (e) on a point of order; and
- (f) by way of personal explanation;
- (g) to demand a recorded vote;
- (h) to move the suspension of these procedural rules;
- (i) to move a resolution under paragraph 7.10 of these Rules;

#### 20.3.7 Amendments to motions

- a) An amendment to a motion must be relevant to the motion and will either be:
  - 1) to leave out words;
  - 2) to leave out words and insert or add others; or
  - 3) to insert or add words.as long as the effect of (1) and (3) is not to negate the motion.
- b) Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.
- c) If an amendment is not carried, other amendments to the original motion may be moved.
- d) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- e) After an amendment has been carried, the Chair will read out the amended motion before accepting any further amendment, or if there are none, put it to the vote.

#### 20.3.8 Alteration of motion

- a) A member may alter a motion of which they have given notice with the consent of the meeting. The meeting's consent will be signified without discussion.
- b) A member may alter a motion which they have moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion.
- c) Only alterations which could be made as an amendment may be made.

#### 20.3.9 Withdrawal of motion

A member may withdraw a motion which he/she has moved with the consent of the seconder. No member may speak on the motion after the mover has asked permission to withdraw it unless permission is refused.

#### 20.3.10 Motions which may be moved during debate

When a motion is under debate, no other motion may be moved except the following procedural motions:

- a) to withdraw a motion;
- b) to amend a motion
- c) to postpone consideration of the motion;
- d) to proceed to the next business;
- e) that the question be now put;
- f) to adjourn a debate;
- g) to adjourn a meeting;
- h) to exclude the public and press in accordance with the Access to Information Rules; and
- i) to not hear further a member named under Rule 22.3.1 or to exclude them from the meeting under Rule 22.3.2.
- j) that the procedural rules be suspended

#### 20.3.11 Closure motions

- a) A member may move, without comment, the following motions at the end of a speech of another member:
  1. That consideration of the motion be postponed
  2. To proceed to the next business;
  3. That the question be now put;
  4. To adjourn to a debate; or
  5. To adjourn a meeting
- b) If a motion to proceed to next business is seconded and the chair thinks the item has been sufficiently discussed, they will give the mover of the original motion a right of reply and then put the procedural motion to the vote.
- c) If a motion that the question be now put is seconded and the chair thinks the item has been sufficiently discussed, he/she will put the procedural motion to the vote. If it is passed they will give the mover of the original motion a right of reply before putting their motion to the vote.
- d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the meeting is seconded and the chair thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, they will put the procedural motion to the vote without given the mover of the original motion the right of reply.

Provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of 20 minutes unless it is moved by the Chair.

#### 20.3.12 Point of order

A member may raise a point of order at any time. The chair will hear him/her immediately. A point of order may only relate to an alleged breach of these Rules of Procedure or the law. The member must

indicate the rule or law and the way in which he/she considers it has been broken. The ruling of the chair on the matter will be final.

20.3.13 Personal explanation

A member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate. The ruling of the chair on the admissibility of a personal explanation will be final.

**21. Minutes**

The Chair will sign the minutes of the proceedings at the next meeting. The only part of the minutes that can be discussed is their accuracy and any question as to their accuracy must be raised by motion.

**22. Record of attendance**

22.1 Each Member attending a committee meeting must, with a view to securing the recording of their attendance, sign the attendance sheet provided by the Assistant Director of Governance (Democratic and Regulatory Services) for that purpose. If any Member arrives after the attendance sheet has been circulated, they must intimate their presence to the Assistant Director of Governance (Democratic and Regulatory Services).

**23. Members' Conduct**

23.1 Speaking

When a Member speaks at committee meetings, they must address the meeting through the chair, but may choose to either stand or remain seated.

23.2 Chair Standing

When the chair stands during a debate, any Member speaking at the time must stop and sit down. The meeting must be silent.

23.3 Member not to be heard further

23.3.1 If a Member persistently disregards the ruling of the chair by behaving improperly or offensively or deliberately obstructs business, the chair may move that the Member be not heard further. If seconded, the motion will be voted on without discussion.

23.4 Member to leave the meeting

23.4.1 If the Member continues to behave improperly after such a motion is carried, the chair may adjourn the meeting for a specified period or

move that the Member leaves the meeting. If seconded, the motion will be voted on without discussion. If the Member continues to behave improperly, the Chair may give such direction as they consider appropriate for the removal of the Member and the restoration of order.

#### 23.5 General disturbance

If there is a general disturbance making orderly business impossible, the chair may adjourn the meeting for as long as they think necessary.

### **24. Disturbance by the public**

#### 24.1 Removal of member of the public

If a member of the public interrupts proceedings, the chair will warn the person concerned. If they continue to interrupt, the chair will order their removal from the meeting room.

#### 24.2 Clearance of part of meeting room

If there is a general disturbance in any part of the meeting room open to the public, the chair may call for that part to be cleared.

### **25. Interest of Members in contracts and other matters**

#### Norfolk County Council and Co-opted Independent Members

25.1 Where the relevant Member has a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on the Register of Interests, they must not speak or vote on the matter. If they have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on their Register of Interests, they must declare that interest at the meeting and not speak or vote on the matter. In either case they may remain in the room where the meeting is taking place. If they consider that it would be inappropriate in the circumstances to remain in the room, they may leave the room while the matter is dealt with.

25.2 Where a matter arises at a meeting which relates to or affects an 'Other Interests', the relevant Member must declare the existence and nature of the interest unless it has been entered in their local authority's register of interests.

25.3 An 'Other' interest is one which affects, to a greater extent than others in their division, the relevant Member's: - own wellbeing or financial position or - that of family or close friends - any body – (a) exercising functions of a public nature (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union); of which the Member is in a position of general control or management.

- 25.4 Where an 'other interest' arises, the relevant Member will declare an interest (an "Other Interest") but may speak and vote on the matter.

District Council Members

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

**26. Suspension and Amendment of Committee Procedure Rules**

26.1 Suspension

These rules may be suspended by motion on notice, or without notice if at least one half of the whole number of members of the PCP are present. Suspension can only be for the duration of the meeting. A motion to suspend any of these rules must specify the rule to be suspended and must be moved in terms limited to an explanation of the reasons for the suspension. It will be seconded in formal terms only and will be put to the PCP without debate. No suspension may be considered by the PCP which does not comply with the Police Reform and Social Responsibility Act 2011, relevant Regulations, statutory guidance or the Panel Arrangements.

26.2 Amendment

The Rules of Procedure shall not be amended unless notification of a proposed amendment is received by the PCP Secretary at least 10 working days prior to a PCP meeting. A report on the implications of the proposed amendment shall be considered by the PCP and the amendment shall require the agreement of at least two thirds of the persons who are members of the PCP at the time when the decision is made vote in favour of it. No amendment may be considered by the PCP which does not comply with the Police Reform and Social Responsibility Act 2012, relevant Regulations or statutory guidance or Panel Arrangements.

**27. Adjournment of Panel Meetings**

When the PCP adjourns, whether by resolution or by decision of the Chair, the adjournment will by decision taken at that time be to a date, time and place specified, provided that where this is not practicable and a meeting is adjourned for an unspecified period and/or to an unspecified place, all members of the PCP will be notified of the new date, time and place when these have been determined.

**28. Questions from the Public**

- 28.1 The Agenda for ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel's Chair on issues within the remit of the Panel.

- 28.2 The Agenda item will ordinarily allow no more than 30 minutes for this item, although the Chair of the Panel may reduce or extend this at his discretion.
- 28.3 Anyone living, working or studying within Norfolk will be entitled to ask questions.
- 28.4 A questioner can submit one question at each ordinary Panel meeting, limited to a maximum of 110 words.
- 28.5 Notice of questions must be received by the Lead Authority for the Panel at least five working days before the ordinary meeting of the Panel is held.
- 28.6 Questions must:
- a) relate to the Panel's role and responsibilities, and not be questions that:
    - i. should more appropriately be addressed to another party or organisation,
    - ii. relate to a police operational matter
    - iii. relate to matters covered by legal or other proceedings,
    - iv. cover matters relating to the employees of the office of the Police and Crime Commissioner for Norfolk.
  - b) not be substantially the same as a question which has been put at a meeting in the past 6 months;
  - c) not be defamatory, frivolous, vexatious or offensive;
  - d) not require the disclosure of confidential or exempt information; and
  - e) not refer to any matter of a personal nature.
- 28.7 The Assistant Director of Governance (Democratic and Regulatory Services), in consultation with the Panel's Chair and Vice-Chair, will review each question to ensure that it meets the criteria for public questions set out in these Rules of Procedure. Questions that do not meet the criteria will be disallowed, but where appropriate, the question will be passed on to the appropriate organisation and the questioner advised of where the question has been directed to. Confirmation of receipt of the question and whether it has been allowed will be provided, together with advice about attending the meeting. The final decision as to whether a question will be allowed is for the Head of Democratic Services in consultation with the Chair of the Panel.
- 28.8 Questioners must ordinarily attend the meeting to put their question and receive their answer. However, in circumstances where a questioner is unable to attend personally, either:
- a) with the prior consent of the Chair, a representative of the questioner may attend the Panel meeting and put the question on behalf of the questioner, or
  - b) the answer will be forwarded in writing to the questioner.
- 28.9 Where the questioner or their representative attends the Panel meeting in person, the questioner (or representative) may ask a supplementary

question to follow-up the same subject matter as their original question (subject to time constraints).

28.10 Every question (and supplementary) shall be put and answered without discussion.

## **29. Interpretation**

29.1 The ruling of the Chair as to the construction or application of these rules or as to the proceedings of the PCP will be final for the purposes of the meeting at which it is given.

29.2 If there is any conflict in interpretation between these Rules and the Act or Regulations made under the Act, the Act and Regulations will prevail.

# **Norfolk Police and Crime Panel Complaints Procedure: Dealing with Complaints about the Conduct of the Police and Crime Commissioner for Norfolk**

## **Detailed Guidance**

### **1. Introduction**

This procedure deals with complaints about the conduct of the Police and Crime Commissioner for Norfolk (the PCC) and/or the Deputy Police and Crime Commissioner (the DPCC), as required by the Police Reform and Social Responsibility Act 2011 (the Act). The appropriate regulations are the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011 (the Regulations) and nothing in this procedure overrides the provisions of those Regulations. In addition, references in this document to the relevant office holders, to the Police and Crime Commissioner and the person appointed as the Deputy Police and Crime Commissioner or to the person complained about, are to those two persons in their Office for Policing and Crime capacities primarily, although complaints may extend to their conduct in their public and private capacities.

### **2. Role of Police and Crime Panel under the Regulations**

The Norfolk Police and Crime Panel (the Panel) is given specific functions under the Regulations as to the handling and determination of complaints against the PCC and/or the DPCC. The Regulations permit the Panel to delegate some or all of these functions to the PCC's Chief Executive (the Chief Executive) and Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services); in consultation with a nominated member of the Panel. The Panel has decided to delegate the function of the initial handling of complaints to the PCC's Chief Executive, so reference to the Panel in this document (except in the case of the informal resolution procedure) should be interpreted as a reference to the PCC's Chief Executive.

The Chief Executive will make a formal recording of decisions on complaints to ensure that complaints received are correctly identified as being complaints which are subject to the Regulations and that other complaints (for example complaints about the PCC's staff or the Police Force) are directed elsewhere as appropriate.

### **3. Key concepts**

The legislation contains a number of key definitions:

- A complaint means a complaint about the conduct of the PCC and/or the DPCC, whether or not that conduct is potentially criminal.
- A recorded complaint means a complaint that the Panel is obliged under the Regulations to formally record.
- A conduct matter means a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or the DPCC may have committed a criminal offence. Conduct matters can arise without a

complaint being made and must be notified to the Independent Office for Police Conduct (IOPC).

- A serious complaint means a complaint made about the conduct of the PCC and/or the DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. Serious complaints must be notified to the IOPC.

#### **4. Evidence threshold**

Conduct matters and serious complaints must be referred by the Panel to the IOPC. The difference between a conduct matter and a serious complaint is the level of evidence present in the complaint as to whether a criminal offence has potentially been committed by the PCC and/or the DPCC.

It is not the Panel's function to investigate or determine whether a crime has been committed; only a court of criminal jurisdiction can definitively rule on the matter. Any investigations related to a potential crime will be undertaken by the IOPC. However, the Panel acts as a filter and will decide how a complaint should be classified, handled and taken forward under the Regulations. For a criminal offence to have been committed a number of different elements constituting the offence must be present e.g. the physical facts, usually evidence of intention or lower degree of purpose, causation etc. Therefore, as part of its functions, the Panel will take these matters into account when coming to a view as to whether something is a conduct matter or a serious complaint. In neither case is the criminal law standard of proof - beyond all reasonable doubt – applicable, as the Regulations do not require this level of certainty and the Panel will make the decision on the basis of evidence that is likely to be substantially below the normal civil law standard of the balance of probabilities, noting also that:

- A conduct matter only requires there to be an indication or sign that a criminal offence may have been committed. A low degree of evidence that enough of the necessary elements required to constitute any particular offence are present is likely to be an adequate sign of criminal conduct, resulting in the matter being referred to the IOPC as a conduct matter.
- A serious complaint requires stronger evidence, as it must show that there is conduct that appears to constitute or involve the commission of a criminal offence. Therefore the level of evidence that the necessary elements are present will be more than for a conduct matter, but much less than required under the normal civil standard.

#### **5. Appropriate Police and Crime Panel**

The Regulations only confer jurisdiction on the Police and Crime Panel where it is the appropriate panel under the Act for the relevant office holders in question. The Police and Crime Panel will normally be the appropriate panel for all complaints concerning the conduct of the PCC and/or the DPCC.

## **6. Recorded Complaints and Conduct Matters**

The Panel will establish a formal Register for recording complaints and conduct matters under the Regulations. The Register will take the form of an electronic database within which to record all key details pertaining to a complaint including the date received, contact details of the complainant, a summary of the complaint, the category into which it falls (conduct matter, serious complaint or other recorded complaint), the date on which it was recorded, an indication of intended action on the complaint and any other relevant information. A complaint or conduct matter entered into the Register is a recorded complaint or recorded conduct matter for the purposes of these procedures.

## **7. Conduct matters**

A conduct matter is a matter in the case of which there is an indication that the PCC and/or the DPCC may have committed a criminal offence. A complaint does not need to have been made for a conduct matter to arise and to be dealt with under the Regulations.

Where the Panel is notified that civil proceedings against the PCC and/or the DPCC have been or are likely to be brought by a member of the public and which appear to involve or would involve a conduct matter, the conduct matter must be recorded by the Panel and entered into the Register.

However, if the Panel is satisfied that either of the following exceptions apply, it is not necessary to record a conduct matter:

- the matter has already been recorded as a complaint under regulation 9(5) of the Regulations i.e. as a recorded complaint (see below); or
- the matter has been, or is already being, dealt with by means of criminal proceedings against the PCC and/or the DPCC: this will normally be the case where the Police have formally charged the person with a criminal offence or information alleging an offence has been laid before a magistrate's court.

If the IOPC becomes aware of a conduct matter which has not been recorded by the Panel, the IOPC may direct the Panel to record the matter and the Panel must do so.

## **8. Conduct matters occurring outside England and Wales**

The PCC and/or the DPCC are under an individual duty to notify the Panel of any allegation, investigation or proceedings in relation to their conduct which would otherwise be a conduct matter under the Regulations only by reason of the fact that the conduct in question did not occur in England or Wales. If the Panel receives such a notification from the PCC and/or the DPCC, it will be handled in whatever manner the Panel considers to be appropriate.

Accordingly, by not later than the end of the working day following the day on which the investigation, allegation or proceedings (as above) comes to their attention, the PCC and/or the DPCC shall notify the Panel in writing of the matter.

## **9. Making complaints about the PCC and/or the DPCC**

We would recommend that all complaints are made to the PCC's Chief Executive ("the Chief Executive"), who has been given delegated authority by the Panel to carry out the initial handling of complaints in consultation with a nominated member of the Panel. He can be contacted in the following ways:

By post: Chief Executive, Office of the Police and Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, NR18 0WW

By email: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

By telephone: (01953) 424455

Complaints can also be sent to the following people and organisations:

- The Norfolk Police and Crime Panel (the Panel);
- The Independent Office for Police Conduct (the IOPC);
- The Chief Constable;
- Directly to the PCC and/or DPCC.

It will be the duty of these people and organisations to refer complaints to the Chief Executive of the PCC. This is why we recommend that your complaint is made directly to the Chief Executive.

## **10. Recipients' duties on receipt of a complaint**

### Direct complaints to the Panel

The Panel has a duty to ensure that it is kept informed of matters relating to the conduct of the relevant office holders which might give rise to a complaint and to provide the IOPC with all such assistance as it reasonably requires.

Where the Panel considers that an oral or written complaint requires further information or detail in order to be properly considered under the Regulations, it may ask the complainant to provide such detail.

The Panel will consider the complaint, and whether to record it and (if so) how the recorded complaint is to be dealt with.

### Direct complaints to the PCC and DPCC and preservation of evidence

By not later than the end of the working day following the day on which the complaint was made to them, the PCC and/or the DPCC must notify the Panel in writing of the matter of the complaint and provide details of the steps they have taken to preserve evidence relating to the conduct in question, including its location and in whose custody it is (see below).

Where a complaint is made directly to the PCC and/or the DPCC, then both are under a statutory duty to take all such steps as appear to them to be appropriate for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that. In discharging this duty

they shall take such steps as a reasonable person would consider appropriate in the circumstances to obtain and preserve evidence, and in any event shall comply with any requests of the Panel, as above.

#### Direct complaints to individual members of the Police and Crime Panel

Any complaint addressed to a member of the Panel or to officers who support it, should be immediately directed by the recipient to the Panel, along with any other available information that is relevant to the complaint.

#### Direct complaints to the IOPC

When a complaint is made to the IOPC, it is the duty of the IOPC to notify the Panel, unless the IOPC considers that there are exceptional circumstances to justify the notification not being given.

#### Direct complaints to the police

Where a complaint is made to the Chief Constable, it is the duty of the Chief Constable to give notification of the complaint to the Panel.

### **11. The Panel's duties to obtain and preserve evidence**

When a complaint or conduct matter about a relevant office holder comes to the attention of the Panel, it is under a duty to secure that all appropriate steps are being taken for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that. It is not the Panel's role to investigate matters and it is likely that before taking steps to obtain or preserve evidence it will normally consult the IOPC. The IOPC may also give the Panel and relevant office holder directions for obtaining and preserving evidence.

Accordingly, the Panel may make formal requests of the PCC and/or the DPCC to take such steps as the Panel considers are necessary for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that, including requests that steps are taken concerning the disposition of the property and resources of the PCC's office (such as its buildings, assets, equipment, supplies, accounts, records, information, electronic data etc. in their widest sense and wherever located). A person given a direction by the Panel under this procedure shall comply with it in full and generally to cooperate with the Panel and its authorised officers in the discharge of their statutory duties under the Regulations.

Such persons shall also permit access and render possession of any such evidence in relation to the conduct complained about to the Panel as is in their possession custody or control in accordance with his instructions.

The Panel shall be informed of any instances where there has been a complete or partial failure by any person or organisation to comply with any request regarding evidence.

## **12. The Panel's duties on notification of a complaint**

The Panel will record a complaint unless it is satisfied that any of the following exceptions apply, in which case it is not necessary to record the complaint (in whole or in part):

- if it has been or is currently being dealt with by criminal proceedings, this will normally be the case where the Police have formally charged the person complained about or information alleging an offence has been laid before a magistrate's court or
- the complaint has been withdrawn.

If it is not recorded in the Register, the Panel will notify the complainant of the decision not to record the complaint and, therefore, to take no action upon it, and will explain the grounds on which that decision was made, whether in relation to whole or part of the complaint.

The Panel will send acknowledgement of receipt of a complaint within five working days.

If recorded (in whole or in part) the Panel will supply the complainant with a copy of the record made of the complaint and provide information about the next steps to be taken in relation to the complaint. The Panel will supply a copy of the record made of the complaint to the person complained against, unless he is of the opinion that doing so might prejudice any criminal investigation or be contrary to the public interest.

## **13. Taking no action on a recorded complaint**

If the Panel considers that a recorded complaint (which is not one that otherwise must be referred to the IOPC) is one in respect of which no action should be taken, or it falls within the circumstances set out below, then the recorded complaint may be handled in whatever manner the Panel considers to be appropriate.

The types of recorded complaints that may be dealt with in this way are:

- A complaint by a member of the relevant office holder's staff, arising from the staff member's work as such
- Where more than twelve months have elapsed since the incident and there is no reason for the delay, or injustice would be caused by it;
- The matter is already the subject of a complaint;
- An anonymous complaint;
- A complaint is vexatious, oppressive or otherwise an abuse of the procedures; or
- A repetitious complaint.

For the purpose of this document vexatious complaint is one without foundation which is intended, or tends, to vex, worry, annoy or embarrass. For a complaint to be vexatious, it does not have to be repetitious. It is the

complaint itself that must be judged vexatious, oppressive or an abuse, not the complainant.

A 'repetitious' complaint is one which is the same or substantially the same as a previous complaint, or concerns the same conduct as a previous conduct matter, contains no fresh allegations which affect the account of the conduct complained of, no fresh evidence (being evidence not reasonably available at the time the previous complaint was made and in respect of which a previous determination or withdrawal of complaint has been made).

The Panel must notify the complainant that it has decided to handle the recorded complaint by taking no further action. A decision to take no action will require the agreement of both the Chief Executive and the nominated Panel member.

#### **14. Referral of recorded complaints and recorded conduct matters to the Independent Office for Police Conduct (IOPC)**

The Panel must refer the following to the IOPC:

- All recorded conduct matters;
- All serious complaints;
- Any serious complaint or recorded conduct matter where the IOPC has called it in (see below).

##### Call-in by the IOPC

The Panel must refer a recorded complaint to the IOPC if it is notified that the IOPC itself requires the complaint to be referred to the IOPC.

##### Referral

Where a recorded complaint or recorded conduct matter is to be referred to the IOPC then the Panel shall do so as soon as is practicable, and in any event not later than the end of the working day following the day on which it becomes clear to the Panel that the complaint or conduct matter is one that should be referred to the IOPC. The details in the Register will be made available to the IOPC together with such other information as the Panel considers appropriate.

On referring a recorded complaint to the IOPC, the Panel must notify the complainant and the person complained about of the referral, unless it appears to the Panel that notifying the PCC and/or the DPCC might prejudice a possible future investigation.

##### Referral-back

Where the IOPC determines that it is not necessary for it to investigate a recorded complaint, it may refer the complaint back to the Panel, who must deal with the referral in accordance with the "Resolution of other complaints" section (see below). The IOPC will notify the complainant and the person complained against about this decision.

### Duty to provide information

The IOPC has a duty to provide the complainant and any person with an interest in the handling of a complaint, with information as will keep them properly informed. Such information includes:

- The progress of the investigation;
- Any provisional findings;
- Submission of the final report.

When an investigation has been completed, any person with an interest in the handling of a complaint shall be notified of the date on which the final report is likely to be submitted and what action regarding the report shall be taken.

This duty shall not apply where the IOPC is of the opinion that disclosure of information may cause an adverse effect and is not in the public interest.

## **15. Civil proceedings against the PCC and/or the DPCC**

The Panel may receive notification that civil proceedings involving or appearing to involve a conduct matter have been brought against the PCC and/or the DPCC. The Panel will record a conduct matter if it determines that it is the right panel in relation to the relevant office holder. The Panel will not record a conduct matter if it has already been recorded as a complaint or is being dealt with by criminal proceedings against the person complained about.

Civil proceedings involve a conduct matter if they relate to it or if they relate to a matter in relation to which a conduct matter, or evidence of such a matter, is or may be relevant.

## **16. Resolution of other (non-criminal) complaints**

A recorded complaint against the PCC and/or the DPCC, which is not referred to the IOPC or is not one in respect of which the Panel has decided to take no action, or is one that has been referred back to the Panel from the IOPC, shall be dealt with by way of informal resolution. Procedures for informal resolution shall not include a formal investigation of the complaint but the PCC and/or the DPCC may be asked to provide documents in relation to the complaint and to attend a meeting to answer questions and/or give evidence. Informal resolution shall not lead to any disciplinary proceedings against the PCC and/or the DPCC.

### Informal resolution

The Panel has delegated authority to secure informal resolution to Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) in consultation with a nominated member of the Panel.

In attempting to secure resolution of the complaint, the Assistant Director of Governance (Democratic and Regulatory Services), in consultation with the nominated member of the Panel, will consider whether any further information is required.

Where it appears to the Assistant Director of Governance (Democratic and Regulatory Services) that a recorded complaint against the PCC and/ or the DPCC had in fact already been satisfactorily dealt with at the time it was brought to his notice, the Assistant Director of Governance (Democratic and Regulatory Services) may, subject to any further representations, treat it as having been resolved. The Assistant Director of Governance (Democratic and Regulatory Services) shall, prior to making a final decision that a complaint has already been resolved, give the complainant and the person complained against an opportunity to comment on the proposed decision.

Where the person complained against chooses not to comment on the complaint, the Assistant Director of Governance (Democratic and Regulatory Services) shall record this fact in writing.

### Apologies

The Assistant Director of Governance (Democratic and Regulatory Services), in consultation with the nominated member of the Panel and with support from an informal resolution adviser, will seek to resolve the complaint through the most appropriate procedure. This may involve one or a combination of the following

- an apology from the PCC and/or the DPCC;
- individual communication between the complainant and the person complained about, via the Assistant Director of Governance (Democratic and Regulatory Services) in consultation with the nominated member of the Panel and the informal resolution adviser;
- a face to face meeting between the complainant and the person complained about, mediated by the H Assistant Director of Governance (Democratic and Regulatory Services) in consultation with the nominated member of the Panel and the informal resolution adviser.

The Assistant Director of Governance (Democratic and Regulatory Services) shall not tender an apology on behalf of the PCC and/or the DPCC unless the person complained against has agreed to issue the apology.

The Assistant Director of Governance (Democratic and Regulatory Services) has no legal powers to apply formal sanctions other than to provide an opinion on the conduct of the relevant office holder. This may lead to cases when a complainant refuses to accept the outcome decision of a complaint. In such cases, the Assistant Director of Governance (Democratic and Regulatory Services), in consultation with the nominated member of the Panel, may decide to take no further action, if the complainant insists on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice.

Where a recorded complaint has been subjected to informal resolution, the Assistant Director of Governance (Democratic and Regulatory Services) shall as soon as practicable make a record of the outcome of the procedure and send a copy of that to the complainant and the person complained against.

The Assistant Director of Governance (Democratic and Regulatory Services) shall not publish any part of any such record unless they:

- have given the complainant and the person complained against an opportunity to make representations in relation to the proposed publication; and
- have considered any such representations, and is of the opinion that publication is in the public interest.

#### Timescale

A full response to a complaint should be given within 25 working days after the referral of the complaint to the Assistant Director of Governance (Democratic and Regulatory Services) for informal resolution. Where a complaint is particularly complicated, the complainant will be informed about how long the process may take.

### **17. Provision and recording of information**

The Panel shall notify the PCC's office of the name and address of the person to whom complaints by members of the public should be directed and shall specify how the PCC's office will publish such information.

The Panel shall keep a record of every complaint and purported complaint received; every conduct matter recorded by the Panel arising from civil proceedings or otherwise coming to the attention of the Panel and every exercise of a power or performance of a duty under the Regulations.

The Panel shall provide the complainant and the PCC and/or the DPCC with a record of the complaint. The Panel may choose not to provide a copy of a complaint if he is of the opinion that doing so might prejudice any criminal investigation.

The Panel shall provide the IOPC with all such information and documents specified or described in a notification given by the IOPC to the Panel within the specified time.

### **18. Withdrawn and discontinued complaints**

At any stage a complainant may decide that they wish to withdraw their complaint or that they wish to discontinue it. If the Panel receives written notification to this effect, signed by the complainant or someone authorised to act on their behalf, the Regulations shall cease to apply to that complaint.

If the complainant notifies (in writing, signed by the complainant, his solicitor or someone authorised to act on his behalf) the IOPC that they are withdrawing their complaint or wish it to be discontinued, but does not tell the Panel, the IOPC must send a copy of this notification to the Panel and the Panel must record the fact.

If the complaint is with the IOPC, the Panel must notify the IOPC that it has recorded the withdrawal of the complaint. The IOPC will then consider whether the complaint should be treated as a conduct matter. If the IOPC determines that it should be so treated, they will notify the Panel.

In the case of a complaint which was not referred to the IOPC, or was referred to the IOPC and then referred back, the Panel itself must decide whether the complaint is to be treated as a conduct matter. A complaint is to be treated as

a conduct matter if the Panel determines that it is about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence.

If the complainant wishes to withdraw their complaint, but does not provide signed notification in writing, the Panel must write to the complainant to determine whether or not they wish to withdraw. If the complainant does not reply within 21 days, the Panel will treat it as if he had received signed, written notification of a desire to withdraw.

The Panel must notify the person complained against if it records a complaint as being withdrawn or discontinued, if the complaint is to be treated as a conduct matter, or if the Regulations cease to apply to the complaint on the basis that it has been withdrawn or discontinued. Unless the Panel has previously decided not to notify the person complained against of the complaint on the basis that it might prejudice a criminal investigation or pending proceedings, or be contrary to the public interest.

## **19. Right of appeal**

There is no right of appeal against the decisions taken following receipt of a complaint, either by the PCC's Chief Executive or Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services); (both in consultation with nominated Panel members). If a complainant is unhappy about the way their complaint has been handled, they can refer the matter to the Local Government Ombudsman and request that an investigation is carried out on their behalf.

## **Complaints Policy Sub Panel**

### **Terms of Reference**

#### **1. Role and Purpose of the Complaints Policy Sub Panel**

The Complaints Policy Sub Panel is a permanent working group of the Norfolk Police and Crime PCP (PCP), with membership agreed annually at the PCP's Annual Meeting.

The Sub Panel's purpose is to: ensure that the PCP has a pool of nominated Members with a specialist knowledge on complaints matters who can advise the Panel accordingly; maintain oversight of the PCP's procedure for handling Police and Crime Commissioner (PCC) conduct complaints; monitor OPCCN's implementation of the Police Integrity Reforms set out in the Policing and Crime Act 2017.

#### **2. Scope of the Complaints Policy Sub Panel**

Objectives:

- To ensure that the PCP has a pool of nominated members who are able, with the appropriate support, to handle PCC conduct complaints.
- To ensure that the PCC conduct complaint procedure continues to meet the requirements of legislation, statutory guidance and reflects good practice.
- To monitor the implementation of Police Integrity Reforms by OPCCN, set out in Policing and Crime Act 2017, and:
  - ensure the PCC is delivering their new police complaints review body function;
  - consider a regular update on police super-complaints;
  - consider a regular update on police misconduct hearings. By reviewing whether any patterns are evident in either the origin or outcome of these hearings, the Panel could support the PCC through identifying training needs for either the Constabulary or misconduct panels themselves.

#### **3. Method**

The working group will meet approximately four times per year, with additional meetings scheduled as required should new legislation or guidance be published.

As a working group of the Panel, meetings will not usually be held in public, and access to information rules for the public will not apply to these meetings.

#### **4. Membership**

Membership for the year is determined during the Annual General Meeting, where Members can volunteer for nomination to the working group, with the final membership agreed by the full PCP. The working group shall be made up of five members. All members of the PCP are eligible for membership and the working group should, where possible, seek to be a cross party group. The working group may also invite representatives of the OPCC or other expert advisers to attend meetings to provide advice, but these members will not be full members of the working group.

#### **5. Outcomes**

The Chairman will provide regular reports, including any recommendations, to the formal meetings of the Panel.

#### **Background**

The PCP is responsible for handling conduct complaints made against the Police and Crime Commissioner for Norfolk, and for informally resolving non criminal complaints, as well as complaints or conduct matters that are referred back to the Panel by the Independent Office for Police Complaints.

Further information about the process can be found online:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/crime-and-disorder-partnerships/police-and-crime-panel>

## Introduction from the new Police and Crime Commissioner for Norfolk

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

The Panel is recommended to consider the introduction from the new Police and Crime Commissioner for Norfolk.

#### 1. Background

- 1.1 Norfolk elected Giles Orpen-Smellie as its Police and Crime Commissioner (PCC) on 6 May 2021.
- 1.2 The election was due to take place in May 2020 but was postponed due to the Coronavirus pandemic. As a result, Mr Orpen-Smellie will hold the post of PCC for three years rather than the usual four-year term.
- 1.3 Mr Orpen-Smellie's term as PCC began on Thursday 13 May 2021 when he was officially sworn in, taking the Declaration of Acceptance which includes an oath of impartiality committing him to serving the interests of all people in Norfolk.

#### 2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to provide an opportunity for the new PCC to introduce himself and set out his agenda for the next three years.
- 2.2 Attached at **Appendix 1** of this report is a position paper from the PCC.
- 2.3 Attached at **Appendix 2** of this report is a draft local PCC-PCP protocol, for consideration.

#### 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 Temporary Chief Constable.
- 3.2 After receiving a presentation from the PCC, the Panel may wish to question him on the following areas:
  - a) What he understands his role to be;
  - b) Working principles with the Chief Constable;
  - c) Working principles with the Police and Crime Panel;
  - d) His agenda for the next three years;

- e) Early views on the objectives that he may set for tackling crime and disorder in Norfolk through his Police and Crime Plan;
- f) Early views on the policing priorities that he may set and how he will monitor performance against them;
- g) How he will scrutinise the way that Norfolk Constabulary uses its budget to meet the policing priorities;
- h) How he will bring together Norfolk's community safety and criminal justice partners to make sure local priorities are joined up;
- i) The services he may commission, which will contribute to the objectives within the Police and Crime Plan;
- j) How he will ensure the provision of support services for victims and witnesses of crime;
- k) How he will get communities involved in keeping Norfolk safe and be the voice of the people when it comes to policing and criminal justice in Norfolk;
- l) How he will manage the Independent Custody Visiting Scheme where community volunteers check the treatment and welfare of detainees to ensure a safe environment and provide public reassurance;
- m) How he will deal with complaints against Norfolk's Chief Constable and monitor how the Constabulary handles complaints against its officers and staff, as well as deliver his responsibility for reviewing complaints where complainants remain dissatisfied with how their complaint was dealt with by the Constabulary.
- n) Ongoing and future challenges.

#### **4. Action**

- 4.1 The Panel is recommended to consider the introduction from the new Police and Crime Commissioner for Norfolk.



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

## POLICE & CRIME COMMISSIONER'S OVERARCHING AGENDA

### Issue

1. Item 10 of the agenda for the Panel's meeting on 13 July 2021 invites me to give an introduction. My intent is to describe my overarching agenda for the three years of my term. However, as I described this to the Panel during our introductory meeting on 1 July, I am offering my agenda in writing so that the Panel has the option of moving directly to questions.

### Agenda

2. This is:
  - a. To write my Police & Crime Plan (P&CP) for 2022-2025.
  - b. To select and appoint a new Chief Constable in 2021.
  - c. To secure satisfactory funding for both Norfolk Constabulary and for commissioning purposes.
  - d. As appropriate, to implement the outcomes of: the Police & Crime Commissioner (PCC) Review, which is due publication in the autumn of 2021; the Fire Reform Bill which expected to be enacted by the current parliament; the Local Government Reform & Devolution Bill or Levelling Up Bill, if the latter absorbs the former, which again is expected to be enacted by the current parliament; and any other legislation that may be introduced.
  - e. To develop a Norfolk 2030 police vision with an associated funding plan.

### Background

4. **Timescale.** I have been elected for a three-year, rather than a four-year, term because of the postponement of the PCC elections originally planned for May 2020. It is possible that the fourth year may be restored in due course as an outcome of the PCC Review. In the meantime, I expect to return to the ballot box on 2 May 2024.

5. **P&CP.** The Police Reform and Social Responsibility Act 2011 places a statutory duty on me to prepare a P&CP for endorsement by the Panel by 31 March 2022. In the meantime, I have suggested that the current P&CP should remain in effect until 31 March 2022 in order to provide clarity for the Chief Constable about what plan he would be held accountable against. This timescale also offers time to develop the new plan, prepare the associated budget, and for the Constabulary and others to develop their own plans to translate the strategic priorities of the P&CP into operational effects on the ground. My intent is: to complete the first draft of the P&CP by 23 July; to launch a public consultation on 26 July to run until 3 September; and to bring a revised draft forward to the Panel for endorsement on 21 September.

6. **Chief Constable.** Responsibility for selecting and appointing a new Chief Constable lies with me. This will be the most important decision I would take: get the leadership right and everything falls into place - get the leadership wrong and things unravel. Simon Bailey retired on 30 June 2021. Paul Sanford stepped up to become the Temporary Chief Constable from 1 July 2021. My intent is to present a preferred nomination for Mr Bailey's successor for the Panel's endorsement in September or October (we may need an extraordinary meeting). In the meantime, my guidance to Mr Sanford is that he *is* the Chief Constable, not a caretaker, for the period of his Temporary appointment.

7. **Funding.** I anticipate that Police funding over the next three years could become difficult. The economic impact of Covid is, as yet, unknown so the effect this might have on government funding plans is equally unknown. The government is launching a CSR, which should report by

Christmas. It is hoped that one outcome of the CSR would be a three-year settlement, which would be welcome for planning purposes. However, I am concerned about the possibility of having to find savings. I have directed my staff to prepare for the worst and hope for the best and we will have a series of measures prepared to respond to whatever settlement Norfolk is given. The CSR announcement will then inform my decisions for the Police Precept of Council Tax. I thus intend to run a public consultation in January 2022 about the proposed Precept increase prior to bringing my recommendation forward to the Panel at a meeting that I would suggest should be scheduled for the third week in January 2022.

8. **Legislation.** The government has an ambitious programme of legislation of which some bills may have implications on the range of responsibilities held by PCCs. The PCC Review may deliver greater responsibilities in the criminal justice arena. The Fire Reform Bill may place governance of fire and rescue services under PCCs. The Local Government Reform & Devolution Bill and/or the Levelling Up Bill may have implications on where the PCC sits within local government structures. I intend to 'read' situations as they develop and to be prepared to respond swiftly and appropriately to whatever additional tasks I may be required to deliver in the future.

9. **The Future.** There is a tendency to focus on 'today' and worry about 'tomorrow' later. My intent is that the P&CP should be informed by a 'vision' of where Norfolk Constabulary would wish to be in ten to twenty years' time. Therefore, there is a need to develop a Norfolk 2030 'vision', which may already exist as Norfolk Horizons, to guide shorter term decisions and financial planning. There will be a need to invest 'today' to ensure that the Constabulary has the right structures, equipment and estate to be able to respond to the challenges of 'tomorrow'.

## **Conclusion**

10. These five items represent an ambitious agenda for the three years of my term. The greatest challenges probably lie in the additional responsibilities that may emerge from new legislation. Therefore, I regard my first term as the policy development term and, in the hope that I would be successful at the ballot box in 2024, I look forward to my second term as the implementation term.

G R Orpen-Smellie  
Police & Crime Commissioner, Norfolk  
Wymondham 2 July 2021

## PROTOCOL BETWEEN THE NORFOLK POLICE AND CRIME PANEL AND THE NORFOLK POLICE AND CRIME COMMISSIONER

This protocol concerns the relationship between Norfolk's Police and Crime Panel and Police and Crime Commissioner. Its purpose is to ensure that mechanisms are put in place for exchanging information and work programmes so that issues of mutual concern/interest are recognised at an early stage and are dealt with in a spirit of co-operation and in a way that ensures the complementary responsibilities of the Panel and the Commissioner are managed.

### Key Principles

1. The Police and Crime Commissioner ("the Commissioner") for Norfolk has the mandate from direct election to discharge the duties laid down by legislation (primarily the Police Reform and Social Responsibility Act 2011);
2. The Commissioner holds the Chief Constable to account;
3. The Police and Crime Panel ("the Panel") holds the Commissioner to account and may, in relation to the proposed precept and to the appointment of a Chief Constable, exercise a veto;
4. The Panel acknowledges it also has a legal duty in exercising its functions to support the Commissioner in the exercise of their functions;
5. The Commissioner may, at their discretion, choose to involve the Chief Constable in any meetings at which the Commissioner is held to account by the Panel but acknowledges that the Panel may, having given reasonable notice, request (but not require) the Chief Constable's attendance;
6. Such meetings would normally be open to the public at large in terms of observing proceedings but not in a participatory way (the Commissioner has a duty to engage directly via their own mechanisms – as does the Chief Constable);
7. The Commissioner will seek to link their open accountability sessions with the Chief Constable so that they precede the Panel meetings. This will enable consideration of reports/materials that are current and pertinent to key strategic decisions the Commissioner will have made. It is acknowledged that in order to minimise the bureaucratic burden which, in the majority of cases, is likely to fall on the Constabulary, requests by the Panel for papers will be proportionate to the issue at hand, and always relate to the functions of the Panel.
8. Recognising that awareness of operational policing matters is not a core function of the Panel, the Commissioner acknowledges that the Panel will need a broad understanding of such matters. The Commissioner would intend, with the Chief Constable's acquiescence, to provide regular briefings on particular aspects of policing in the county and, where appropriate further afield.
9. Communication from the Panel to the Commissioner will include:
  - Sending Panel agendas and associated papers to the Commissioner and their Chief Executive
  - Giving adequate notice of requests for information and attendance at meetings – unless legislation/guidance sets out specific timescales for the Panel's 'special functions', or in urgent circumstances, there will be a minimum of 10 working days' notice for written information and 20 working days for attendance at meetings

- Giving adequate notice of the Panel's intention to invite others to attend a meeting, to provide information and/or answer questions
- Sharing draft scrutiny reports on matters pertaining to the Commissioner so that there is an opportunity to comment on scrutiny recommendations before the report is finalised
- Sharing draft press releases so that there is an opportunity to comment before the press release is issued
- Scrutiny recommendations will be made in writing and addressed to the Commissioner (copied to the Chief Executive).

10. Communication from the Commissioner to the Panel will include:

- Responding to reports or recommendations made by the Panel
- Unless legislation/guidance sets out specific timescales for the Panel's 'special functions', or in urgent circumstances, it is expected that responses will be made in writing within one month of receipt of a report or recommendations from the Panel
- Unless legislation/guidance applies for the Panel's 'special functions', where there are substantial recommendations for the Commissioner to consider, the Commissioner's response will be included on the subsequent Panel's agenda and the Commissioner will be invited to present the report briefly to the Panel and take part in discussion
- The response should address each of the Panel's recommendations, indicating when the recommendation is not agreed or only partly agreed then the reasons for this should be clearly stated. This will help to make the process transparent for all concerned and make it easier to monitor agreed action
- Where appropriate, sharing responses with the Scrutiny Support Officer and Chairman of the Panel in advance of release to the press and public, for example if this is to be done separately from a local report to the Panel.

### **Regular Review**

It is suggested that the ways of working outlined above should be reviewed at least annually to ensure that they continue to support the local accountability landscape for policing and community safety.

## **Annex 1 – Complaints**

1. The Panel will agree the timing of regular monitoring reports about complaints as part of its forward work programming. While these will be framed around complaints, they may also include details of compliments.
2. The Scrutiny Support Officer for the Panel will provide the Commissioner's Chief Executive (and Norfolk County Council's Head of Democratic Services) with early notice of deadlines for reports.
3. The Scrutiny Support Officer for the Panel will inform the Commissioner's Chief Executive of any notification that the Panel has received by the Independent Office for Police Conduct (IOPC) in relation to the investigation of serious complaints and conduct matters at the earliest opportunity.
4. The Scrutiny Support Officer for the Panel will inform Panel Members and the Commissioner's Chief Executive when the Panel receives notification from the IOPC of any determination that it has made under the Regulations (Part 3) in relation to the investigation of serious complaints and conduct matters.

NOTE – The Regulations clearly state that the procedures that are to be available for dealing with complaints which are to be subject to informal resolution are to be set out in guidance approved by the Secretary of State. This guidance is available to view [here](#).

## **Annex 2 – Confirmation Hearings**

1. The Commissioner's Office may informally notify the Scrutiny Support Officer that a confirmation hearing is likely to be needed so that provisional arrangements for a Panel meeting can be put in place. This will not trigger the three-week period within which a Panel must meet – that will start once formal notification has been received.
2. In addition to the information which the Act states must be provided to the Panel as part of the formal notification process, the Commissioner may also provide other information about candidates such as a CV, a personal statement from the proposed candidate, or references. Before doing so, the Commissioner will advise the candidate and relevant referees that any such additional information will form part of the report to the Panel and will be publicly accessible.
3. The Panel will use the meeting only for a confirmation hearing – it will not address any other business and an HR officer will attend to provide guidance.
4. At the earliest opportunity, the Chairman of the Panel will write to the candidate, advising them of the date of the meeting and notifying them of the principles of professional competence and personal independence on which the proposed candidate will be evaluated. The letter will also advise the candidate that any information they provide during the course of the meeting will be publicly accessible and recorded in the minutes of the meeting.
5. During a confirmatory hearing, the Panel will seek to explore the following areas:
  - 1) Does the person meet the criteria set out in the role profile for the post?
    - i. Does the candidate have the professional competence to carry out the role?
    - ii. Does the candidate have the personal independence to carry out the role?
  - 2) Does, consequently, the Panel agree to either:
    - i. Recommend the appointment should be made
    - ii. Recommend that the appointment should not be made
    - iii. For Chief Constable appointments only – use its power of veto?

6. Immediately following the confirmatory hearing, the Panel will meet in closed session to decide its recommendations.
7. The Panel will notify the Commissioner of its recommendations the following working day. The candidate will be copied into this communication. Where the Panel has recommended that an appointment should not be made, or used its veto, the notification will append a summary of the principle reasons for that decision.
8. A period of five working days will normally be allowed to pass before information is released about the Panel's recommendation and the Commissioner's response (including, where relevant, the steps that the Commissioner will take to make another appointment). The aim is to allow the candidate some time to consider their position and ask any further questions they may have about the process before information is released to the press and general public.
9. If, however the candidate's interests would be better served by a quicker release of information, this will be discussed and agreed with the Commissioner.
10. Where the Panel has recommended that a proposed appointment should not be made or it has used its power of veto, the Commissioner will aim to inform the Panel of his/her response before releasing it to the press and public.

### **Annex 3 – Exercise of veto**

#### **Proposed Precept**

1. The Commissioner will aim to notify the Panel of the proposed precept earlier than the Regulations prescribe. This will usually be during December of the relevant financial year.
2. Should the Panel agree to veto the propose precept, the Panel and the Commissioner will aim to undertake the next steps earlier than the Regulations prescribe. This will usually be during January/February of the relevant financial year, with the whole process completed mid-February.

#### **Appointment of Chief Constable**

1. Should the Panel agree to veto the proposed Chief Constable appointment, Annex 2 of this protocol will apply.

### **Annex 4 – Suspension and removal of Commissioner**

1. The Commissioner's Office will notify the Scrutiny Support Officer in the event that the Commissioner:
  - (i) is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
  - (ii) the offence is one which carries a maximum term of imprisonment exceeding two years.
2. A meeting of the Panel will be arranged at the earliest opportunity to consider and agree whether suspension or removal is appropriate. The Panel will notify the Commissioner's Office in writing.

Signed:

Name:

Dated: :

Police and Crime Commissioner for Norfolk

Signed:

Name:

Dated:

Chairman of Norfolk Police and Crime Panel

Signed:

Name:

Dated:

Vice Chairman of Norfolk Police and Crime Panel

## Police and Crime Plan for Norfolk 2016-2020 – performance monitoring

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

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which each ordinary election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
  - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
    - Crime and disorder reduction in Norfolk
    - Policing within Norfolk
    - How Norfolk Constabulary will discharge its national functions.
  - b) The policing that the Chief Constable will provide;
  - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
  - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
  - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local

need. Any variations should be reviewed by the Panel.

## **2. Purpose of today's meeting**

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the current Plan, since its publication in March 2017.
- 2.2 The current Plan remains in place until the new PCC issues his own. He is required to do so within this financial year (the same financial year in which the election is held).
- 2.3 Progress against the following 2 priorities is outlined at **Annex 1** of this report:
  - a) Priority 2: support rural communities
  - b) Priority 3: improve road safety
- 2.4 The Panel last looked at these priorities in detail, as part of the PCC's rolling programme of performance reporting, on 2 July 2019. Subsequently, updates were provided through the previous PCC's annual reports in 2019 and 2020.
- 2.5 In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

## **3. Suggested Approach**

- 3.1 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Temporary Chief Constable.
- 3.2 While the Plan and objectives reflect the priorities of the previous PCC, the Panel may wish to question the new PCC on the following areas:

### Priority 2: Support rural communities

- 1) Whether tackling rural crime will continue to be prioritised by the new PCC.
- 2) How the PCC will continue to support the Constabulary, to ensure that it can maintain its commitment to rural communities and continue to be visible and responsive to community needs in reducing rural crime.
- 3) How the PCC will engage with rural communities to determine their needs in preventing and tackling crime.
- 4) The percentage of rural emergencies responded to within target time.
- 5) Whether the levels of service satisfaction being reported by victims of

rural crime are increasing.

Priority 4: Improve road safety

- a) Whether improving road safety will continue to be prioritised by the new PCC.
- b) How the new PCC will support the Constabulary and engage with local partnership activity to reduce the number of killed and seriously injured (KSI) on the road network.

**4. Action**

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

|   |   |
|---|---|
|  The logo for 'IN TRAN communication for all' features the words 'IN' and 'TRAN' in a bold, sans-serif font. 'IN' is positioned above 'TRAN'. To the right of 'IN' is a solid black triangle pointing upwards. To the left of 'TRAN' is a solid black triangle pointing downwards. Below the text 'TRAN' is the tagline 'communication for all' in a smaller, lowercase, sans-serif font. | <p>If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.</p> |
|---|---|

## Office of the Police and Crime Commissioner

### Norfolk Police and Crime Plan 2016-2021 - Performance Monitoring Report

#### Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

**This plan will continue during 2021 due to the fact that the PCC 2020 elections were delayed because of the Coronavirus pandemic. The PCC is currently preparing to launch a public consultation on the policing priorities for a new Police and Crime Plan.**

#### 1. Background

- 1.1 The Police and Crime Plan sets out the strategic priorities for policing and how, in the current financial climate, local resources will be managed to deliver the best possible policing service to our communities in Norfolk.

The exiting Plan will remain in place until March 2022, to enable the PCC to consult, prepare and deliver a new Police and Crime Plan.

#### 2. Norfolk Police and Crime priorities

- 2.1 The current plan sets out the Police and Crime Commissioner's seven strategic priorities as:

- *Increase visible policing*
  - Increase the number of volunteers in policing
  - Increase opportunities for the public to engage with the police and the PCC
  - Bring the community, including importantly young people, and the police together to develop more positive relationships
  - Give people an opportunity to influence policing priorities where they live
  - Increase public confidence and reduce fear of being a victim of crime
- *Support rural communities*
  - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
  - Increase confidence of rural communities
  - Increase levels of crime reporting in rural communities
- *Improve road safety*
  - Tackle dangerous driving through education and enforcement
  - Reduce speeding in rural villages and communities
  - Reduce killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

- *Prevent offending*
    - Tackle all forms of violence and abuse
    - Reduce the number of domestic abuse incidents
    - Continue to work in partnership to tackle anti-social behaviour
    - Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
    - Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people
  
  - *Support victims and reduce vulnerability*
    - Work to improve the overall experiences and outcomes for victims and witnesses
    - Work in partnership to make those at risk less vulnerable to victimisation
    - Work in partnership to deliver the most appropriate response to those in mental health crisis
    - Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
    - Support and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime
  
  - *Deliver a modern and innovative service*
    - Support the police by giving them the tools they need to fight and reduce crime
    - Improve information technology network connectivity and invest in new technologies
    - Improve information sharing across partner agencies
  
  - *Good stewardship of taxpayers' money*
    - Deliver an efficient policing service, achieving value for money for all Norfolk residents
    - Join up emergency services and identify opportunities for further collaboration
    - Develop robust accountability frameworks and governance arrangements
- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.
- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

### **3. Monitoring progress against plan priorities**

- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the PCCs Accountability Meetings (PAMs) and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Support rural communities
  - b) Improve road safety
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

### **4. Support Rural Communities – Constabulary progress**

- 4.1 This section of the paper provides an update on the progress being made in the following areas:
- Operation Randall – work of the County Rural Safer Neighbourhood Team
  - Community Rural Advisory Group (CRAG)
  - Rural engagement channels
  - Operation Galileo – targeting hare coursing
  - Use of the county drones' team
  - Use of the Special Constabulary to support rural police response.
- 4.2 With the impact of COVID affecting the whole of the policing landscape, this update provides a summary of the work done during the period by the County Community Safety Team to support rural communities.
- 4.3 The Constabulary has a county wide Safer Neighbourhood Team (known as the "Op Randall Team") who focus solely on overseeing the rural policing agenda across the county. PC Chris Shelley acts as a central coordination point and pulls together the good work, initiatives and engagement undertaken by rural beat managers based across Norfolk.

- 4.4 Working with colleagues from neighbouring counties PC Shelley has a close oversight of rural crimes and intelligence, identifying patterns and enforcement opportunities.
- 4.5 He works in close liaison with rural community members and key stakeholders/ organisations to assist with planning specific rural based operations such as Op Galileo (hare coursing) and Op Seabird (a national project to tackle marine life/wildlife disturbance along the coastline).
- 4.6 The team attend regional working groups and meetings (for example East Region Regional Crime Group) and have developed close working relationships with rural leads within the Crown Prosecution Service. In addition, in response to recent perceived concerns around the theft of dogs on social media PC Shelley has produced briefing updates and good practice advice and ensured that this has been circulated to the public, in addition he has joined the national group that is monitoring these matters.
- 4.7 The team maintain a county oversight around wider rural issues such as management and coordination of Unauthorised Encampments and oversight of metal theft prevention and enforcement.
- 4.8 The Community Rural Advisory Group (CRAG) has been running for a number of years and brings together stakeholders from across the rural community on a quarterly basis to discuss emerging and ongoing issues with the aim to provide a partnership response. As the County responded to the pandemic in March 2020 the CRAG migrated to an online platform and increased the frequency of the meetings to a monthly basis.
- 4.9 Organised and chaired by the Constabulary the group works on behalf of the community and the police are regularly joined by key stakeholders such as the Crown Prosecution Service (CPS), Trading Standards, Environment Agency, Royal Society for the Prevention of Cruelty to Animals (RSPCA), National Farmers Union (NFU), County Land and Business Association (CLA) and a number of prominent members of the Rural Community. During this period using the virtual meeting space, there has been a significant increase in attendee numbers in comparison to the pre COVID arrangement.
- 4.10 Topics covered by the CRAG in the last 12 months include;
- Demonstrations at the Norwich Cattle Market
  - Hare Coursing
  - Mental Health in Rural Communities
  - Theft of GPS devices from farm vehicles
  - Fly tipping
- 4.11 In March the Chief Constable hosted an online Operation Randall rural briefing. Joined by the PCC and members of the Constabulary's Operation Randall team, the online event attracted over 50 attendees. Traditionally these have taken place in a rural setting/location such as a barn, however the online platform attracted a wide cross section of members of the Rural Community who received a briefing from the Op Randall Inspector, report from the PCC and Chief Constable and also an open question and answer session to address any specific concerns or issues.

- 4.12 Despite police adapting working practices the engagement plans have continued with pace.
- 4.13 The Operation Randall Rural Crime team produce a monthly newsletter covering updates, crime prevention, initiatives and results, and details of engagement events across the county. The newsletter is disseminated to over 2500 subscribers though many of those hold organisational positions (such as parish councils) and forward the newsletter to much wider audiences.
- 4.14 Twitter has proved to be an invaluable engagement tool across the period. The Operation Randall twitter account - @RuralCrimeNFK – currently has 2726 followers and is carefully managed by our dedicated rural officer, PC Shelley. This provides an instant online engagement tool to provide fast updates on rural matters often focussing on crime prevention and initiatives.
- 4.15 The Operation Randall team continues to utilise a WhatsApp account. The account is not used for crime reporting but has proved very useful for engagement and forming relationships with specific members of the rural community who are able to converse directly with PC Shelley. The account has been used to share information regarding events, incidents and operations such as Operation Seabird. (a national project to tackle marine life/wildlife disturbance along the coastline).
- 4.16 This crime has been acknowledged as causing a significant amount of concern and fear of crime in the rural communities affected by it.
- 4.17 Hare coursing is a reoccurring problem across many counties of the UK. Norfolk Constabulary has worked hard to combat this under the banner of Operation Galileo focussing on the four strands of; Intelligence, Enforcement, Reassurance and Prevention.
- 4.18 The Constabulary has been a key stakeholder in developing a co-ordinated approach with prevention and enforcement activity taking place across the region. The outcome of that effort has resulted in a 50% reduction in hare coursing incidents in Norfolk over the recent season compared to the year before. The hare coursing season traditionally runs from September to March. The team has utilised alternative legislation to target this criminality with the issuing of 35 Community Protection Warnings and they are working closely with neighbouring forces and CPS to ensure that the warnings, notices and orders are fit for purpose in terms of cross border enforcement. There has been a number of well received convictions with 3 males recently being convicted and receiving £600 in fines, court costs, confiscation of their dogs (for rehoming) and Community Behaviour Orders issued.
- 4.19 The Drone team has remained unaffected and deployed throughout the COVID period. Operating within the Rural Crime Unit, the team continues to move from strength to strength and are seen as a leading force nationally.
- 4.20 With the additional investment provided by the Police and Crime Commissioner (coming on line in the last 12 months) there is new technology allowing for greater capacity in terms of flying parameters (higher wind and rain resilience) and image capture ability (particularly thermal detection).

- 4.21 Seeing a significant increase in demand since its inception the team continue to refine the operating model within the County and have undertaken a process to allow for greater resilience and provision of pilots from officers across the organisation. The team provide a proactive and preventative response in urban and rural settings across the County and collaboration with the Norfolk Fire and Rescue Service has significantly improved resilience and the ability to provide an effective response to rural communities.
- 4.22 Specifically, from a rural perspective in recent months the drones have been used for;
- Assessing and mapping badger set disturbance
  - Mapping targeted theft locations to assist with crime prevention and apprehension
  - Working alongside partners (Environment agency) during warrant enforcement activity
  - Regular attendance at hare coursing incidents and providing invaluable fast time evidence for enforcement
  - Wildlife protection and assessment at sites of Special Scientific Interest
  - Drone training undertaken in rural areas to increase visibility and deter criminality
- 4.23 The Operation Randall team received significant support from the Special Constabulary, particularly during lockdown periods. You can see the impact within the data table below.
- 4.24 The Officers are well versed in the requirements of the rural aspect of the County and undertake specific taskings, visibility patrols and engagement opportunities as well as responding to incidents.
- 4.25 The Constabulary has eight special constables who are trained drone pilots providing invaluable assistance in terms of availability and extra resilience particularly during periods of peak demand.

## 5. Performance Measures – Support rural communities

5.1 The following tables outlines the performance metrics for 2016-2021 both at county level and at district level:

|                           | COUNTY  |                |                           |            |
|---------------------------|---|----------------|---------------------------|------------|
| Area                      | Indicator   | Last 12 months | Long Term Averages (3yrs) | Difference |
| Support Rural Communities | Number of subscribers to Operation Randall Newsletter           | 2613           | 2520*                     | +3.7%      |
|                           | Number of hours spent on rural policing by Special Constabulary | 2654           | 1512                      | +75.5%     |
|                           | % of rural emergencies responded to within target time          | 88.5%          | 87.6%                     | +0.9 p.pt  |

Date range used for indicators is 01/04/2020 – 31/03/2021.

\*This figure is the previous number of subscribers in October 2020 (the last occasion this priority was updated).

We are also able to provide rural emergency response figures by district as below:

|                           | Support Rural Communities                              |                |                           |            |
|---------------------------|--|----------------|---------------------------|------------|
| Area                      | Indicator  | Last 12 months | Long Term Averages (3yrs) | Difference |
| KINGS LYNN & WEST NORFOLK | % of rural emergencies responded to within target time | 84.4%          | 84.2%                     | +0.2 p.pt  |

|                       |  |       |       |           |
|-----------------------|--|-------|-------|-----------|
| <b>BRECKLAND</b>      | % of rural emergencies responded to within target time | 88.5% | 88.9% | -0.4 p.pt |
| <b>NORTH NORFOLK</b>  | % of rural emergencies responded to within target time | 89.0% | 87.5% | +1.5 p.pt |
| <b>SOUTH NORFOLK</b>  | % of rural emergencies responded to within target time | 88.5% | 87.8% | +0.7 p.pt |
| <b>BROADLAND</b>      | % of rural emergencies responded to within target time | 87.3% | 87.6% | -0.3 p.pt |
| <b>GREAT YARMOUTH</b> | % of rural emergencies responded to within target time | 94.9% | 94.0% | +0.9 p.pt |

\*Norwich does not qualify as a rural location for the purposes of rural emergency response.

- 5.2 As a rural county one of the constabulary's core values is ensuring that we maintain our commitment to rural communities and continue to be visible and responsive to community needs in reducing rural crime.
- 5.3 In addition to a physical presence the constabulary is also looking to support communities with an increased digital and online presence across social media platforms, including Twitter, Facebook and Nextdoor.
- 5.4 The number of subscribers to the newsletter has increased from 1,583 in March 2016 to 2,613 in March 2021. The newsletter is also disseminated by a number of partners through their own networks. These include:
- National Farmers Union
  - Country Land and Business Association
  - Diocese of Norwich
  - Norfolk County Farmers
- 5.5 Norfolk Constabulary is well supported by the Special Constabulary who dedicate time to rural policing to enhance visibility and patrols undertaken by

regular officers. Members of the Special Constabulary are trained volunteers who bring a wealth of support and skills and who have all the powers of regular police officers.

- 5.6 For the last twelve months (ending March 2021) the level of support has increased by 75.5% compared to the Long-Term Average, to an average of 221 hours a month being spent on rural policing by the Special Constabulary.
- 5.7 The proportion of rural emergencies responded to within target time has risen when compared to the long-term average. This is in line with a decrease in the volume of 999 calls received over the last twelve months compared to the long-term average. Across the county in the current twelve-month period there have been almost 2000 fewer 999 calls compared to the long-term average. This is despite August 2020 logging the highest number of 999 calls the Constabulary has received in the last five years (11,842).
- 5.8 Most of the districts have experienced increases in rural emergency response rate over the last twelve months, when compared to the long-term average. The only districts which have experienced a decrease are Breckland (-0.4 p.pt) and Broadland (-0.3 p.pt). The opening of Broadland Northway has created a new demand for policing across Broadland where previously there was none, this includes responding to incidents and RTC's, many of which are classed as emergencies.

## **6. Improve Road Safety – Constabulary progress**

6.1 This section of the paper sets out an update around the work undertaken by police and partners to address road safety issues during the COVID period. The report includes:

- Background information on casualty reduction
- Summary of the impact of the COVID period on the Killed and Seriously Injured (KSI) rate
- Short update on the Norfolk Road Safety Partnership (NRSP) strategy development
- Partnership and Police Casualty Reduction Activity across the last 12 months.

6.2 Road safety remains a key policing objective:

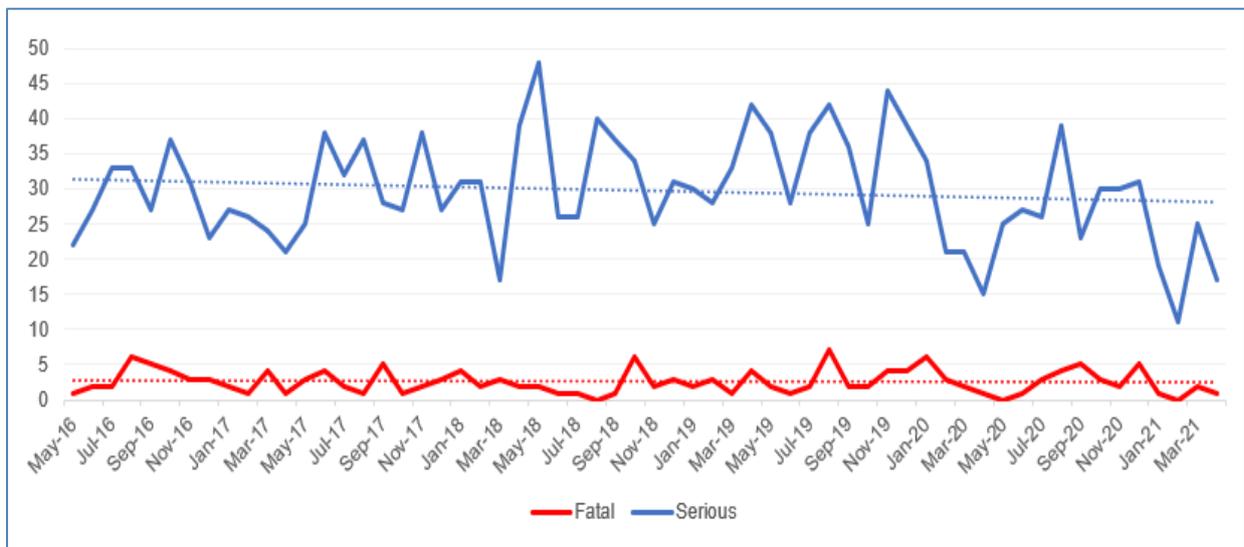
- The National Police Chiefs Council (NPCC) roads policing strategy for 2018-2021 identified the reduction of road casualties as a key priority.
- The current Police and Crime Plan outlines road safety as a key priority and the matter is a concern for the new Police and Crime Commissioner.

6.3 The Constabulary along with the Office of the Police and Crime Commissioner are active participants with other partners at Norfolk Road Safety Partnership (NRSP). The partnerships board which is led by the County Council brings together the emergency services and key agencies to coordinate efforts relating to road safety.

6.4 Despite a considerable effort by partners and the police it is continuing to prove a significant challenge to work to reduce the number of killed and seriously injured (KSI) on the road network and this is both a national and local issue.

6.5 Vulnerable road users (which include pedestrians, cyclists and powered two wheelers such as motorbikes and mopeds) make up a significant number of those killed or seriously injured. For the 12-month period 01/05/2020 – 31/04/2021 just over 50% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the 12-month period 01/05/2020 – 31/04/2021, 25% of KSIs recorded in Norfolk involved a motorcycle.

6.6 As can be seen below, the monthly number of KSI's is volatile, and whilst demonstrating a minimal decline, these figures are influenced by the reduced traffic flow seen during the COVID-19 Pandemic. It is anticipated that improved accuracy of recording collision statistics as seen by the introduction of the CRASH recording system, together with increased road usage, will see an increase in KSI figures over the coming years, without measures taken to address this.



- 6.7 There are a number of outside factors that will have an influence on the statistics including commentary from the Department of Transport which indicates that the motor vehicle traffic in Norfolk has increased by more than 1,000 million miles since 1998. When the number of KSIs is compared to the distance travelled, Norfolk’s KSI rate has remained stable since 2013.
- 6.8 In line with best national practice the Constabulary has ensured a focus on the behaviours most associated with risk, they are often referred to as the “fatal 4”; not wearing a seat belt, speeding, using hand held devices, driving whilst under the influence of drink or drugs.
- 6.9 The chart below shows the last 12 months of data on KSI that has likely been affected by the regulations and restrictions associated with the management of COVID.
- 6.10 The chart below perhaps makes that point even clearer when considering the number of reported KSI casualties when looking at May 2020 through until April 2021 and comparing this to the last 5 years average figures;

|   | LAST 12 MONTHS      | 5 YEAR AVERAGE      | % DIFFERENCE |
|---|---------------------|---------------------|--------------|
|   | 01/05/20 – 30/04/21 | 01/05/16 – 30/04/21 |              |
| <b>KSI CASUALTIES</b>                                 | 360                 | 573                 | -37%         |
| <b>KSI CASUALTIES THAT ARE A VULNERABLE ROAD USER</b> | 177                 | 205                 | -14%         |

- 6.11 As reported back in November 2020 the NRSP was developing a new casualty reduction strategy based on the Safer Systems approach (Further details on the Safer Systems approach can be found at: <http://www.pacts.org.uk/safe-system/>)

- 6.12 The NRSP has finalised the new Road Safety Strategy and adopted the Safer Systems approach. As part of delivering that strategy discussions are being held to finalise the Road Safety Delivery Plan (RSDP) which will be addressed at a planned meeting at the end of June 2021.
- 6.13 Whilst awaiting the new strategy and metrics the Constabulary has overseen its own analysis of risk based around the data in order that police patrols are appropriately tasked around collision hot spot data.
- 6.14 That said operational activity by the partnership supported by the police has continued throughout the COVID period.
- 6.15 Campaign activity during the financial year, April 2020 to March 2021 (FY 20/21) included the traditional focus on drink and drug drive during the month of December around the Christmas period. Despite the challenges presented by COVID the Constabulary remained committed to policing this danger on the roads with 798 breath tests administered and 86 motorists being arrested.
- 6.16 Participation in the national week-long mobile phone campaign during the month of February 2021 resulted in 22 vehicles being stopped with 15 mobile phone offences and 7 offences for not being in proper control of a motor vehicle being recorded.
- 6.17 It is important to highlight that whilst periodic campaign activity will target specific offending behaviours relating to the Fatal 4 the policing of these offences remains a consistent theme with tasking and co-ordination through localised team policing events and routine road policing patrols.
- 6.18 Below is a table of Traffic Offence Reports (TORs) issued by the Constabulary for three of the Fatal 4 offences of not wearing a seatbelt, use of mobile phone and speeding for FY 2020/21:

| <b>01/04/2020 to 31/03/2021</b> |                        |                       |
|---------------------------------|------------------------|-----------------------|
| <b>TORs Issued</b>              |                        |                       |
|                                 | <b>Norfolk Overall</b> | <b>Roads Policing</b> |
| Using Mobile                    | 133                    | 69                    |
| Seatbelt                        | 610                    | 464                   |
| Speeding                        | 3028                   | 2311                  |
| Total                           | 3771                   | 2844                  |

- 6.19 The Road Casualty Reduction Team (RCRT) is a partnership funded team of four police motorcyclists in Norfolk who focus on education, engagement and enforcement. Funding has been secured for FY 21/22. In 2020/21 the RCRT have produced the following results:

- Issued 2,200 Traffic Offence Reports (TORS)
  - Issued 258 Vehicle Defect Rectification Notices
  - Administered 5 drug tests (3 positive)
  - Seized 63 vehicles for no insurance/driver having no licence
  - Prohibited 49 vehicles due to their dangerous condition
  - Arrested 8 offenders
- 6.20 The RCRT provide educational workshops in the form of the 'Safe Rider' scheme for motorcyclists. This is a workshop that provides practical and theory sessions that highlights the dangers to motorcyclists on the roads and promotes safe riding through enhanced knowledge and skills of the police motorcyclists. This area of work has been impacted by Covid 19 in that lockdowns have restricted the ability to deliver the sessions. This has resulted in 4 courses being delivered in FY 20/21 with 45 participants attending in August 2020. Since April 2021 RCRT have already delivered 3 courses with 29 participants with a further 8 courses booked allowing for an additional 96 attendees.
- 6.21 The RCRT along with partners have continued the 'Close Pass' initiative, where drivers who pass too closely to a plain clothed/unmarked cyclist are shown footage of the incident and receive an input on the dangers. 2 of these events were conducted in 2020 in February, prior to the first national lockdown and again in October prior to the second national lockdown. In total, 39 people were stopped with a number of interventions taking place including words of advice. This year since the lifting of the latest national lockdown the RCRT have held 2 Close Pass events with 25 people being dealt with either at the site or for related driving offences away from the site. There are 5 further events planned, 1 a month until October 2021.
- 6.22 Norfolk Constabulary maintains its commitment to the education of its young drivers through the provision of a Young Driver Education Coordinator, a post that is funded through the Safety Camera Partnership. Funding has again been secured for FY 21/22 to continue this important work. Their role is to educate young people, 15-19 years in all aspects of road safety. The input provided adapts to new and emerging issues, for example "e-scooters" as well as dealing with long established dangers around the 'Fatal 4'.
- 6.23 This workstream was a challenge in FY 20/21 due to COVID restrictions, yet despite school closures, 74 sessions have been delivered to almost 2,000 young people. This is obviously lower than the normal expected average number of participants per year (average attendees 2013-20 was 9558 a year). Despite the obstacles caused by the global pandemic to delivering personal face to face training, relationships with Norfolk schools remain very strong & it is anticipated that (subject to further lock-down measures) demand for Young Driver Education Course will significantly increase and be more representative of pre-COVID levels in 21/22.

- 6.24 The Norfolk Safety Camera Partnership continues its work to deliver driver education courses and enforcing speeding offences. In addition, the police review data on collisions on a monthly basis which is used to target 'hotspot' enforcement. There is a network of 23 fixed speed camera sites and 3 average speed systems which is augmented by the deployment of mobile speed enforcement vans and Community Enforcement Officers (CEO's) who operate predominantly within 30 and 40mph speed limits responding to public concerns and collision issues within communities.
- 6.25 Speed enforcement continued during the COVID period. The table below shows the number of speeding offences recorded from fixed, average and mobile enforcement. The previous year's data is also present to provide that comparison. Despite the events of the last 12 months the county has seen an increase in offences reported overall. Average speed cameras have provided an identified increase in detection through the introduction of an additional average speed system.

| <b>Offences Reported</b>       | <b>01/04/2019 – 31/03/2020</b> | <b>01/04/2020 – 31/03/2021</b> | <b>variation</b> |
|--------------------------------|--------------------------------|--------------------------------|------------------|
| Fixed Camera Sites             | 25,686                         | 21,307                         | -17%             |
| Average Speed Cameras          | 1,727                          | 4,590                          | 265%             |
| Mobile Vans                    | 12,344                         | 14,000                         | 13%              |
| Community Enforcement Officers | 9,783                          | 10,899                         | 11%              |
| <b>Total Offences</b>          | <b>49,540</b>                  | <b>50,796</b>                  | <b>3%</b>        |

- 6.26 When it comes to tracking the outcomes of the enforcement activity there have been some challenges, see the chart below. For example, the Speed Awareness courses were initially suspended before being moved on-line. Significant effort helped ensure a comparable number of course places to the previous year but there is a backlog of 5,589 offences to process. Court prosecutions for speeding have also been delayed as a result of the pandemic.

| <b>Disposals</b>               | <b>01/04/2019 - 31/03/2020</b> | <b>01/04/2020 - 31/03/2021</b> | <b>variation</b> |
|--------------------------------|--------------------------------|--------------------------------|------------------|
| Courses Attended and Completed | 24,580                         | 24,100                         | -2%              |
| Fixed Penalty Paid             | 14,638                         | 13,296                         | -9%              |
| Prosecuted                     | 4,346                          | 3,416                          | -21%             |
| Cancelled                      | 5,976                          | 4,395                          | -26%             |
| Not Yet Completed*             | 0                              | 5589                           |                  |

- 6.27 It is also sobering to note that on average 22% (or 1 in 5) drives caught speeding were not eligible for speed awareness course as they had previously been caught speeding within the last three years.
- 6.28 It is important to update on the commitment of the volunteer sector to support road safety through the Community Speed Watch Team. The team's ability to deploy was affected by COVID but since March 2021 their deployment has

seen a return to normal levels. The 76 currently active groups have already sent out 4,251 letters warning motorists about their speed.

- 6.29 Officers from the Roads and Armed Policing Team (RAPT) have targeted Fatal 4 offences on Norfolk's road network and do this as part of their routine patrols, Team Police events and Action Days. These action days generally involve partner agencies, although the attendance of partners and the days themselves were limited due to COVID working practices.
- 6.30 For the FY 20/21 RAPT delivered 3 Action days in August (Diss), October (Norwich) and March (Thetford) which resulted in;
- 109 vehicles checked
  - 96 Traffic Offence Reports (TOR) issued
  - 2 Arrests
  - 6 Vehicles seized
- 6.31 For the FY 21/22 RAPT officers delivered a large multi-agency action day at Thickthorn with officers from the 7 Force regional collaboration and external partners. The action day produced the following results;
- 117 vehicles checked
  - 100 Traffic Offence Reports (TOR) issued
  - 5 Arrests
  - 5 Vehicles seized
- 6.32 RAPT led an operation in May 2021 involving the use of a Highways England unmarked HGV tractor to target offending behaviours on major arterial routes over a 3-day period resulting in;
- 125 Vehicles being stopped
  - 191 Offences identified
  - 122 Traffic Offence Reports (TOR) issued
  - 2 Vehicles seized
  - 10 Referrals to the Traffic Commissioner regarding vehicle use

**Further Action days are planned.**

- 6.33 Looking ahead to the FY 21/22, the Constabulary will maintain its commitment to the safety of road users in Norfolk. It will support the NPCC National Roads Partnership Calendar and continue to deliver road safety meetings, tasking and co-ordination in line with its partners and the proposed Safer Systems approach.

**7. Commissioned Services update – Improve road safety**

- 7.1 The OPCCN are currently reviewing the current position of the Road Casualty Reduction Partnership (RCRP) and the new delivery plan to ensure we are working effectively in partnership.

## 8. Performance Measures – Improve road safety

8.1 The following tables outlines the performance metrics for 2016-2021 both at county level and at district level:

|                     |  | COUNTY         |                    |            |
|---------------------|--|----------------|--------------------|------------|
| Area                | Indicator  | Last 12 months | Long Term Averages | Difference |
| Improve Road Safety | *Number of KSI collisions                                | 319            | 409                | -21.9%     |
|                     | Number of KSI collisions involving vulnerable road users | 171            | 208                | -17.7%     |

\*KSI figures can often fluctuate due to reclassifications of collisions. The date range used for the above was 12 months ending in March 2021.

8.2 Nationally the number of Killed or Serious Injury (KSI) collisions has reduced since the 1970's, with substantial reductions between 2006 and 2010. However, since 2016 there has been a rise in KSI and the increases in Norfolk are in line with the national trends. Traffic volumes on the road network have increased which could account for the increase in this area, along with the adoption in 2016 of better recording of collision data using the DfT's CRASH (Collision Recording and Sharing) system. Once the officer records the type of injuries suffered by the casualty, the system automatically provides the severity classification. This might indicate that records are more accurate in the recent years than the long-term average<sup>1</sup>.

8.3 The decrease compared to the Long-Term Average is in part due to Covid-19 and the restrictions which have been in place for the majority of the last 18 months. The lowered volumes of traffic during the lockdown periods would have contributed to this decrease.

8.4 In July 2020 HMICFRS released a report following a review of Roads Policing in England and Wales. The recommendations and areas for improvement are fully acknowledged and recognised as supportive, by ensuring that Roads Policing benefit from national best practice. Norfolk Constabulary is already complying with many of the recommendations and areas for improvement, but we are not complacent and our progress in all areas will remain under review as part of a road safety delivery plan, overseen at the monthly Joint Safer Roads Meeting.

1

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/904698/rrcgb-provisional-results-2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/904698/rrcgb-provisional-results-2019.pdf)

8.5 Norfolk's Road Safety Partnership is the multiagency group that works together to look to reduce the risk of injury on the County's road network. A strategic board with representatives from all partners (including the Police and the Office of the Police and Crime Commissioner) oversee the previous longstanding objectives which are set out below. The overarching objective remains to reduce those killed and seriously injured on Norfolk's roads. The partnership has not currently set a target and the focus is on implementing a safe systems approach. We recognise that there are a number of variables which influence KSI collisions.

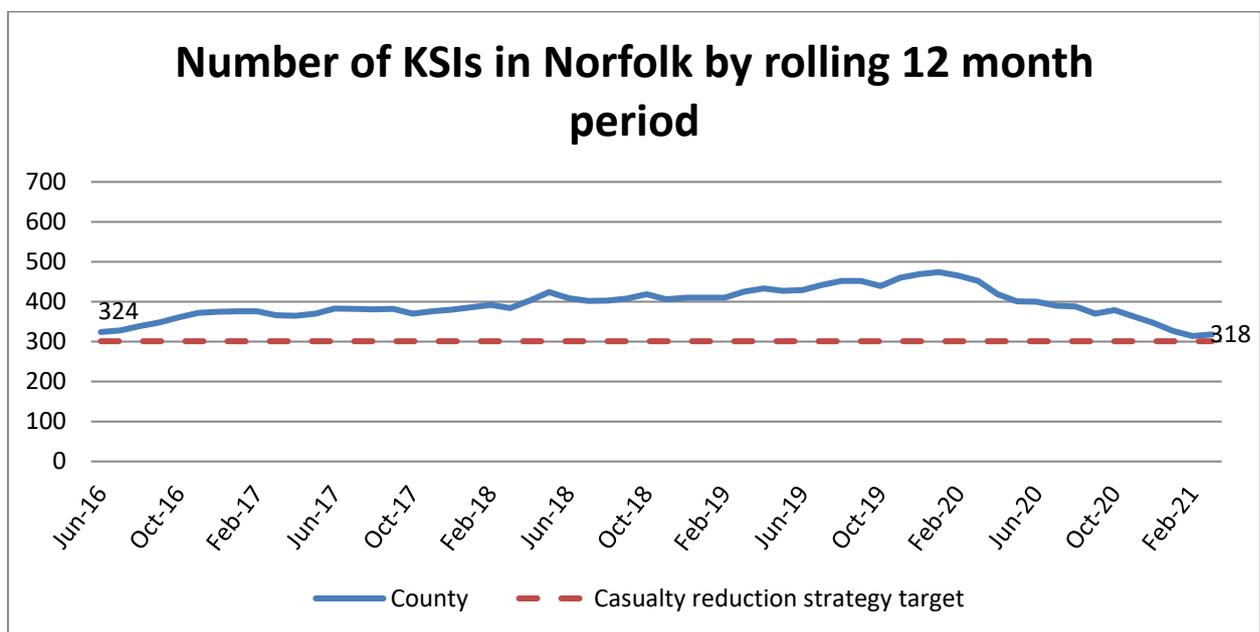
- Objective 1: To reduce the number killed and seriously injured<sup>2</sup> on our county's roads to 310 or less.
  - For the calendar year 2020 there were 347 KSIs. This was a significant decrease from the 497 recorded in the calendar year 2019, although the COVID-19 restrictions would have resulted in lowered volumes of traffic on the roads for part of the year. For the calendar year to date (ending in April 2021), there have been 76 KSIs on Norfolk roads.
  
- Objective 2: To reduce the number of motorcyclists killed or seriously injured on Norfolk roads to 74 or less.
  - For the calendar year 2020, 66 motorcyclists were killed or seriously injured on Norfolk roads. This is below the objective and is a significant decrease from the 90 recorded in the calendar year 2019. For the calendar year to date (ending in April 2021), 12 motorcyclists have been killed or seriously injured on Norfolk roads.
  
- Objective 3: To reduce the number of children killed or seriously injured on Norfolk roads to 22 or less.
  - For the calendar year 2020, the number of children\* killed on Norfolk roads was zero, with 17 children seriously injured. This is below the objective and is a significant decrease from the 39 seriously injured children recorded in the calendar year 2019. For the calendar year to

<sup>2</sup> Serious injury is defined as: An injury for which a person is detained in hospital as an "in-patient", or any of the following injuries whether or not they are detained in hospital: fractures, concussion, internal injuries, crushings, burns (excluding friction burns), severe cuts, severe general shock requiring medical treatment and injuries causing death 30 or more days after the accident. An injured casualty is recorded as seriously or slightly injured by the police on the basis of information available within a short time of the accident. This generally will not reflect the results of a medical examination, but may be influenced according to whether the casualty is hospitalised or not. Hospitalisation procedures will vary regionally.

date (ending in March 2021), 6 children have been seriously injured on Norfolk roads, with zero fatalities.

\*In this case, children comprise of individuals between the ages of 0-16.

8.6 The following chart highlights the number of KSIs in the rolling 12-month period since the year ending in June 2016. There is a slow but steady increase in the number of KSIs on Norfolk roads. The graph shows that Norfolk has not met the KSI safety objective; however, KSIs have been declining since January 2020. This is without doubt in part due to the Covid-19 restrictions that have been in place since early 2020, which would have resulted in lower volumes of traffic on the roads. As detailed above, the recording practices have improved since 2016.



Number of KSIs in Norfolk by rolling 12-month period vs the casualty reduction strategy

8.7 The annual report on road casualties in Great Britain 2019 from the Office of National Statistics indicates that the rate of fatalities per billion vehicle miles for 2019 has fallen by 4% since 2018. There was a total of 153,158 casualties of all severities in reported road traffic accidents in 2019. This is 5% lower than in 2018, and is the lowest level since 1979 when the Office of National Statistics' statistical series with current definitions and detail began. The national trend in the number of fatalities has been broadly flat since 2010. Previously, and particularly between 2006 and 2010, the general trend was for fatalities to fall. Since that point, most of the year on year changes are either explained by one-off causes (for instance, the snow in 2010) or natural variation. The evidence points towards Britain currently experiencing a period where the fatality numbers are broadly stable. Similarly, there has been a national trend of

decreasing numbers of serious injuries in road traffic accidents recorded since 2010.<sup>3</sup>

- 8.8 Vulnerable road users include pedestrians, cyclists and power two wheelers (such as motorbikes and mopeds<sup>4</sup>). For the 12-month period 01/04/2020 – 31/03/2021 51% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the 12-month period 01/04/2020 – 31/03/2021, 20% of KSIs recorded in Norfolk involved a motorcycle. This is in line with the national figure for 2019 in which motorcyclists accounted for 19% of road deaths. The number of KSIs involving motorcycles for both the calendar year 2020 and the last twelve months ending March 2021 were lower than the long-standing road safety objective of 74. The Constabulary continues to work closely with partners to target this vulnerable group. The Road Casualty Reduction Team is a partnership funded team of police motorcyclists in Norfolk who focus on education and enforcement, examples of their activities include the popular ‘Safe Rider’ workshops for motorcyclists and the ‘Close Pass’ initiative, where drivers who pass too closely to a plain clothed/unmarked cyclist are shown footage of the incident and receive an input on the dangers.

<sup>3</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/922717/reported-road-casualties-annual-report-2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/922717/reported-road-casualties-annual-report-2019.pdf)

<sup>4</sup> Powered two wheelers are motor-operated vehicles powered by either a combustion engine or rechargeable batteries. These powered vehicles can be divided into different categories, for example: mopeds, motorcycles (street, classic, performance or super-sport, touring, custom, off-road; scooters; and e-bikes).

## 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.
- 1.2 This report covers the end of the previous PCC's term of office and the beginning of the new PCC's term of office.

#### 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 5 July 2021, 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 5 July 2021, are listed at **Annex B** of this report.

##### c) Police Accountability Meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police 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 and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

- e) Other (virtual) 'out-of-county' activity since the current PCC took office:

| <b>Date</b>  | <b>Activity</b>   |
|--------------|---|
| 25 May 2021  | HMICFRS Regional Briefing for new PCC's - Eastern forces  |
| 26 May 2021  | APCC Induction for new PCCs   |
| 27 May 2021  | APCC General Meeting  |
| 3 June 2021  | APCC CEO Introductory meeting   |
| 7 June 2021  | Introductory Meeting of 7 Force Summit Members  |
| 8 June 2021  | New PCC Breakfast Briefing - Introduction to the National Police Chiefs Council by NPCC Chair Martin Hewitt |
| 15 June 2021 | Introduction to HMICFRS by Chief Inspector Tom Winsor   |
| 22 June 2021 | APCC breakfast briefing: Police staff associations and UNISON   |

- f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex E** of this report.

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

No PCC responses have been published since the last Panel meeting.

h) 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. It may also wish to put questions about any matters relating to decisions and activity by the previous PCC.



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

## PCC's Decisions

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

Decision notices published since the previous meeting are listed below.

### Reduce Offending

#### **Extension of Contract for the WONDER+ Scheme**

*Decision 2021-02*

The PCC for Norfolk supported the allocation of funding to St Giles Trust to allow for this extension in contract working directly with women at risk of offending or re-offending, across Norfolk.

The full decision notice can be read [here](#).

#### **Secretariat role for the Women in the Criminal Justice System Strategy Group**

*Decision 2021-28*

The PCC for Norfolk supported the allocation of joint funding to St Giles Trust to enable the provision of the secretariat role, which is pivotal to the delivery of the aspirations of Norfolk's Women in the Criminal Justice Strategy Group. The full decision notice can be read [here](#).

#### **Pathway Out Project**

*Decision 2021-29*

The PCC for Norfolk supports the allocation for joint funding to St Giles Trust to enable the provision of the Support Worker role, which is pivotal to the delivery of Pathway Out a key project which forms part of the wider ADDER programme activity across Greater Norwich. The full decision notice can be read [here](#).

### Commissioned Services – Support Victims and Reduce Vulnerability

#### **MoJ COVID-19 Extraordinary Fund Round 1 Extension of Delivery Period**

*Decision 2020-52*

The Police and Crime Commissioner for Norfolk approves the extension to the delivery period of those providers who have been grant funded under the Ministry of Justice (MoJ) 'Covid-19 Extraordinary Funding Round 1 for Domestic Abuse and Sexual Violence Support Services' until 31st March 2021. The full decision notice can be read [here](#)

#### **Restorative Justice 2021-2023**

*Decision 2021-11*

The PCC approved £37,500 per annum to support the continued provision of a Restorative Justice Service for Norfolk and Suffolk from 1st April 2021 until March 2023. The full decision notice can be read [here](#).

#### **Continuation Funding for Domestic Abuse Support Services**

*Decision 2021-19*

The PCC approved the extension of Grants/Contract by using the Ministry of Justice Victims' Fund and OPCCN Commissioning budget to support specialist organisations delivering domestic abuse services to victims in Norfolk. The full decision notice can be read [here](#).

## **National EOI Fund**

*Decision 2021-30*

The Police and Crime Commissioner for Norfolk approved the Grants awarded that are set out below using the Ministry of Justice National Independent Sexual Violence Advisers (ISVA) and Independent Domestic Violence Advisers (IDVA) Fund through Expressions of Interest, and additional funding for ISVA's through the MoJ Victims' Fund that support those with protected characteristics. The full decision notice can be read [here](#).

## **Ministry of Justice Victims Fund Uplift 2021/22**

*Decision 2021-31*

The Police and Crime Commissioner for Norfolk approved the Grants awarded that are set out using the Ministry of Justice uplift funding within the Victims' Fund to support specialist organisations delivering Domestic Abuse and Sexual Violence services to victims. The full decision notice can be read [here](#).

## Collaboration

### **Section 22a Collaboration Agreement - Modern Slavery and Organised Immigration Crime**

*Decision 2021-13*

The Chief Executive of the OPCCN authorised the execution of the National Collaboration Agreement on behalf of the Police and Crime Commissioner to enable the Programme to continue for another 12 months. The full decision notice can be read [here](#).

### **Eastern Region ICT Convergence**

*Confidential Decision 2021-14*

The PCC approved the decision. This decision notice contains commercially sensitive information.

### **South East and Eastern Region Police insurance Consortium (SEERPIC)**

#### **Section 22a**

*Decision 2021-25*

The PCC signed the SEERPIC s22a in order to formalise the existing and long serving arrangements of the consortium. The full decision notice can be read [here](#).

### **Seven Force Waste Management and Recycling Services**

*Decision 2021-27*

The Police and Crime Commissioner granted approval to enter into a contact with Waste Cost Reduction Services Ltd (WCRS) for Waste Management & Recycling Services. The full decision notice can be read [here](#).

## Other

### **Broadland Gate - Submission of Planning Documentation**

*Confidential Decision 2020-32*

The PCC approved the submission of planning documents. This report contains commercially sensitive information.

### **Independent Custody Visiting Association (ICVA) Membership Subs for 2020-21**

*Decision 2020-48*

The PCC subscribed to ICVA for the period 2020/21 at a cost of £1000. The full decision notice can be read [here](#)

## **BlueLight Commercial Agreement**

*Decision 2020-51*

The PCC signed the agreement to deliver financial and resource savings anticipated by the Home Office. The full decision notice can be read [here](#).

## **Updated BlueLight Commercial Agreement**

*Decision 2021-08*

The PCC signed the updated agreement to deliver financial and resource savings anticipated by the Home Office. The full decision notice can be read [here](#).

## **ATHENA Contract Extension**

*Confidential Decision 2021-12*

The PCC approved the decision paper and authorised the Chief Executive to execute the contract documentation to give effect to the proposed agreement on his behalf. Details contained within the ATHENA contract and subsequent negotiations for contract extension are categorised as 'Commercially Sensitive'.

## **Norfolk PCC Youth Commission 2021-2022**

*Decision 2021-15*

The PCC agreed to fund a one-year project to ensure that the key aims of the Norfolk PCC Youth Commission is achieved. The full decision notice can be read [here](#).

## **ICVA Membership Subscription for 2021-22**

*Decision 2021-16*

The PCC subscribed to ICVA for the period 2021/22 at a cost of £1000. The full decision notice can be read [here](#).

## **Broadland Gate - Award of Tender**

*Confidential Decision 2021-17*

The PCC approved the award of the Broadland Police Station estates construction contract. This report contains commercial in confidence financial information.

## **Temporary Chief Constable Appointment**

*Decision 2021-18*

The PCC approved the appointment of Mr Paul Sanford as the Temporary Chief Constable effective from 1st July 2021 until such time the role is filled substantially. The full decision notice can be read [here](#).

## **Provision of Forensic Analysis Services under The Next Generation Forensic Framework Agreement**

*Decision 2021-20*

In line with contract standing orders, the PCC signed the contract change notice implementing a process change under the original contract. The full decision notice can be read [here](#).

## **Updated Scheme of Governance and Consent**

*Decision 2021-21*

The PCC approved the amendment to the Scheme of Governance and Consent. The full decision notice can be read [here](#).

## **Forensic Case Management System**

*Confidential Decision 2021-22*

The PCC granted approval to enter into the contract. This decision is commercially sensitive.

### **National Scenes of Crime Consumables**

*Confidential Decision 2020-23*

The PCC approved the award of the contract. This decision is confidential as it includes sensitive financial data.

### **Hethersett Old Hall School Works Progress Year 2**

*Confidential Decision 2021-24*

The PCC approved the decision notice. This decision is confidential as it breaks down estimated costs / budgets for elements of the site development that would be advantageous to any prospective bidders for the works.

### **Scheme of Governance and Consent Amendment**

*Decision 2021-26*

The PCC approved the amendment to the Scheme of Governance and Consent. The full decision notice can be read [here](#).

## Summary of the PCC's activity

### Sixth national transparency award for Norfolk PCC office

For the sixth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) has received a prestigious national award for openness and transparency.

2 March 2021

### PCC project targeting female offenders extended

A project aimed at preventing crime and reducing the number of vulnerable women entering the criminal justice system is being extended for a further year.

8 March 2021

### Norfolk Foundations project featured in national PCC report

A Norfolk project helping to reduce reoffending by supporting prison leavers into accommodation has been featured in a report published today by the Association of Police and Crime Commissioners.

9 March 2021

### National lead for domestic abuse welcomes pledge to help Norfolk employees get help and support

Nearly 25,000 employees will benefit from a special pledge signed by employers to help victims of domestic abuse in Norfolk.

10 March 2021

### Final police accountability meeting of current PCC term provides opportunity 'to take stock'

Police and Crime Commissioner (PCC) Lorne Green was joined by Norfolk's Chief Constable and other senior officers on Tuesday 9 March 2021 for one of his regular virtual accountability meetings.

10 March 2021

### PCC urges Norfolk residents to have their say on violence against women and girls

As the Government's call for evidence is reopened, Police and Crime Commissioner (PCC) Lorne Green is urging Norfolk's residents to share their views and experiences to help inform the nationwide strategy to tackling violence against women and girls.

17 March 2021

### PCC statement on Norfolk Chief Constable's retirement

Norfolk Constabulary's Chief Constable Simon Bailey has announced he will retire in June after completing 35 years' service with the police.

24 March 2021

### Norfolk volunteers restart custody visits

As COVID-19 restrictions begin to ease, volunteers who go into Norfolk's police custody facilities to check on the welfare of those held there have restarted their visits.

22 March 2021

#### Norfolk elects Giles Orpen-Smellie as its new PCC

Giles Orpen-Smellie has been announced as Norfolk's new Police and Crime Commissioner (PCC) following elections held across England and Wales on Thursday 6 May 2021.

8 May 2021

#### Norfolk's newly-elected PCC to take office this week

Norfolk's newly-elected Police and Crime Commissioner (PCC) will officially take office on Thursday 13 May 2021.

10 May 2021

#### Giles Orpen-Smellie delighted to become Norfolk's new PCC

Giles Orpen-Smellie has spoken of his delight at becoming the new Police and Crime Commissioner (PCC) for Norfolk.

13 May 2021

#### PCC responds to latest crime statistics for Norfolk

The Office of National Statistics (ONS) has released the latest crime figures for England and Wales, covering the 12-month period between January and December 2020.

14 May 2021

#### Norfolk's new PCC meets senior officers

Norfolk's newly-elected Police and Crime Commissioner (PCC) has met with senior police officers to discuss how he and the Constabulary will work together over the next three years to keep Norfolk safe.

18 May 2021

#### Partnership approach to targeting causes of crime in Norfolk offers offenders a 'Pathway Out'

Life after drugs will be in focus over the coming year as a programme of work tackling key issues which cause crime in Norfolk is expanded.

27 May 2021

#### Volunteers needed to spend time behind bars

As lockdown restrictions begin to lift around the country and people start to enjoy a taste of freedom, Norfolk residents are being asked to voluntarily spend more time locked up.

1 June 2021

#### PCC funding boost for local victim services to focus on children and older people

More than £600,000 is to be invested in Norfolk's support services for people who have been affected by domestic abuse and sexual violence, thanks to extra funding secured by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

4 June 2021

#### Parents and teachers urged to attend virtual webinars about dangers posed by County Lines

Professionals and parents are once again being urged to take part in a series of virtual workshops aimed at highlighting the dangers of criminal exploitation of young people in Norfolk.

11 June 2021

Norfolk's PCC congratulates Head of Special Constabulary on MBE.

Norfolk's PCC has congratulated the head of Norfolk's Special Constabulary who has been rewarded for more than 22 years commitment to the force after receiving an MBE in the Queen's Birthday Honours

12 June 2021

PCC joins forces with police to launch scheme aimed at reducing crime in hotspot areas

An initiative to protect residents from becoming victims of burglary or theft in Norwich has been launched thanks to funding secured by the Office of the Police and Crime Commissioner for Norfolk (OPCCN)

14 June 2021

Norfolk's PCC accompanies officers on the beat in King's Lynn

Norfolk's new Police and Crime Commissioner (PCC) Giles Orpen-Smellie accompanied officers on the beat in King's Lynn yesterday to learn more about crime and policing issues in the area.

18 June 2021

PCC joins officers for Bradwell policing surgery

Norfolk's Police and Crime Commissioner (PCC), Giles Orpen-Smellie, joined officers in Bradwell this week for a pop-up policing surgery.

24 June

New temporary Chief Constable for Norfolk

From today (1 July 2021), Norfolk has a new temporary Chief Constable.

Paul Sanford is stepping up from his role as Deputy Chief Constable (DCC) to lead the county's police service following the retirement of former Chief Constable Simon Bailey.

1 June 2021

Further details about each of the news items can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/latest-news>

### **List of items discussed at the most recent Police Accountability Meetings**

Due to COVID-19 restrictions, these meetings are currently being held virtually. The most recent meeting took place on 9 March 2021 and the items discussed were reported to the March Panel meeting.

The next Police Accountability Meeting is scheduled to take place on 29 July 2021.

Public question and answer sessions: The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

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

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting.

The next meeting is yet to be scheduled.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

### List of items discussed at the most recent Audit Committee meetings

Due to COVID-19 restrictions, these meetings are currently being held virtually.

| <b>Date: 13 April 2021</b>                              |   |
|---|---|
| Subject   | Summary   |
| <b>Public agenda</b>                                    |   |
| Review and update the action log and Terms of Reference |   |
| Internal audit report                                   | To consider the following reports from the Head of Internal Audit (TIAA): <ul style="list-style-type: none"> <li>• 2020/21 Progress Report and Follow up report</li> <li>• 2020/21 Annual Report</li> <li>• 2021/2022 Internal Audit Plan (final).</li> </ul> |
| External audit plan for 2020/21                         | To consider the report from the Director.   |
| Forward work plan                                       | To consider the forward work plan.  |
| <b>Private agenda</b>                                   |   |
| Fraud update  | Verbal update.  |
| Strategic Risk Register Update                          | Report from Chief Executive and Chief Constable – OPCCN and Norfolk Constabulary.   |

The next Audit Committee meeting is scheduled to take place on Tuesday 27 July 2021.

The public reports can be viewed on the Commissioner's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/spend/audit-committee/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

## **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 Assistant Director of Governance (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 Assistant Director of Governance (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 Assistant Director of Governance (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 no complaints have been received since the Panel received its last monitoring report, when it met on 2 February 2021, either against the previous or current PCC.

#### **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, nine FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Commissioned Services for Mental Health
- Staff titles query
- Safer Streets Fund
- Chief Constable complaints

- PCC Deposit
- Political Advisors
- OPCCN Costs and Benefits
- Whistle-blowers
- OPCCN Costs

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 Assistant Director of Governance (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.

|   |   |
|---|---|
|  <p><b>IN</b> <br/> <b>TRAN</b><br/> communication for all</p> | <p>If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.</p> |
|---|---|

## Norfolk Police and Crime Panel Funding

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

The Panel is recommended to:

1. Consider the 2020-21 expenditure.
2. Consider the 2021-22 grant allocation.
3. Consider expenditure during 2021-22.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires the relevant local authorities (county, city, district and borough councils) in each police force area to establish and maintain a Police and Crime Panel (PCP) for its police force area. The Home Office has provided grant funding to support this work, which is received by host authorities.
- 1.2 The stated purpose of the grant funding is “The maintenance, in accordance with the Act and the Regulations made under it, of a Police and Crime Panel able to carry out the functions and responsibilities set out in the Act.”

#### 2. 2020-21 expenditure

- 2.1 The Home Office allocated a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the Police and Crime Panel for the Norfolk police area during 2020-21.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. Individual Panel Member’s expenses can be found on relevant councils’ websites. The Panel will note that the total amount was not claimed, with a variance of £10,433.70. This was a result of most Panel Members claiming minimal expenses, owing to Covid restrictions, and lack of travel to Panel meetings and external events. In addition, changes to the Democratic Services team at Norfolk County Council during the period resulted in reduced salary recharges.

#### 3. 2021-22 grant allocation

- 3.1 At the time of writing, the Home Office has not confirmed its grant allocation to Norfolk County Council for 2021-22, but we anticipate that it will remain the same (up to £64,340).

3.2 We expect that payment will continue to be made in arrears during 2021-22, in line with similar Home Office requirements to provide payment request returns.

#### **4. 2021-22 expenditure**

4.1 The Panel will wish to note that the Panel Arrangements (paragraph 4.1) state that “it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel.”

4.2 The Panel has previously agreed that it would be beneficial to be a member of the Eastern Region Police and Crime Panel Network, convened by Frontline Consulting. The annual subscription, purchased for 2021-22 for £400, includes:

- Two meetings a year for two or three representatives of each Panel – usually the Chair and/or Vice-Chair and the Support Officer of each Panel. Panels may send substitutes
- A ‘helpline’ facility (by telephone or e-mail) supported by Frontline Consulting, usually by Dave Burn, our Lead on Policing, Fire and Crime, to answer queries and provide advice
- A website ([www.pcps-direct.net](http://www.pcps-direct.net)) with briefings, experiences and good practice (Panels are welcome to contribute to by email).
- A quarterly newsletter to highlight key topics and links to associated articles.
- A 10% discount on any learning and development sessions that Panels engage Frontline Consulting to deliver.

4.3 Panel Members have also found the following events to be extremely valuable:

- LGA annual workshop for PCPs: 13 July 2021 (2pm, virtual event).
- Eastern Region PCP Network meetings: September 2021 and March 2022 (arrangements to be confirmed).
- Annual PCP conference: November 2021 (arrangements to be confirmed).

4.4 Details of these events will be circulated in due course and Panel Members asked to indicate whether they wish to attend.

#### **5. Action**

5.1 The Panel is recommended to:

1. Consider the 2020-21 expenditure.
2. Consider the 2021-22 grant allocation.
3. Consider expenditure during 2021-22.



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

## ANNEX B

### OUTTURN STATEMENT - APRIL 2020 TO MARCH 2021

The Outturn Statement should be completed and certified by the Finance Officer and returned to the Authority in accordance with Clause 6.8.

**Grant Recipient:**  
Norfolk County Council

**Grant Stream:**  
Police and Crime Panels

| <b>Expenditure Category:</b>  | <b>Actual Resource Expenditure (£)</b> | <b>Actual Capital Expenditure (£)</b> |
|---|--|---------------------------------------|
| Administration costs  | £53,840.95                             | £0.00                                 |
| Councillor expenses   | £65.35                                 | £0.00                                 |
|   |  |                                       |
| <b>TOTAL EXPENDITURE:</b>   | £53,906.30                             | £0.00                                 |
| <b>TOTAL GRANT PROVIDED:</b>  | £64,340.00                             | £0.00                                 |
| <b>VARIANCE:</b> total Grant provided <b>minus</b> total resource expenditure   | £10,433.70                             | £0.00                                 |
| <b>Reason for variance:</b> The majority of Councillors have claimed minimal expenses in relation to the Norfolk Police & Crime Panel this year, largely owing to Covid restrictions. |  |                                       |

### FINANCE OFFICER CERTIFICATION

I certify to the best of my knowledge and belief that:

- The information provided is correct; and no other specific Exchequer grants, other grants or contributions have been or will be payable for the expenditure in respect of the Grant Amount being claimed,
- The expenditure has been incurred only for the purposes set out in the Grant Agreement for the above Grant stream.

|                        |   |              |            |
|------------------------|---|--------------|------------|
| <b>Signature:</b>      |  |              |            |
| <b>Name (printed):</b> | Harvey Bullen   | <b>Date:</b> | 7 May 2021 |
| <b>Position:</b>       | Director of Financial Management  |              |            |

(signed electronically)

### Home Office sign off:

|                        |  |              |  |
|------------------------|--|--------------|--|
| <b>Signature:</b>      |  |              |  |
| <b>Name (printed):</b> |  | <b>Date:</b> |  |
| <b>Position:</b>       |  |              |  |



## ANNEX A – GRANT CLAIM FORM

|   |   |
|---|---|
| <b>Grant Recipient:</b><br>Norfolk County Council | <b>Grant Stream:</b><br>Police and Crime Panels |
|---|---|

| <b>Period</b><br>From: 1 September 2020<br>To: 31 March 2021   | <b>Resource (£)</b> | <b>Capital (£)</b> |
|--|---------------------|--------------------|
| (1) Total funding received for this financial year   | £21,244.43          | N/A                |
| (2a) Actual expenditure in this period<br><br>(To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).   | £32,661.87          | N/A                |
| (2b) Forecast expenditure in the period<br><br>(To be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request must be received in advance of 31 March – end of the financial year). | N/A                 | N/A                |
| <b>(3) Funding request for this period</b>   | <b>£32,661.87</b>   | N/A                |
| (4) Total funding received and requested (1+3)   | £53,906.30          | N/A                |

### MONITORING INFORMATION REQUIREMENTS

Where monitoring information, as set out in Schedule 3, is a requirement for the period the payment is requested for, please confirm what has been attached to this payment request form.

|  |
|--|
| <p>Breakdown of expenditure for the period 1 September 2020 to 31 March 2021.</p> <p>Update against Key Performance Indicators</p> <p>Management Letter, Norfolk Audit Services – audit clearance.</p> |
|--|

### FINANCE OFFICER CERTIFICATION

I certify to the best of my knowledge and belief that:

- a) The information provided is correct; and no Duplicate Funding has been received in respect of this Eligible Expenditure Statement,
- b) The expenditure has been incurred only for the purposes set out in the Grant Agreement for the specified Grant stream.

|                        |   |              |            |
|------------------------|---|--------------|------------|
| <b>Signature:</b>      |  |              |            |
| <b>Name (printed):</b> | Harvey Bullen   | <b>Date:</b> | 7 May 2021 |
| <b>Position:</b>       | Director of Financial Management  |              |            |

(signed electronically)

**Home Office sign off:**

|                        |  |              |  |
|------------------------|--|--------------|--|
| <b>Signature:</b>      |  |              |  |
| <b>Name (printed):</b> |  | <b>Date:</b> |  |
| <b>Position:</b>       |  |              |  |

## SCHEDULE 3 - IN-YEAR MONITORING INFORMATION

### Progress reporting

| Breakdown of expenditure (items)   | £(0.000s)         |
|--|-------------------|
| Period from 1 September 2020 to 31 March 2021  |                   |
| <b>Administration</b>  |                   |
| Staff salary re-charges  | £30,504.19        |
| Audit fees   | £1,141.82         |
| Printing & postage (agenda and training materials)                                   | £334.01           |
| External training (3 delegates' attendance at the annual PCP conference)             | £630.00           |
| Staff travel costs (external training events/conferences) – travel company admin fee | £10.00            |
|  |                   |
| <b>Member expenses</b>   | £41.85            |
|  |                   |
| <b>Total:</b>  | <b>£32,661.87</b> |

### Value for Money

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 would ordinarily take place at the 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 Chairman and Vice-Chairman meet with the Commissioner and his leadership team in advance of public meetings. 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.

The Covid pandemic this year has required us all to develop completely new ways of working as individuals and teams. A lot of the smarter working that lies behind this in terms of IT and telephony was already beginning to be embedded before Covid. We are establishing a new normal. As restrictions are eased, we will discuss with our partners how

some remote working can continue to be a key part of how we all work even when we reach a time when it's safe for us to meet in person.

## Key Performance Indicators

a) The number of public meetings held

The Panel's Rules of Procedure states that it shall meet at least four times per year to carry out its functions. At year-end the Panel has met formally 5 times.

b) Scrutiny documents and publications produced, including the Panel's annual report

Agendas and minutes of Panel meetings can be viewed via the following link:

[https://norfolkcc.cmis.uk.com/norfolkcc/Committees/tabid/62/ctl/ViewCMIS\\_CommitteeDetails/mid/381/id/47/Default.aspx](https://norfolkcc.cmis.uk.com/norfolkcc/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/47/Default.aspx)

Named district council officers are provided with copies so that their respective local authorities are aware of the Panel's activity. Officers supporting the Countywide Community Safety Partnership and the Countywide Community Safety Partnership Scrutiny Body also.

Letters from the Panel's Chairman to the PCC, formally reporting the outcome of special functions (such as review of the PCC's draft annual report and precept proposal), and the PCC's responses are published on the Panel's webpage, under News, which can be viewed via the following link:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/crime-and-disorder-partnerships/police-and-crime-panel>

The Panel approved its annual report for 2020-21 when it met on 18 March 2021. This is also available to view on the Panel's webpage.

c) Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner for Norfolk

### Public engagement

The Panel Arrangements state how the work of the Panel will be promoted, which includes:

(i) the establishment and maintenance by the lead authority of a website including information about the role and work of the Panel, its membership, all non-confidential Panel papers, press releases and other publications - *see links above*.

(ii) the issuing of regular press releases about the panel and its work - this is undertaken by the lead authority's communications team, which provides ongoing support to the Panel.

In addition, the Office of the Police & Crime Commissioner for Norfolk's website includes a link to the Panel's webpage and regularly issues press releases highlighting the Panel's public meetings.

In July 2014 the Panel agreed that it wished to introduce 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 Police and Crime Commissioner for Norfolk or the Chief Constable, both of whom have separate arrangements for dialogue with the public. Guidance is available via the Panel's webpage. Any public questions received and responses given are included in the minutes.

The Panel's webpage also provides information about how to complain about the conduct of the PCC and signposts individuals to other policing complaints processes.

### Engagement with OPCCN

Regular informal dialogue takes place, including briefing meetings in advance of each public meeting involving the Panel's Chairman, Vice-Chairman and representatives from OPCCN (including the PCC where possible). This provides a forum for discussing work programming, the content of Panel reports and other relevant matters.

Panel members are invited to attend the PCC's Police Accountability Forum meetings, public Q&A sessions and other events, and are alerted when PCC responses to HMICFRS reports have been published.

## Forward Work Programme

| Date                                   | Item  | Attendees  |
|--|---|--|
| 10am, 21 September 2021<br>County Hall | <b>PCC's 2020-21 Annual Report</b><br><b>Independent Custody Visitor Scheme Annual Report 2020-21</b><br><b>Police &amp; Crime Plan for Norfolk 2021-24 – consultation</b><br><b>Overview of the Seven Force Regional Collaboration Programme</b><br><b>Complaints Policy Sub-Panel – update</b><br><b>Information bulletin – questions arising to the PCC</b><br><b>Forward Work Programme</b>               | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| 10am 22 November 2021<br>County Hall   | <b>Review of the Police &amp; Crime Plan for Norfolk 2021-24</b><br><b>PCC's 2022-23 Budget Consultation</b><br><b>Police and Crime Plan performance monitoring (including commissioned services)</b><br><b>Complaints Policy Sub Panel - update</b><br><b>Information bulletin – questions arising to the PCC</b><br><b>National Police and Crime Panel Conference 2021</b><br><b>Forward Work Programme</b> | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| January 2022<br>County Hall            | <b>Panel Member briefing – review of PCC's precept proposal</b>   |  |

|   |   |   |
|---|---|---|
| <p>10am, 2 February 2022<br/>County Hall</p>  | <p><b>Review the PCC’s proposed precept for 2022-23 (the Panel must review and report by 8 February 2023)</b></p> <p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Complaints Policy Sub Panel – update</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Forward Work Programme</b></p> | <p>Commissioner, supported by members of the Commissioner’s staff and Chief Constable</p> |
| <p>10am, 22 February 2022<br/>County Hall</p> | <p><b>Reserve date – to review a revised precept for 2022-23, if vetoed (the Panel must review and report by 22 February 2023)</b></p>  | <p>Commissioner, supported by members of the Commissioner’s staff and Chief Constable</p> |
| <p>10am, 26 April 2022<br/>County Hall</p>    | <p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Norfolk Police and Crime Panel Annual Report 2021-22</b></p> <p><b>Forward Work Programme</b></p>  | <p>Commissioner, supported by members of the Commissioner’s staff and Chief Constable</p> |
| <p>July 2022<br/>(To be confirmed)</p>        | <p><b>Election of Chair and Vice-Chair</b></p> <p><b>Balanced Appointment Objective</b></p> <p><b>Panel Arrangements and Rules of Procedure – Review</b></p> <p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p>   | <p>Commissioner, supported by members of the Commissioner’s staff and Chief Constable</p> |

|  |  |  |
|--|--|--|
|  | <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Norfolk Police and Crime Panel funding</b></p> <p><b>Forward Work Programme</b></p> |  |
|--|--|--|

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

- confirmation hearings

**PCP - Complaints Policy Sub Panel**

Membership 2020-21: Cllr Sarah Bütikofer, Mr Peter Hill, Cllr Michael Edney, Cllr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chair)

Date of last meeting: 13 January 2021

Next meeting: 26 July 2021

**PCP training and network events**

- LGA annual workshop for Panels: 2pm, 13 July 2021 (virtual event)
- Eastern Region PCP Network: date of next meeting to be confirmed

**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):

- 20 July 2021
- 16 September 2021
- 16 December 2021

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

- 29 July 2021

PCC public question and answer sessions – The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

Norfolk and Suffolk Collaboration Panel meetings are due to be held in public every other month, with the venue alternating between Norfolk and Suffolk (agendas will be made available via OPCCN's website). The next meeting is yet to be scheduled.