

# Norfolk Police and Crime Panel



Date: **22 March 2016**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

**Persons attending the meeting are requested to turn off mobile phones.**

## **Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Mr William Richmond	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Ms Katy Stenhouse	Ms Kay Grey	Great Yarmouth Borough Council
Mr Brian Long	Mrs Elizabeth Nockolds	King's Lynn and West Norfolk Council
Mr Alec Byrne	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Terry Jermy	Mr Mick Castle	Norfolk County Council
Mr Brian Hannah	Mr James Joyce	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Keith Driver	Mr Paul Kendrick	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council
Ms Sharon Brooks	(no substitute member)	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	(no substitute member)	Co-opted Independent Member

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please contact the Committee Officer:  
Anne Pickering on 01603 223029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)**

## A g e n d a

1. **To receive apologies and details of any substitute members attending**
2. **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. It is recommended that you declare that interest but it is not a legal requirement.

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:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

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

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

To confirm the minutes of the meetings held on:

- a) 2 February 2016
- b) 16 February 2016

**5. 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 14 March 2016.**

- 6. Office of the Police and Crime Commissioner for Norfolk Commissioned Services – Quarterly Report** Page **31**  
To consider the regular monitoring information, focussing on the prevention and rehabilitation of offenders.
- 7. Police and Crime Plan Performance Report** Page **37**  
To review the performance of the Norfolk Police and Crime Plan.
- 8. Norfolk Independent Custody Visiting Scheme** Page **45**  
To consider how the Commissioner is meeting his statutory responsibility to establish and maintain an ICV scheme for the police force area.
- 9. Complaints Monitoring Report** Page **50**  
To consider the regular monitoring information about complaints relating to the conduct of the Commissioner.
- 10. Information bulletin – questions arising to the Commissioner** Page **52**  
To hold the Commissioner to account for the full extent of his activities and decisions since the last Panel meeting.
- 11. Recruitment of Co-opted Independent Member** Page **67**  
The Panel is recommended to consider the recruitment process and timetable.
- 12. Forward Work Programme 2016-2017** Page **98**  
To review the proposed work programme.

Date Agenda Published: Monday 14 March 2016

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**All enquiries to:**  
Anne Pickering  
Norfolk County Council,  
Democratic Services,  
County Hall,

Martineau Lane,  
Norwich, NR1 2DH  
Tel. 01603 223029  
Fax. 01603 224377  
Email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



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## Norfolk Police and Crime Panel

**Minutes of the Meeting held on Tuesday 2<sup>nd</sup> February 2016 at 10.00 a.m.  
Edwards Room, County Hall, Norwich**

### **Main Panel Members Present:**

Mr Alec Byrne	Norfolk County Council
Mr Brian Hannah	Norfolk County Council
Mr Terry Jermy	Norfolk County Council
Dr Christopher Kemp	South Norfolk Council
Mr Paul Kendrick	Norwich City Council
Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Breckland Council
Mr Richard Shepherd	North Norfolk District Council
Mr Alexander Sommerville	Co-opted Independent Member
Ms Katy Stenhouse	Great Yarmouth Borough Council
Mr Fran Whymark	Broadland District Council

### **Officers Present**

Mr Greg Insull	Assistant Head of Democratic Services
Mrs Jo Martin	Democratic Services and Scrutiny Support Manager

### **Others Present**

Mr Simon Bailey	Chief Constable, Norfolk Constabulary
Mr Martin Barsby	Business Manager, OPCCN
Mr Stephen Bett	Police and Crime Commissioner for Norfolk
Mr John Hummersone	Chief Finance Officer, OPCCN & Norfolk Constabulary
Ms Sharon Lister	Performance and Compliance Officer, OPCCN
Mrs Jenny Mckibben	Deputy Police and Crime Commissioner for Norfolk
Mr Mark Stokes	Chief Executive, OPCCN
Dr Gavin Thompson	Snr Policy & Commissioning Officer

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

- 1.1 Apologies received from Mrs Sharon Brooks and from Mr Keith Driver (substituted by Mr Paul Kendrick).

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

2.1 Mr Brian Hannah declared an 'Other Interest' as he was the Restorative Approaches Champion.

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

3.1 None

## **4. Minutes of the meeting held on 8<sup>th</sup> December 2015.**

4.1 The minutes of the meeting held on the 8th December 2015 were confirmed by the Panel as a correct record and signed by the Chairman subject to the following amendments:-

- At point 8.2 first bullet point the Panel asked that rather than 'investigated thoroughly' that the sentence should read 'assessed thoroughly' as the Panel did not have the power to investigate.

## **5. Public Questions**

5.1 No questions received from the public.

## **6 Police and Crime Commissioner for Norfolk's proposed precept for 2016-17**

6.1 The Panel received the suggested approach from Jo Martin, Democratic Support and Scrutiny Team Manager, for the Panel to consider the Police and Crime Commissioner for Norfolk's proposed Revenue Budget and Capital Programme for 2016/17, Medium-Term Financial Strategy 2016/17 to 2019/20, the funding and financial strategies and decide whether or not it supported the Police and Crime Commissioner for Norfolk's proposed precept for 2016/17.

6.2 The Panel received a presentation from the Chief Constable Simon Bailey (Appendix A). This explained the changing nature of crime, the complexity of new demands on Norfolk Constabulary, the challenge of managing the expectations of local communities and continuing to balance the budget of a force that had been judged to be efficient and high performing.

The Chief Constable explained that he found himself in a really difficult position. He had thought long and hard about how to approach the meeting, and had carefully considered the implications and the potential negative media coverage which might follow, but he needed to remain true and speak against the commissioner's proposed freeze. He said it was the first time he and the Commissioner had publicly disagreed and it was not something he did lightly. He had argued for months that the precept should increase by the maximum amount. He had a dedicated group of officers looking at what policing would look like in five years' time and the evidence of their review was that the Constabulary would need every single penny to meet public expectation (meeting demands year on year that showed no sign of decreasing and maintaining high standards). He was doing his best to protect the frontline, but at some point that had got to give and that is

why he needed a budget which met the anticipated demands. The Constabulary had received a rating of outstanding from the HMIC in the past year a success which the Chief Constable was incredibly proud of but felt would be difficult to maintain if the freeze was brought in.

6.3 The Commissioner's Chief Finance Officer introduced the budget report and highlighted the following points:-

- The financial position was very different from the situation last year; the announcement from the Chancellor in November that the funding settlement for police would be significantly better than expected had come as a surprise.
- However, it was important to note that there were still financial pressures to be faced including an overhang of savings to be found from previous spending review periods. Even with a precept increase, further savings would need to be found although there would also be an opportunity to reinvest and give the force some more headroom.
- The forecasts for 2017/18 onwards did not include any estimates of additional resources required to meet the demands that will face the constabulary during the forthcoming years.
- The final settlement was due to be received on Thursday. No changes were expected. The Home Secretary had made it clear that raising council tax and continuing to drive through efficiency savings would enable all Commissioners to fund the increasing pressures.

6.4 The Commissioner's Chief Executive explained the results from the consultation. (Appendix B)

6.5 The Police and Crime Commissioner for Norfolk addressed the Panel, and thanked the Chief Constable and his staff for their presentations. The Commissioner then outlined the reasons why he felt it was important to freeze the council tax (Appendix C)

6.6 The following points were raised during discussion by the Panel:-

- Concerns were raised about the potential budget deficit of £6.7m if the precept was frozen every year until 2020. The Commissioner advised that the budget would be considered year on year and changes made if necessary to ensure a balanced budget.
- The Panel queried whether the increases in the levels of crime were a national problem or just in Norfolk and was advised that the increases were being seen across the country however, Norfolk's level for certain crimes was higher but this was due to increased levels of confidence in victims coming forward.

- The Chief Constable advised that the average cost of a sexual abuse investigation was £19.5k, and £30k if the case was non-recent. Over £1bn nationally was being spent on investigations relating to sexual abuse.
- New training was essential for the Constabulary to ensure that the new crimes were managed and dealt with effectively. All frontline officers had to be retrained as well as specialised training being provided for those within specific divisions.
- In response to a question asked regarding the impact of a freeze on the operational activities of the Constabulary, the Panel were advised by the Chief Constable that there would be further reductions in the visible presence of the police and PCSO's. Priority had to be given to the teams that worked directly with and provided support to the vulnerable members of the community, which were usually less visible.
- The Commissioner agreed with the Chief Constable that this was the area that would be affected, however the Commissioner felt that as the reserves had built up sufficiently enough and the Government had provided an opportunity to allow for a freeze that this would give the people of Norfolk a fiscal break.
- The Commissioner felt that the decision to go for a freeze was a result of balancing the needs of the Constabulary and the needs of the people of Norfolk.
- It was noted by Panel members that Norfolk had the 4<sup>th</sup> highest precept in the country.
- Congratulations were given to the Commissioner's Office for its use of social media to increase the level of participation in the consultation. As the response from the consultation showed that 64% would support a 2% increase while only 36% would support a freeze it was discussed how ignoring the public feedback would discourage future engagement and that the feedback showed that there was an appetite for an increase and support for the Constabulary.
- It was noted that the 2% increase would provide the Constabulary with headroom to deal with the increasingly complex challenges it would be facing.

6.7 Mr Brian Hannah proposed, seconded by Mr Terry Jermy, that the Panel veto the Commissioners proposed precept to freeze the council tax for the police at zero for the next year on the basis that it was too low.

With **9** votes **For** and **1** vote **Against** the motion was **carried**.

6.8 The Panel **RESOLVED** to note the Police and Crime Commissioner for Norfolk's proposed Revenue Budget and Capital Programme for 2016/17, Medium-Term Financial Strategy 2016/17 to 2019/20, and the funding and financial strategies.

The Panel **RESOLVED** to veto the Commissioner's proposed precept to freeze the council tax for the police at zero for the next year and agreed to meet at 10am on 16 February 2016 to review a revised precept proposal.



## **7. OPCCN Commissioning – Quarterly Report**

7.1 The Panel received the suggested approach from Jo Martin, Democratic Support and Scrutiny Team manager which outlined the areas the Panel could consider regarding the quarterly update on the commissioned services from the OPCCN.

7.2 The following points were raised and discussed:-

- Members of Panel queried the number of fathers who had attended the full program of MensCraft, as it was considered that only 5 attendees seemed low. It was explained that the programmes involved were complex and required participants to change their attitudes which was very difficult and challenging to get them to engage thoroughly. Further detail on this could be provided.
- It was noted that PACT (Partners Against Crime Taskforce) had closed; the commissioners officer were aware and were working with partners to cover the services that had been previously provided.
- The Safer Schools team were partly covering awareness of the dangers of social media for young people.

The Mental health Team in Police Control Rooms had been a success; the funding from the Home Office was finite but the OPCC was facilitating collaborative funding discussions with a range of partners including the CCGs and district councils to enable this service to continue. A final update would be brought to the next meeting.

7.3 The Commissioner praised the hard work that had been done by his office in regard to the commissioning services.

7.4 The Panel noted the update.

## **8. Office of the Police and Crime Commissioner for Norfolk - Performance Framework**

8.1 The Panel received the report which provided an update on OPCCN's performance framework in relation to the policing objectives in the Police and Crime Plan.

8.2 The aim of the performance framework was to create a more holistic approach to monitoring the Police and Crime Plan. A full month's data set should be available by May which would mean that more visibility could be provided.

8.3 The Panel noted the report.

## 9. Complaints Handling

9.1 The Panel received the report from Jo Martin, Democratic Support and Scrutiny Team manager which outlined the changes and development to the local model for managing police complaints and provided an update on the Home Office proposals.

9.2 The following points were raised in reference to the recommendations in the report:-

- The new Policing and Crime Bill was expected to have its first reading this month and while there had been much discussion around this no changes were anticipated to the local model options.
- The Home Office had given assurances that Police and Crime Panels were not intended to become a further route of complaint; members of the Panel voiced their disagreement that this would inevitably be the case.
- The key theme that needed to be addressed by the Home Office was what qualified as an investigation.
- It was raised by Panel members that some PCC complaint assessments could take up to 4 hours and could be quite difficult to interpret so the system should be designed so that it could be understood in layman's terms.
- In reference to the Sub Panel and the Terms of Reference, it was noted that no substitutes should be allowed and that it may be that a third member could be required in the future.

9. The Panel **RESOLVED** to:-

- a) Consider an update on the development of a local model for managing police complaints (Police Integrity Reforms).
- b) Endorse the suggested response to the Government's public consultation on managing complaints about the conduct of Police and Crime Commissioners.
- c) Agree the Terms of Reference for a Complaints Handling Sub-Panel.

## 10. Information bulletin – questions arising to the Commissioner

10.1 The Panel received the report from Jo Martin, Democratic Support and Scrutiny Team manager which summarised for the Panel both decisions taken by the Commissioner and the range of his activity since he last Panel meeting.

10.2 The Panel raised a query regarding the Athena project and were informed that Athena had gone live in Oct 2015 and was going reasonably well. There had been some glitches, in particular access codes provided by the Home Office had caused some trouble, however the issues would be overcome.

Members were informed that the Athena update was regularly brought to the Police Accountability Forum to be scrutinised.

There were currently nine founding forces involved with the Athena project with Essex taking the lead on the ICT.

10.3 The Panel noted the report.

## 11. Work Programme

11.1 The Panel received the report which outlined the Forward Work Programme.

11. The Panel noted the Work Programme.

The meeting closed at 12:05pm.



## CHAIRMAN



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**Norfolk Constabulary**  
**Police and Crime Panel**

Simon Bailey QPM  
 Chief Constable  
 2<sup>nd</sup> February 2016





**PCC Police and Crime Plan – Strategic Objectives**

The PCC's priorities remain unchanged and are set out in the 2015/16 Police and Crime Plan. They are:-

- Reducing priority crime, anti-social behaviour and reoffending
- Reducing vulnerability, promoting equality and supporting victims
- Reducing the need for service, through preventative and restorative approaches and more joined up working with partners; protecting the availability of front line resources


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**Financial Savings**

- In the period April 2010 to March 2016 Norfolk Police has saved £25m
- £13m in collaboration with Suffolk
- £12m is Norfolk only, and mainly local policing


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**Workforce Strength**

Total	March 2010	December 2015	Reduction
Police Officers	1,649	1,522	-127
PCSOs	275	169	-106
Staff	1,120	1,005	-115
<b>Total</b>	<b>3,044</b>	<b>2,697</b>	<b>-347</b>


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### Workforce Profile


By Rank	March 2010	December 2015	Reduction
Chief Superintendent	7	4	-3
Superintendent	15	13	-2
Chief Inspector / Inspector	119	95	-24
Sergeant	295	270	-25
Constable	1,209	1,136	-73
<b>Total</b>	<b>1,645</b>	<b>1,518</b>	<b>-127</b>

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- Norfolk Constabulary is an exceptionally high performing force
- We are recognised by HMIC as one of the best performing forces in England and Wales
- We have one of the most advanced collaborations in England and Wales
- Norfolk is at the forefront of innovation and evidence based policing

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### Our Operating Environment

- Regional Collaboration
- The Preferred Partnership
- Local Service Delivery

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Norfolk Control Strategy


**HIGHEST PRIORITY THREATS**

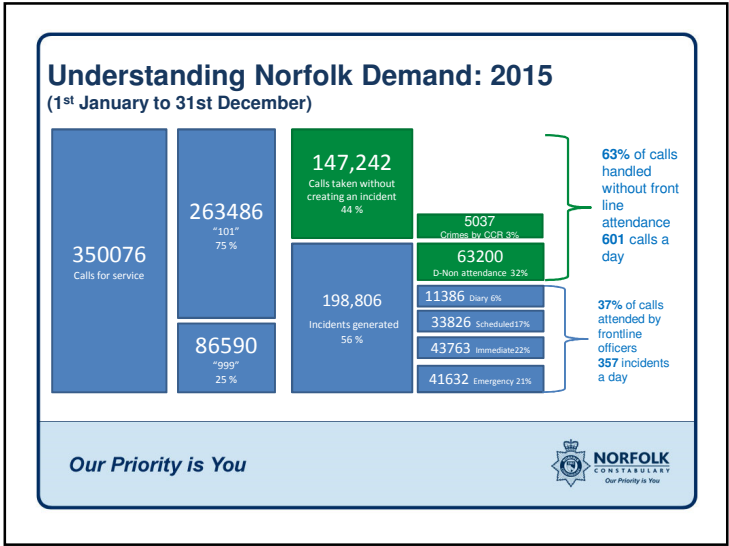
- Child Sexual Exploitation and Abuse
- Domestic Abuse
- Sexual Offending
- Terrorism
- Trafficking
- Violent Crime

**HIGHEST PRIORITY DEMANDS**

- 999s
- Anti-social Behaviour
- Missing Persons
- Nighttime Economy
- Road Safety

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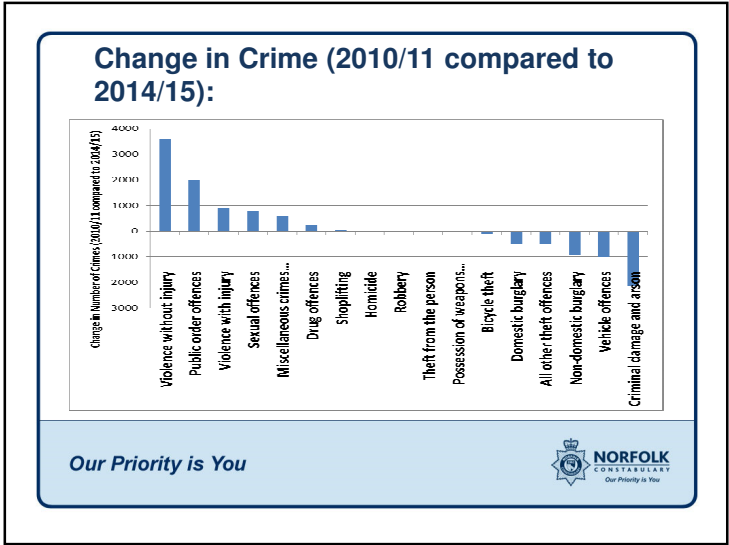




### Changing CAD demand

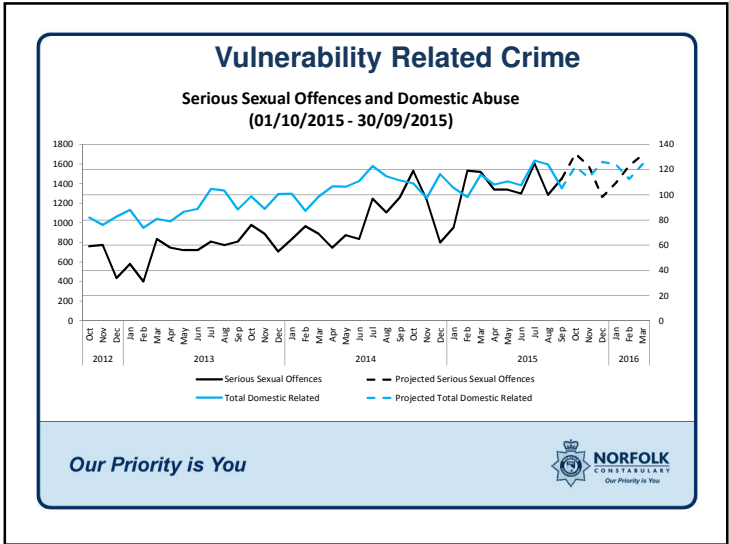
Demand type	2010/11		2015		Change
	Year	Daily	Year	Daily	
999 Calls	91478	251	86590	237	-5%
101 Calls	259776	712	263486	722	+1%
ASB	53862	148	16298	45	-70%
Crime	35799	98	39489	108	+10%
Road related	27236	75	28683	79	+5%
Public safety	73659	202	89093	244	<b>+21%</b>
Concern for safety	14533	40	16860	46	<b>+16%</b>
Domestic Incident	9709	27	20252	55	<b>+108%</b>
Missing Persons	3026	8	4135	11	<b>+37%</b>
<b>CADS attended</b>	<b>152838</b>	<b>418</b>	<b>130587</b>	<b>358</b>	<b>-15%</b>

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# Vulnerable People

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### Adult Abuse Investigation

- Population Change – Ageing population of Norfolk (in the last decade +23% aged 65 & over).
- Workloads – Increasing demand for service (approx. 35 investigations per month)
  - 29% increase in crimes indicated against 'vulnerable adults' in past 12 months
  - 13% increase in crimes against over 70s in past 12 months

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### Rape & Serious Sexual Offences

	Rape Offences
1 April 2015 - 1 February 2016	412
1 April 2014 - 1 February 2015	282
1 April 2013 – February 2014	237

**46% increase** in rape reporting since 1st February 2015 and a **74% increase** since 1st February 2014

Other serious sexual offences: 1 April 2015 – 01 Feb 2016 (1108 offences)

**35% increase** in SSO compared to last year to date

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## Public Protection

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### Registered Sex Offenders & MAPP nominals

Year	RSOs in the Community	MAPP Cases
	December 2015	
2013	761	87
2014	834	79
2015	898	86

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### Domestic Abuse

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999 Call to Norfolk Police from a 9 year old boy whose upstairs in his bedroom hiding with his 7 year old sister.



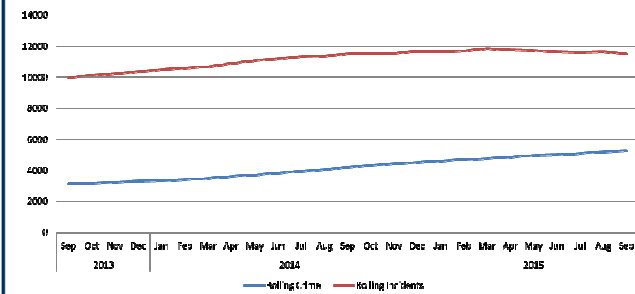
999 call re Norfolk Domestic.WMA



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### Domestic Abuse



67% increase in domestic abuse reports since 2013

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# Honour Based Abuse

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## Honour Based Abuse

Number of referrals:

2013 = 4  
2014 = 20  
2015 = 32

Mandatory reporting of FGM introduced  
October 2015 – impact on referral numbers  
anticipated

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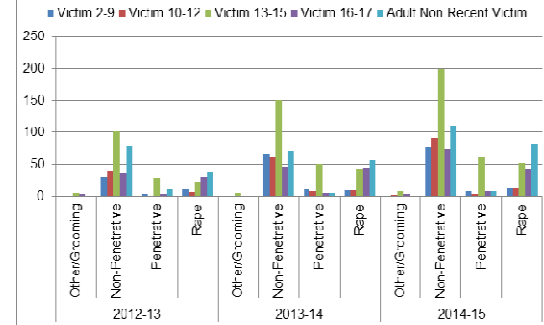


# Safeguarding our Children

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### Child Sexual Abuse Crime Recording by Year (Norfolk Constabulary)



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### Child Abuse Investigation

#### National / local context

- 11.3% of young adults aged 18 – 24 have experienced contact sexual abuse during childhood<sup>1</sup>
- We can expect **18,883** of Norfolk's 167,114 children to be the victim of contact sexual abuse during their childhood<sup>2</sup>
- Only 1 in 8 of victims currently come to the attention of statutory agencies<sup>3</sup>

#### Ongoing challenges

- ABE, Intermediaries & Better Case Management - will require investment in time and resources to met these national requirements.
- Substantial demand increase - 32 DC FTE in CAIU currently have 414 cases (avg. 13 cases each), an increase of **19%** since last year.

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### Schools Based Incidents & Interventions

Incident Type	Number Recorded			
	Oct 11 – Jul 12	Sep 12 – Jul 13	Sep 13 – Jul 14	Sep 14 – Jul 15
Attendance	94	152	274	267
Behaviour	676	1022	1283	1200
Safeguarding	197	447	784	905
Other	112	514	849	934
	<b>1079</b>	<b>2135</b>	<b>3190</b>	<b>3306</b>

Plus 375 Sexting Reports since September 2014

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### Child Sexual Exploitation

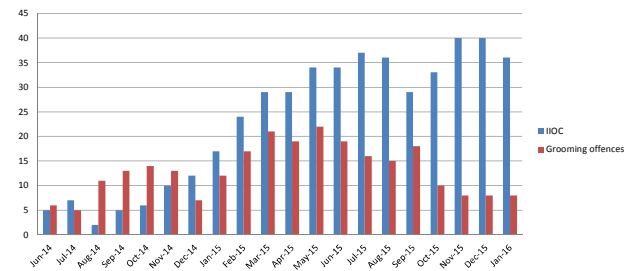
- Live CSE cases – 158
- Average of 84 referrals per month in 2014, 124 in 2015 : 33% increase
- 272% increase in CSE related crime since 2014

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### Safeguarding Children Online

Number of referrals or packages bring developed (Cumulative totals)



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### The Challenge

- The changing face of crime
- The complexity of new demands
- Managing expectations
- Balancing the budget

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**Thank you**

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**Office of the Police & Crime Commissioner  
Budget Consultation 2016/17**

**Results**

**Summary**

- 1 The Police and Crime Commissioner (PCC) has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay for policing through their council tax (or precept).
- 2 This report presents the results of the public consultation held from 4 January and 29 January 2016.
- 3 The consultation was carried out in line with the approach approved by Members on 8 December 2015.

**1.0 Background**

- 1.1 The Police and Crime Commissioner has a statutory duty to consult Norfolk people on their proposals over whether to raise the amount they pay for policing through their council tax, or precept.
- 1.2 The Police and Crime Commissioner decided to consult on whether to raise the policing element of the Council Tax by 2% or whether the precept amount should be frozen for 2016/17.
- 1.3 The consultation received a total of 2,321 responses from across Norfolk.
- 1.4 Of the responses received, 1,491 (64%) said they would support a 2% increase, with 830 (36%) saying they would support a freeze.

## 2.0 Breakdown and results

<b>Direct contact</b>	Prepared to pay 2% more	Support a freeze	Total	% pay more	% freeze
Hard copy form	17	8	25	68	32
Letter	1	1	2	50	50
E-mail	1	3	4	25	75
Telephone call	2	3	5	40	60

<b>Online Survey</b>	Prepared to pay 2% more	Support a freeze	Total	% pay more	% freeze
<b>Total</b>	<b>1,365</b>	<b>759</b>	<b>2,124</b>	<b>64</b>	<b>36</b>
Breckland	211	99	310	68	32
KL & West	186	129	315	59	41
Broadland	271	114	385	70	30
North Norfolk	130	54	184	71	29
South Norfolk	268	156	424	63	37
Gt Yarmouth	100	70	170	59	41
Norwich	199	137	336	59	41

<b>Public Meetings</b>	Prepared to pay 2% more	Support a freeze	Total	% pay more	% freeze
KLynn/W Nfk	6	1	7	85	15
Norwich	9	2	11	82	18

<b>Public events</b>	Prepared to pay 2% more	Support a freeze	Total	% pay more	% freeze
Gt Yarmouth ASDA	40	26	66	61	39
Gt Yarmouth Sainsbury's	50	27	77	65	35

	Prepared to pay 2% more	Support a freeze	Total	% pay more	% freeze
<b>TOTAL</b>	<b>1491</b>	<b>830</b>	<b>2,321</b>	<b>64%</b>	<b>36%</b>

### **3.0 Further information:**

#### **Consultation:**

The consultation ran from 4 January to 29 January 2016 and was carried out in line with the report “Office of the Police & Crime Commissioner Budget Consultation 2016/17” which was before the Panel on 8 December 2015.

In addition to the outlined approach, the OPCCN noted a limited response from the Great Yarmouth area so visited two supermarkets to speak to shoppers face-to-face.

The results of the public consultation and comments received will be published on the OPCCN website.

#### **Do Not Pay Council Tax:**

107 responses were received from members of the public who do not pay Council Tax. 67 (63%) of those responses were in support of an increase, with 40 (37%) choosing a freeze.

#### **Data:**

During the process of monitoring and analysing the responses, 4 were found to have been duplicated, so each was only counted once in the final figures.

#### **Media:**

Coverage for the consultation was secured in and on all the main media outlets including EDP, Evening News, Lynn News, Bury Free Press, Mustard TV, KLFM, Heart, Radio Norwich, and North Norfolk Radio. Many covered the consultation more than once.

The Office of the Police and Crime Commissioner promoted the consultation via social digital media channels throughout the consultation period and via staff.

## **Response summary/repeated themes:**

Of the 2,124 responses received to our online survey, almost 900 people wrote comments. As you would expect these were hugely varied in their content but there were some definite themes that emerged. The main ones are included below:

- Clear view that people are prepared to pay more but they want to see/understand what they are paying for in their neighbourhood/community/ "on my street".
- Many people pointing out they are on fixed incomes and are being asked to pay more year-on-year for police and council services.
- People are prepared to pay more for PCSOs and police officers.
- Strong call for PCC and CC to be lobbying Government and "pushing back" on funding.
- Calls for greater efficiency and cuts to "back office" and people saying get rid of PCC.
- Calls for levy on clubs and bars to pay for own policing and for a redress of the rural versus urban balance.
- For every 'clamp down on speeding drivers' there is a 'stop traffic police harassment'.
- PSCOs are either greatly appreciated or seen as police 'lite'.
- Some making the point that the Government has not reduced funding so no need for rise.

### **Great Yarmouth Asda - one hour 27.1.16**

Comment headlines:

- 'if it's used for services locally',
- 'only if used for the frontline'.

### **Great Yarmouth Sainsbury's - one hour 27.1.16**

Comment headlines:

- 'no, they should be funded by Government',
- 'yes, if it means they're more visible', if they were more visible I would feel safer',
- 'I'd want more information on where the money is going'.

## Appendix C

### Police and Crime Commissioner for Norfolk's Precept Statement

I would like to thank the near two and half thousand people who had their say online, emailed, wrote letters, called the OPCCN and who gave their views face to face - and the 900 plus people who gave their comments and feedback. It was an excellent response and hugely encouraging. It shows people are passionate about their police force and have a voice.

Deciding whether to raise the amount people pay for their policing is never an easy one – and one I have never taken lightly. During my many years as Chairman of the Police Authority and latterly as PCC I have always looked at the balance sheet year-on-year and taken a decision based on what I felt was best for both the people of Norfolk and the force.

I know that while an extra 2% means on average an extra £4 a year for a Norfolk taxpayer that is, of course, in addition to what they already pay.

I am also very aware that what we are talking about today is the policing part of the Council Tax. I know that the Norfolk taxpayer is almost certain to be asked to pay more by other authorities – and that it all adds up.

So on the one hand I know that raising the precept would add to the financial burden of Norfolk people but on the other I hear loud and clear the message from the Chief Constable. I understand that the nature of crime is changing like never before and in a way that is less visible than before. Such crimes are time consuming and expensive to police and need resourcing.

Over the past month I have listened to the Chief Constable and I have listened to the people of Norfolk. I have looked carefully at the balance sheet and I have looked at what the future may hold.

I have to say it is extremely heartening to see that the majority – 64% - of people responding to the budget consultation would be prepared to dig a little deeper and pay more for their policing - however I have decided that this year they do not have to.

In the autumn there is no doubt we expected the worst. The financial storm clouds were gathering over policing and those clouds were black. There was genuine talk of 25% cuts or even 40% cuts. Wisely the Chief Constable battened down the hatches and prepared for the worst.

Norfolk 2020 – the force's transformation programme for the next four years – was established to plan for all eventualities.

In the end the Government surprised us all. The Chancellor and Home Secretary pulled a huge rabbit from the hat and announced the police budget would be protected. To say this was anything other than excellent news would be utter folly. It also gave us options.



I believe my record shows that my heart and soul are in policing – but I believe the Government has given me the opportunity to ease the burden a little on the people of Norfolk - and that is what I intend to do.

I will no doubt be accused of playing politics – however I simply cannot pass up this opportunity, given by the Government – to freeze the precept. It has to be the right thing to do.

Will this mean the drive for further efficiencies will stop? No – far from it. Norfolk 2020 will continue apace and reassuringly the HMIC has every confidence the force is in a sound position. The force will keep exploring all opportunities – including further collaboration both inside and outside the policing world. And some stones will have to be turned over again. Efficiency remains the mantra.

I am also aware that, thanks to financial prudence and common sense over the years, Norfolk Constabulary has reserves which have seen it through austere times. I now intend to make the most of this opportunity and use some of those reserves to start to clear the force's short-term debt and this in turn should deliver revenue savings.

As you know I am Norfolk born and Norfolk bred and I want what is best for our county. I am extremely proud of every single member of our police family and what they are achieving day in, day out. The force is the best in the country and I believe it can and will remain so.

So, having taken everything into consideration and carefully considered the options, I have decided that this year I will freeze the policing element of the Council Tax.



## Norfolk Police and Crime Panel

**Minutes of the Meeting held on Tuesday 16th February 2016 at 10.00 a.m.  
Edwards Room, County Hall, Norwich**

### **Main Panel Members Present:**

Mr Alec Byrne	Norfolk County Council
Mr Mick Castle	Norfolk County Council
Mr Keith Driver	Norwich City Council
Mr Roger Foulger	Broadland District Council
Mr Brian Hannah	Norfolk County Council
Dr Christopher Kemp	South Norfolk Council
Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Breckland Council
Mr Richard Shepherd	North Norfolk District Council

### **Officers Present**

Mr Greg Insull	Assistant Head of Democratic Services
Mrs Jo Martin	Democratic Services and Scrutiny Support Manager

### **Others Present**

Mr Stephen Bett	Police and Crime Commissioner for Norfolk
Mr J Hummersone	Chief Finance Officer, OPCCN & Norfolk Constabulary
Mr Mark Stokes	Chief Executive, OPCCN

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

- 1.1 Apologies received from Mr F Whymark (substituted by Mr R Foulger), Mr T Jermy (substituted by Mr M Castle), Mr A Sommerville, Ms S Brooks and Ms K Stenhouse.

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

- 2.1 No declarations were made.

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

3.1 None

**4 Police and Crime Commissioner for Norfolk's proposed precept for 2016-17**

4.1 The Panel received the report from Jo Martin, Democratic Support and Scrutiny Team Manager which outlined the options for the Panel to consider regarding the Police and Crime Commissioner for Norfolk's revised precept for 2016/17.

4.2 The Commissioner's Chief Finance Officer went through the Commissioner's revised budget report and highlighted the following points:-

- It was important to note that an increase in the council tax would not create additional funding but would create a balanced budget.
- Whatever option was chosen, the Constabulary would still need to find efficiencies during the next couple of years.
- The Norfolk Local Policing Review (Norfolk 2020) would be looking into the deficits and the challenges and pressures facing the Constabulary and would provide a report in the summer.

4.3 The Commissioner addressed the Panel and outlined the reasons for his revised precept proposal (attached Appendix A).

4.4 The Panel discussed the Commissioner's revised proposal and asked questions of the Commissioner and his staff. The following points were discussed:-

- While the sentiment of keeping tax low for the people of Norfolk was admirable, the need to maintain local funding meant that the increase in the precept should be supported. A freeze would be inconsistent with plans to increase council tax in other areas.
- Norfolk's Police and Crime Panel was the only one in the country to have exercised its veto in relation to a freeze
- It was noted that Norfolk Constabulary was held in high esteem nationally and its good reputation could only continue if it had the funds to operate at the standard expected.
- The Chief Constable would decide where the funding would be focused but it was highlighted that the £350k that had come from restructuring the Commissioner's Office had been ring fenced for funding more PCSO's in schools.

4.5 Dr C Kemp proposed, seconded by Mr B Hannah that the Panel agree to support the Commissioner's revised precept proposal without qualification or comment.

The Panel unanimously **Agreed**.

- 4.6 The Panel **RESOLVED** to support the Police and Crime Commissioner for Norfolk's revised precept proposal to increase the police and crime element of the council tax in 2016-17 by 1.98% (£4.14 per annum) to £212.94 for a Band D property.

The meeting closed at 10:20am.

**CHAIRMAN**



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## Appendix A

Thank you Chairman.

As you know, when I addressed you a fortnight ago I outlined the reasons why I was intending to freeze the policing element of the Council Tax for the next year.

That decision was made after carefully weighing up all the options, but it was a decision made “on balance”.

I said that at the time the decision on whether to raise the amount people pay for their policing is never an easy one – and one I have never taken lightly.

I explained that during my many years involved with policing in Norfolk I have always taken a decision based on what I felt was best for both the people of Norfolk and the force.

I acknowledged that it was extremely heartening to see that the majority of the near two and a half thousand people who responded to our consultation – some 64% - would be prepared to dig a little deeper and pay more for their policing if they needed to.

Panel members will not need reminding of the stark messages from the county’s Chief Constable at the last meeting. No-one in the room could be left in any doubt that policing faces huge challenges.

The Chief Constable pleas did not fall on deaf ears but - as I also made it clear last time - the Chancellor and Home Secretary pulled a huge financial rabbit out of the hat in announcing the protection of police budgets - and that move gave us options.

On balance I decided to propose a freeze.

However; I was not prepared for the depth of feeling from Members on the day in favour of a maximum 2% rise, especially given the political makeup of the panel.

I have to say that took me by surprise.

I have been accused of one or two things down the years – in fact I was accused of one or two things at the last meeting – but one thing I always

try and do is listen. I have prided myself on being a “Listening PCC” and have always tried to leave the politics at the front door.

If I was not expecting a veto last time, I was certainly not expecting a vote of 9 to 1. It was a majority I could not ignore.

I can assure you my original proposal was sincere, and it was made after carefully weighing up all the options.

However, I now find myself in a position where when I add the weight of opinion of the Members of the Panel to the views of the public and the impassioned pleas of the Chief Constable I find the scales tipping in favour of a 2% increase.

As I said two weeks ago I am Norfolk born and Norfolk bred and I want what is best for our county - and that remains the case.

**Office of the Police and Crime Commissioner for Norfolk Commissioned Services –  
Quarterly Report**

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

The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its commissioned services, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.

**1. Background**

- 1.1 When it met in October 2015, the Panel considered a report that provided an overview of the range of services being commissioned by OPCCN. It set out how the services supported the delivery of the Police and Crime Plan for Norfolk, as well as demonstrating how they related to OPCCN's Commissioning Strategy. It included interim performance data (where available) for ongoing projects and final outcome data for completed projects.
- 1.2 The Panel agreed that it would be helpful to receive regular (quarterly) update reports from OPCCN, to track the progress being made by commissioned services in relation to each of the four Commissioning Strategy themes.

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

- 2.1 The purpose of the item on today's agenda is to allow the Panel to consider an update report from OPCCN about its commissioned services. This is attached at **Annex 1**. It describes the policy, partnership and commissioning activity that has been taking place in relation to the prevention and rehabilitation of offenders (one of the four themes in the Commissioning Strategy).
- 2.2 The Commissioner will attend the meeting to answer the Panel's questions and will be supported by his deputy and members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:
  - a) How OPCCN has driven both the policy and multi-agency response to the prevention and rehabilitation of offenders in Norfolk.

- b) How commissioned services have delivered the intentions set out in OPCCN's Commissioning Strategy 2014-16.
- c) The new and emerging needs being addressed by OPCCN's commissioning activity.
- d) The impact of OPCCN's Gateway to Employment initiative.
- e) The development of the Women in Norfolk (WIN) Service.

### **3. Action**

3.1 The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its commissioned services, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.



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## **Policy and Commissioning Report Prevention and Rehabilitation of Offenders**

Dr Gavin Thompson – Senior Policy and Commissioning Officer

The Panel note the policy, partnership and commissioning activity being lead and undertaken by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and the impact this is having in the county.

### **1. Background**

1.1 Preventing offending and rehabilitating offenders is one of four priority themes set in the Police and Crime Plan for Norfolk and a significant amount of progress has been made since 2012, which has resulted in Norfolk becoming recognised nationally for its successful multi-agency response to addressing the multiple and complex causes of offending and re-offending.

1.2 The OPCCN has been instrumental in devising and driving both the policy and multi-agency response to prevention and rehabilitation in the county, which now benefits from having;

- a strong Norfolk Rehabilitation of Offenders Board, with high level buy in and support from senior representatives of partners from the public, private and voluntary and community sectors, which;
  - oversees policy/strategy development and alignment
  - identifies and addresses faults in service design and/or gaps in services to support prevention/rehabilitation
  - commissions interventions and services to support those at risk of, or who have already offended
  - attracts external funding for initiatives and projects in Norfolk.
- a multi-agency Rehabilitation Strategy that covers each rehabilitation pathway, including...
  - accommodation
  - education, training and employment
  - health
  - drugs and alcohol
  - finance benefit and debt.

For each rehabilitation pathway, there is now a multi-agency working group that is tasked with the responsibility of developing and delivering a pathway action plan and ensuring that existing thematic strategic partnerships and professional networks acknowledge their responsibilities to achieving successful rehabilitation and respond accordingly.

## 2. Commissioning Intentions 2014-16

2.1 Over the last two years, the OPCCN has delivered against the intentions set out in its Commissioning Strategy 2014/16 and addressed new and emerging needs, and a summary of achievement is set out below...

- Earlham - Henderson Trust - support for vulnerable young people at risk of or already engaged in anti-social behaviour, including intensive support to individuals and their families.
- King's Lynn - North Lynn Discovery Centre – 'Whatyasay' Project in the west of the county targeting young people at risk of offending and to engage them in positive activities and guidance.
- Open Road West Norfolk – 10 places for vulnerable young people (16-18 years) to gain practical skills, recognised qualification and life skills.
- YMCA Norfolk – 'Right Direction Programme' to deliver diversionary engagement and education activities for young people at risk of offending or re-offending whilst resident in the YMCA's Norwich Services.
- Support for Norfolk's looked after children and care leavers, both practical and emotional to make positive life decisions.
- 'Time for Positive Choices' programme providing personal development, support and positive activities programme for vulnerable young people in Thetford.
- NR5 Project – funding towards a dedicated worker in North Norfolk to deliver person centred support to both offenders and victims of crime.
- Your Own Place CIC – working with young people at risk of offending and re-offending to teach them life skills.
- 180 Degree Norfolk link worker provided to forge relationships with those offenders who find it difficult to engage with statutory and non-statutory services.
- An emergency needs fund provided to meet the needs of those in the 180 Degree Norfolk project for whom there is no statutory obligation on any organisation to provide.
- Provision of core funding for the Norfolk Youth Offending Team to providing early intervention with young people who are vulnerable to being involved in crime or anti-social behaviour.
- The provision of holistic specialist services for women with an offending history (who on many occasions have been victims of crime including domestic abuse) through the 4 Women Centre in Norwich, including a pilot service for women with borderline personality disorder.
- The Enhanced Employability Academy run by LEAP CIC in Norwich – a partnership with the Department for Work and Pensions - to improve the labour market and work readiness of people with an offending history.
- The creation of the N'Compass website to provide advice and support to people with an offending history and practitioners.

### **3. Major Campaigns and Projects**

- 3.1 The Education, Training and Employment pathway is regarded as one of the primary pathways to rehabilitation and therefore a great deal of focus has been placed on this area by both partners and the OPCCN.
- 3.2 In December 2015, the PCC launched the Gateway to Employment (GTE) initiative, a new and innovative partnership between the OPCCN and the DWP, which is designed to;
- demonstrate the economic value to employers of employing ex-offenders to fill skills and labour shortages
  - work with employers to break down the cultural and structural barriers to employing ex-offenders in their organisations
  - offer Gateway to Employment jobs, to demonstrate to job seekers with an offending history that they will not be stigmatised and adversely treated
  - provide ongoing advice and support to employees and ex-offenders to enable a sustainable employment contract and a productive employment relationship to be maintained
  - reduce levels of re-offending through the positive benefits of work
  - reduce dependency on state benefits.
- 3.3 The GtoE project is managed by a board including three Norfolk MPs, the Leader of Norwich City Council, Governor of Norwich Prison, representatives of the DWP, Probation Service and the Community Rehabilitation Community and is chaired by the PCC for Norfolk.
- 3.4 GtoE has already been successful in securing job opportunities for people with an offending history and more details can be found at [www.gtoe.co.uk](http://www.gtoe.co.uk).
- 3.5 It is recognised that the provision of integrated support for female offenders in Norfolk is very limited and confined primarily to the Norwich area. Therefore the OPCCN bid for and was successful in getting funding from the Ministry of Justice to develop the Women in Norfolk Service (WIN). Norfolk was one of only four areas in the country to be awarded funding.
- 3.6 The WIN service will seek to divert women away from the criminal justice system through a process of providing intense support and creating pathways to services to address the underlying causes of criminal behaviour. The project will be developed over the next six, during which learning and best practice will be incorporated into the operating model for the WIN Service, with the service going live in September 2016. The service will run for twelve months and be subject to an external evaluation to determine the value of funding the project over the long term.
- 3.7 In recognition of the inequalities in health outcomes for people with an offending history, the OPCCN is working with health partners, including Clinical Commissioning Groups (CCGs), to address the underlying causes of this inequality to achieve long term savings to the health and social care system. To date this work has included the production of an Offender Health Needs Assessment, a fundamental review of Offender Health Pathways and the creation of a strategic action plan to address pinch points and service failures on behalf of the Health and Well-being Board.



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## **Police and Crime Plan Performance Report**

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

The Panel is recommended to consider the Commissioner's Police and Crime Plan Performance Report and agree what recommendations (if any) it wishes to make to the Commissioner.

#### **1. Background**

- 1.1 The Police and Social Reform Act 2011 ("the Act") requires the Police and Crime Commissioner ("the Commissioner") to issue a Police and Crime Plan ("the Plan") within the financial year in which an election is held.
- 1.2 The Police and Crime Plan should determine, direct and communicate the Commissioner's priorities during their period in office and must set out for the period of issue:
  - a) The Commissioner's police and crime objectives for the area, including the strategic direction over the period for which the Commissioner 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 Commissioner will give the Chief Constable in order that they may do this;
  - d) How the Commissioner will measure police performance and the means by which the Chief Constable will report to the Commissioner.
  - e) Information regarding any crime and disorder reduction grants that the Commissioner may make, and the conditions (if any) of those grants
- 1.3 Prior to publication of the Plan, the Commissioner 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 Commissioner 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 today's meeting is for the Panel to consider the progress being

made by the Commissioner towards delivering the current Police and Crime Plan for Norfolk 2014-16, refreshed in January 2015. This is set out in a report from the Commissioner's Office at **Annex 1**.

- 2.2 The Commissioner will attend the meeting to answer the Panel's questions and will be supported by his deputy and members of his staff.
- 2.3 After the Commissioner has presented his report, the Panel may wish to question him on the following areas:
- a) Progress being made towards delivering the strategic objectives set out in the current Police and Crime Plan for Norfolk.
  - b) How performance is being monitored and evaluated, including the development of the new framework for policing objectives.
  - c) Development of the Commissioner's priority themes (domestic abuse and sexual violence; mental health, drugs and alcohol; rehabilitation of offenders; supporting victims and witnesses).
  - d) Emerging issues impacting on communities; those already captured within the Commissioner's core priorities and those that may need to be in future.
  - e) Progress being made with encouraging partners across all sectors to work in a more joined-up way.
  - f) Consultation and engagement.
  - g) The impact of the commissioning strategy, including the commissioning of local services for the support of victims of crime.
  - h) Opportunities for collaboration.

### **3. Action**

- 3.1 The Panel is recommended to agree what recommendations (if any) it wishes to make to the Commissioner.



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

**Office of the Police and Crime Commissioner**

**Police and Crime Plan Performance Paper**

Summary:

This report provides an update to the Panel on the progress made against the Police and Crime Plan.

**1. Background / National Context**

1.1 In November 2012 shortly after the first Police and Crime Commissioner's (PCCs) elections a police and crime plan for Norfolk was published.

1.2 The police and crime plan is structured in three tiers with strategic overarching policing and crime objectives, four commissioning themes and nine numerical policing objectives.

1.3 The three strategic objectives are:

- Reducing priority crime, anti-social behaviour and reoffending
- Reduce vulnerability, promote equality and support victims
- Reduce the need for service through preventative and restorative approaches and joined up working with partners, protecting the availability of frontline resources

1.4 The PCCs commissioning strategy is broken down into four themes which are:

- Domestic Abuse and Sexual Violence
- Mental Health, Drugs and Alcohol
- Rehabilitation of Offenders
- Supporting Victims and Witnesses

1.5 The nine policing objectives for Norfolk Constabulary are:

- Reduce priority crime by 18% over a five year period;
- Increase detection rates for serious sexual offences to 35% over a five year period;
- Increase detection rates for serious violent offences to 68% over a five year period;
- Reduce the number of collisions in which people are killed or injured on Norfolk's roads to less than 320 by 2015/16;
- Increase public satisfaction to 80% by 2015/16;
- Reduce Anti-Social Behaviour by 40% over a five year period;
- Increase the detection rates for incidents of domestic abuse to 55% over a five year period;
- Reduce the re-offending of the most prolific offenders by 50% by 2015/16;
- Reduce violent and sexual crime within key night-time economy (NTE) areas to 450 or less per year by 2015/16

1.6 The nine policing objectives are all numerical targets and since 2012 the policing landscape and challenges faced by the Constabulary have changed significantly.

- 1.7 A previous police and crime panel paper was presented on 2 February 2016 outlining the new framework and approach to performance monitoring of the policing objectives moving forward.
- 1.8 The review of police performance targets commissioned by the Home Secretary in August 2015 makes a recommendation for PCCs to consider the potential negative impact of setting numerical targets in their Police and Crime Plans.<sup>1</sup>

## 2. Performance Assessment and Evaluation

- 2.1 Performance against the policing objectives of the police and crime plan is monitored using a variety of methods which include one to one operational briefings between the PCC and the Chief Constable. Other methods include the Police Accountability Forums (where the PCC holds the Chief Constable to account publicly), and external stakeholder assessment and validation such as HMIC<sup>2</sup> inspections.
- 2.2 Performance can also be assessed through the outcomes of commissioned services along with results of public engagement and consultation events. The PCC also receives community views on policing performance through direct correspondence or through other means such as social media.

## 3. Strategic Performance

- 3.1 Within the past six months there has been a series of HMIC inspection reports published with an overview of performance against the HMIC PEEL inspection framework. These inspections ask ten questions within three areas (referred to as pillars) that focus on effectiveness, efficiency and legitimacy. The HMIC annual assessment of policing report for 2015 was published in February 2016 and this report provides the overall grading's for every police force.<sup>3</sup>
- 3.2 The HMIC PEEL *Effectiveness* inspection has graded Norfolk overall as **good** and the methodology used to make this assessment is based on the following four questions (each of which is independently graded):
- 1) How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? (**grading: outstanding**)
  - 2) How effective is the force at investigating crime and managing offenders? (**grading: good**)
  - 3) How effective is the force at protecting those who are vulnerable from harm, and supporting victims? (**grading: good**)
  - 4) How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities? (**grading: good**)
- 3.3 The HMIC PEEL *Efficiency* inspection has graded Norfolk overall as **outstanding** and the methodology used to make this assessment is based on the following three questions (each of which is independently graded):
- 1) How well does the force use its resources to meet its demand? (**grading: outstanding**)

<sup>1</sup> The use of targets in policing, Home Office review conducted by Chief Superintendent Irene Curtis, August 2015

<sup>2</sup> Her Majesty's Inspectorate of Constabulary inspection framework

<sup>3</sup> <http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/state-of-policing-2015.pdf>



- 2) How sustainable and affordable is the workforce model? (**grading: good**)
  - 3) How sustainable is the force's financial position for the short and long term? (**grading: outstanding**)
- 3.4 The HMIC PEEL *Legitimacy* inspection has graded Norfolk overall as good and the methodology used to make this assessment is based on the following three questions (each of which is independently graded):
- 1) To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? (**grading: good**)
  - 2) How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? (**grading: good**)
  - 3) To what extent are decisions taken on the use of Stop and Search and Taser fair and appropriate? (**grading: good**)
- 3.5 **Anti-Social Behaviour** – the Constabulary continues to reduce instances of ASB and is on track to meet the police and crime plan policing objective. The constabulary is continuing its partnership working with local agencies and communities through the Operational Partnership Teams and Safer Neighbourhood Teams.
- 3.6 **Reducing Vulnerability** - The OPCCN is fully integrated into partnerships, networks and operational groups that focus on reducing vulnerability to being both a victim and perpetrator of crime. In addition, a number of services are commissioned, often in partnership, to tackle vulnerability, including;
- One Voice 4 Travellers – Domestic Abuse Awareness Project – to support children and young people of domestic abuse victims and substance misusers into positive behaviour
  - The Magdalen Group – to provide a drop in service that offers a safe and positive place for women involved with street prostitution, victims of trafficking, child sexual abuse (CSA), domestic abuse and sexual violence
  - Mental Health Team in Police Control Room – to support those with mental ill-health and wherever appropriate replace a criminal justice with a medical response and solution
  - Great Yarmouth Refugee and Outreach Support (GYROS) - local drug and alcohol services, interpretation, translation and one-to-one support for black and minority ethnic (BAME) communities.
- 3.7 **Supporting Victims** – PCCs are the champions of victims and have the responsibility for commissioning services to enable them to cope and recover in the aftermath of a crime.
- 3.8 The OPCCN listens to and responds to the needs of victims and is at the centre of developing innovative and integrated local services. The range of services, both non-specialist and specialist (including services for victims of domestic abuse and sexual violence), commissioned by the OPCCN to support victims of crime and the outcomes these are achieving are reported to the Police and Crime Panel on a quarterly basis and include;
- a new and enhanced victims, assessment, referral and support service for Norfolk, which went live on the 1<sup>st</sup> April 2015 and provided by Victim Support

- a restorative justice service for Norfolk and Suffolk provided by Victim Support
  - Specialist services for victims of domestic abuse and sexual violence, including a new independent domestic violence advocacy service, which went live on the 1<sup>st</sup> April 2015, provided by Leeway.
- 3.9 **Reducing Reoffending Initiative** – The OPCCN has been instrumental in devising and driving both the policy and multi-agency response to prevention and rehabilitation in the county, which now benefits from having;
- a strong Norfolk Rehabilitation of Offenders Board
  - a multi-agency Rehabilitation Strategy that covers each rehabilitation pathway
  - a range of commissioned services and interventions to support those at risk of offending, or who have already offended.
- 3.10 The OPCCN are also leading on a range of pioneering projects to reduce offending and support vulnerable and unsupported population groups including and especially female offenders.
- 3.11 **Gateway to Employment (GtoE)** - In December 2015, the PCC launched the Gateway to Employment (GTE) initiative, a new and innovative partnership between the OPCCN and the DWP, which is designed to increase job opportunities for ex-offenders.
- 3.12 **Women in Norfolk (WIN) Service** – Supported by funding from the Ministry of Justice, the WIN service will seek to divert women away from the criminal justice system through a process of providing intense support and creating pathways to services to address the underlying causes of criminal behaviour. The project will be developed over the next six months, during which learning and best practice will be incorporated into the operating model for the WIN Service, with the service going live in September 2016. The service will run for twelve months and be subject to an external evaluation to determine the value of funding the project over the long term.
- 3.13 The police and crime plan also highlights a number of emerging issues (listed below) for which research has been undertaken with partners to obtain a clearer understanding of the issue that require attention:
- Cyber-crime and e-crime
  - Child and adult sexual exploitation
  - Human trafficking, honour-based violence and female genital mutilation
  - Improving support for children and young people in the criminal justice system
  - Preventing people with learning difficulties becoming victims of crime
  - New psychoactive substances (commonly known as ‘legal highs’)
- 3.14 The PCC and Deputy PCC sit on a variety of Association of Police and Crime Commissioners (APCC) national working groups which includes:
- Working in Partnership to Reduce Crime* and the policy priorities for this working group include:
- working to ensure there are the right services for those with mental health

or learning disabilities who into contact with the Criminal Justice System and the services are delivered in a joined up way

- addressing policy issues around alcohol misuse
- improving responses to traffic and road crime
- ensuring effective partnership working with local government

*Strategic Policing* and the policy priorities for this working group include:

- ensuring PCCs maintain a strong oversight of their obligations with respect to delivering the Strategic Policing Requirement (SPR)
- ensuring there is strong oversight and scrutiny of the National Policing Requirement

*Supporting Victims and Reducing Harm* and the policy priorities for this working group include:

- influence and develop policies and practices to support those affected by crime
- maintain an overview of the Victim's landscape
- look at criminal justice services in response to those who have been affected by crime to ensure they are joined up and as effective as possible

*Joining up Criminal Justice Services* and the policy priorities for this working group include:

- working together at national level to address common concerns
- working with delivery partners to ensure there is an efficient and effective local criminal justice system
- identifying potential changes to probation, criminal justice strategic policy and/or new criminal justice policy

Many of these areas link in with the emerging issues identified with the Police and Crime Plan and involvement in these groups helps to inform the evidence base as to the threat, harm and risk posed to policing and the communities.

The PCC is also involved in the Joint Counter Terrorism Board and a member of the National Crime Agency (NCA) Programme Board.

#### **4. Consultation and Engagement**

4.1 Engaging with the public in a meaningful and effective way underpins the OPCCNs Communication and Engagement Strategy and day-to-day communication activity. The office has delivered a number of consultations with Norfolk residents and partners including Community Remedy options and the recent budget precept proposal.

4.2 The PCC conducted a week-long tour of Norfolk to follow over £2 million in grants awarded to local organisations. The PCC visited some of the projects that he has supported through the Safer Norfolk grants programme and wider commissioning work.

4.3 Other engagement events included the OPCCN hosting a stage of the Walk of Britain involving a group of veterans walking the length of the national to raise money. Welcoming the team gave the PCC the chance to highlight the work with Project Nova, which sees veterans who come into contact with the criminal justice system supported in their rehabilitation, and given help and advice to

tackle the issues which make them vulnerable to committing crime - whether those issues be welfare, housing, finance, employment or mental health related.

4.4 Social and digital media remains one of the key (although not exclusive) platforms for communicating with the public and partners. Twitter followers for example have increased from 200 to 2750 in two years, website traffic has risen 25% year on year and the OPCCN Facebook page presence continues to grow.

4.5 The OPCCN has produced a 60 second video entitled 'What is a Police and Crime Commissioner?' The video has received more than 10,000 views online. The video was also so well received by other PCC offices that a second version has been produced by the office for the APCC for national distribution and use in the run up to the PCC elections 2016.

## **5. Annual Report**

5.1 An annual report will be published after 5 May 2016 to summarise the key achievements delivered against the Police and Crime Plan which will include performance data up to and including 31 March 2016.

## **6. Future Police and Crime Plans**

6.1 A new police and crime plan will be developed after the PCC elections on 5 May 2016. The Police Reform and Social Responsibility Act 2011 sets out that a police and crime plan must be issued within the financial year in which an ordinary election is held. It also sets out that the elected PCC must comply with this duty as soon as practicable after taking office.

6.2 The new police and crime plan will take account of the recommendations from the Home Secretary on the impact of the use of numerical targets.

6.3 In addition to consultation with key stakeholders including the Chief Constable, the PCC will consult with the community and with victims of crime on the priorities for a new police and crime plan as set out in Section 96(1) of the Police Act 1996 as amended by Section 14(3) of the Police Reform and Social Responsibility Act 2011.

## **7. Recommendations**

7.1 The Panel is recommended to consider the information contained within this report.



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

## Norfolk Independent Custody Visiting Scheme

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

The Panel is recommended to:

- 1) Consider how the Commissioner is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.

#### 1. Background

- 1.1 Police and Crime Commissioners have a statutory responsibility to establish and manage an Independent Custody Visiting (ICV) Scheme for their police force area.
- 1.2 Independent Custody Visitors (ICVs) are volunteers from the local community who visit Police Investigation Centres (PICs) in the county, unannounced and in pairs, to check on the welfare of detained persons and the conditions in which they are held. They support Commissioners in fulfilling their responsibility to ensure that policing is carried out fairly, in accordance with the rules, and with respect for the human rights of all those coming into contact with the police.
- 1.3 Norfolk's Police and Crime Commissioner is responsible for ensuring that detainees held in Norfolk have an opportunity to be visited by ICVs. In Norfolk there are PICs situated in Aylsham, Great Yarmouth, King's Lynn and Wymondham, each allocated with a panel of ICVs who make visits on a weekly basis.

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

- 2.1 The purpose of the item on today's agenda is to enable the Panel to review the Commissioner's ICV Scheme and understand how he is delivering this statutory responsibility. A report from the Commissioner's Office is attached at **Annex 1**. It provides an overview of the Scheme and outcomes from visits between 1 April 2015 and 22 February 2016. Previous ICV Scheme annual reports are available to view on the Commissioner's website.
- 2.2 The Commissioner will attend the meeting to answer the Panel's questions

and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:

- a) How the Commissioner is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme.
- b) How volunteers are recruited and supported in their role.
- c) The percentage of detainees that received a visit.
- d) Issues that have been reported by volunteers and how they have been addressed.
- e) Publication of the next Norfolk ICV Annual Report.
- f) How the Norfolk ICV Scheme compares to those in other force areas.

### **3. Action**

3.1 The Panel is recommended to:

- 1) Consider how the Commissioner is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.



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

## Office of the Police and Crime Commissioner

### Norfolk Independent Custody Visiting

#### Summary:

This report provides the Panel with an introduction to the Independent Custody Visiting Scheme operated in Norfolk by the Police and Crime Commissioner.

#### 1. Background / National Context

- 1.1 Police and Crime Commissioners (PCCs) have a statutory responsibility under Section 51(6) of the Police Reform Act 2002 (as amended by the Police Reform & Social Responsibility Act 2011) to establish and maintain an Independent Custody Visiting Scheme.
- 1.2 Custody visiting originated from the Scarman Report following the Brixton riots in 1981, as a means to deliver oversight and public reassurance to those held in detention.
- 1.3 Independent Custody Visiting provides a valuable safeguard for detainees, for police forces and for PCCs. It enables for an independent check to be carried out by volunteers from the local community on the way police officers and staff carry out their duties with regard to detained persons.
- 1.4 Custody Visiting is governed by Home Office Codes of Practice<sup>1</sup>, agreed by Parliament.
- 1.5 The Independent Custody Visiting Association (ICVA)<sup>2</sup> is a Home Office organisation set up to promote and support the effective provision of custody visiting nationally.
- 1.6 The Norfolk PCC is a member of ICVA who work with PCCs to enhance partnerships and provide a service that assists the police in the effective operation of schemes locally for all involved in the process.
- 1.7 Membership of ICVA provides Norfolk ICVs and the Norfolk ICV Administrator with access to regional and national publications, training and development opportunities, and the latest policy changes and identified good practice from around the country.

#### 2. Independent Custody Visiting in Norfolk

- 2.1 There are currently 20 volunteers who undertake independent custody visiting in Norfolk on behalf of the PCC.
- 2.2 Volunteers are split into four separate panels that cover the visiting process within four Police Investigation Centres (PICs) located in Wymondham, Great Yarmouth, Aylsham and Kings Lynn.

<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/228710/9999102972.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/228710/9999102972.pdf)

<sup>2</sup> <http://www.icva.org.uk/>

- 2.3 Volunteers make weekly unannounced visits to the PICs in pairs and whilst on a visit they will observe, comment and report on the conditions under which persons are detained. They will check on detainee's health and wellbeing but will also ensure that detainees have been offered their appropriate rights and entitlements in accordance with the statutory and non-statutory regulations governing their detention (namely the Police and Criminal Evidence Act 1984 (PACE) and Safer Detention Guidance).
- 2.4 The Office of the Police and Crime Commissioner employs an ICV Administrator to maintain volunteer levels, conduct training and recruitment and monitor trends in custody visiting.
- 2.5 Custody visitors have the opportunity to raise concerns with the PIC supervisors during the custody visiting process but also at regular meetings convened by the ICV Administrator. These meetings also allow the opportunity for strategic updates to be provided by the Constabulary on any changes to the PICs that ICVs and the PCCs office needs to be aware of.
- 2.6 The ICV Administrator drafts the Annual Report on behalf of the PCC and the report is currently being drafted. Once the data for the full financial year has been collated and analysed the Norfolk ICV Annual Report for 2015/16 will be published on the OPCCN website.

### **3. Independent Custody Visiting Outcomes**

- 3.1 Between 1 April 2015 and 22 February 2016 over 155 visits were undertaken across all four PICs by ICVs. Of those detainees available to be visited by an ICV 81% received a visit and were spoken to about their detention and wellbeing.
- 3.2 No issues of serious harm or threat have been reported to the PCCs office in the past year.
- 3.3 The types of issues identified by ICVs during the visit process can include requesting a blanket, requesting a shower, requesting use of the exercise yard or requesting to see a female officer.
- 3.4 The Norfolk ICVs attended a training event run by ICVA in early February 2016 hosted by the Norfolk PCC where they received updates on the following areas
- Changes occurring within the Independent Custody Visiting Association
  - National developments around custody visiting
  - Knowledge check on policies relating to Independent Custody Visiting
  - Custody Records
  - Non-English speaking detainees
  - Juveniles in police custody
- 3.5 There are several ICV vacancies across Norfolk and the ICV Administrator is in the process of conducting interviews with members of the local community to fill these. It is envisaged that the posts will be filled and training commenced by the end of April 2016.

### **4. Police and Crime Panel Implications**

- 4.1 There are no implications for the Police and Crime Panel.



## 5. Financial Implications

- 5.1 Norfolk PCC pays a yearly subscription fee to the Independent Custody Visiting Association (ICVA) which provides access to strategic updates in relation to custody visiting matters and training for the Norfolk volunteers.

## 6. Recommendations

- 6.1 The Panel is recommended to consider the information contained within this report.
- 6.2 A copy of the Norfolk Independent Custody Visiting Annual Report for 2015/16 will be published on the OPCCN website in April 2016.



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

## Complaints Monitoring Report

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

The Panel is recommended to consider the regular monitoring information from the Commissioner's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Commissioner.

#### 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 Commissioner'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 the County Council's Head of Democratic Services for informal resolution, in consultation with a nominated member of the Panel.
- 1.3 The Commissioner's Chief Executive and the County Council's Head of Democratic Services agreed to provide the Panel with monitoring reports, at least annually, setting out the number and spread of complaints handled during the period.

#### 2. Ongoing complaints relating to the Commissioner

- 2.1 The Commissioner's Chief Executive has confirmed the following update in relation to ongoing complaints to date (all other complaints have previously been reported to the Panel as being complete):

- **Complaint 12 – Dated: 3 December 2015**

The complaint was forwarded by the Independent Police Complaints Commission (IPCC) for local assessment.

Following consultation with a nominated Panel member, the Commissioner's Chief Executive advised the complainant that there was no evidence to support their allegation against the Commissioner's conduct and that no further action would be taken.

**Completed.**

#### 3. Freedom of Information Requests

- 3.1 As background information for the Panel, the Commissioner's Chief Executive

has also confirmed that since the Panel's last monitoring report (December 2015), 11 FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- PCC Office Costs / Staff Numbers
- Community Safety Fund Allocations 2013/14 and 2014/15
- Chief Constable Oath and Powers
- PCC Funding for Human Trafficking / Modern Slavery
- PCC Appointment diary – 1 July 2015 to 31 December 2015
- Complaints against Chief Constable and/or referrals to IPCC
- Financial projections
- FOI request software
- Victim Support Services
- PCC Grants – organisations dealing with victims of stalking
- OPCCN spend since January 2013

3.2 No internal reviews have been conducted.

3.3 The Commissioner's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

#### **4. Complaints/FOI requests relating to the Panel**

4.1 No complaints or FOI requests relating to the Panel have been received since the Panel's AGM in July 2014.

#### **5. Action**

5.1 The Panel is recommended to consider the regular monitoring information.



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

## Information bulletin – questions arising to the Commissioner

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

This information bulletin summarises for the Panel both the decisions taken by the Commissioner and the range of his activity since the last Panel meeting.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 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 ("the Commissioner") to account for the full extent of his activities and decisions since the last Panel meeting.

#### 2. Summary of the Commissioner's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the Commissioner and the range of his activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the Commissioner, except those containing confidential information, are recorded and published on the Commissioner's website. Decisions made since the last Panel meeting, up until the 11 March 2016, are listed at **Annex 1** of this report.

b) Items of news

Items of news, covering the Commissioner's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published since the last Panel meeting, up until the up until the 11 March 2016, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the Commissioner's website. Items discussed at the most recent meeting are set out at **Annex 3** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Agendas for these meetings are published on the Commissioner’s website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

e) Other out-of-county activity between 2 February 2016 and 22 March 2016:

<b>STEPHEN BETT – PCC, NORFOLK</b>	
15/3/16	Pre meeting with Independent PCC’s – London
16/3/16	APCC General Meeting followed by APCC Alcohol Working Group Stakeholder Event – London
<b>JENNY McKIBBEN – DEPUTY PCC, NORFOLK</b>	
<b>Date</b>	<b>Activity</b>
24/2/16	National Crime Agency Annual Engagement Day – London
22/3/16	Revolving Doors Agency Board Meeting – London

f) Audit Committee


The Audit Committee is independent of the Police and Crime Commissioner (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. The Committee took the decision to hold its meetings in public this year. Items discussed at the most recent meeting are set out at **Annex 5** of this report.

3. **Suggested approach**

3.1 The Commissioner has been invited to attend the meeting to respond to your questions, and will be supported by members of staff and the Chief Constable.

4.0 **Action**

4.1 The Panel is recommended to put questions to the Commissioner, 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 the last Panel meeting.

	<p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.</p>
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## **Annex 1 Commissioner's Decisions**

### **Creation of a Joint Athena Investigations Hub Function**

*Decision 2015-28*

The PCC approved the business case to establish a joint Athena Investigations Hub for Norfolk and Suffolk.

### **Decisions made at Police Accountability Forum Meeting - 17 November 2015**

*Decision 2015-29*

At the Police Accountability Forum meeting held on 17 November 2015, where the PCC holds the Chief Constable to account, the PCC made a number of decisions based on the content of the reports under consideration.

*Decision notice attached (Annex 6).*

### **Sexual Abuse Victims Support Fund - Grant Awards in Fund1 Round1**

*Decision 2016-01*

In March 2015, the OPCCN published the awards made to those organisations who were successful with their applications to the Sexual Abuse Victims Support Fund - Round 1. Decision notice 2015-05 outlined the application and scoring process. During that process there were three applications that underwent further governance checks which have now been completed. Following these checks the Oversight Board agreed to award funding to all three organisations, and the PCC agreed the allocation of funds.

### **Norfolk County Council - Children's Services**

*Decision 2016-02*

The PCC endorses the allocation of match funding for a joint project with Norfolk County Council Children's Services to provide three domestic abuse coordinators to work across the county.

(Decision 2016-03 not published)

### **Funding For The Butterfly Programme**

*Decision 2016-04*

Funding for Provision to the Butterfly Programme to deliver two Group Programmes to adult survivors of Child Sexual Abuse

### **Continued Provision of Specialist Worker – Magdalene Group**

*Decision 2016-05*

Continued provision of a specialist worker to support young people in care who are at risk of sexual exploitation.

### **Decisions made at the Police Accountability Forum meeting – 18 January 2016**

*Decision 2016-06*

At the Police Accountability Forum meeting held on 18 January 2016, where the PCC holds the Chief Constable to account, the PCC made a number of decisions based on the content of the reports under consideration.

*Decision notice attached (Annex 7).*

### **Restorative Justice Hub**

*Decision 2016-07*

The PCC endorses the award of a Crime and Disorder Reduction Grant of £52,345.50 to Victim Support for the continued running of the Restorative Justice Hub.

### **4Women Resource Centre**

*Decision 2016-08*

The PCC endorses the award of a Crime and Disorder Reduction Grant of £40,000 to the 4Women Centre to continue its support for vulnerable women, particularly victims of domestic abuse, those with complex needs and ex-offenders.

### **Harbour Centre Sexual Assault Referral Centre**

*Decision 2016-09*

The PCC supports the allocation of £233,074 funding to the Harbour Centre to continue its child advocacy provision for children and young people affected by rape and sexual assault.

### **Revised Precept Report to the Police and Crime Panel – 16 February 2016**

*Decision 2016-10*

This revised precept (and council tax) report was considered by the Police and Crime Panel at its public meeting on 16 February 2016. The Panel endorsed the Commissioner's proposal to increase the council tax by 1.98% (£4.124) per annum to £212.94 at Band D. The collection authorities were notified of their individual shares of the total precept (£60,630,402) in letters from the Chief Finance Officer dated 16 February 2016.

Further detail about each decision can be viewed on the Commissioner's website at the following address:

<http://www.norfolk-pcc.gov.uk/transparency/decisions>

Alternatively, Panel Members can request this information in hard copy by contacting the Committee Officer.

## Summary of the Commissioner's activity

### Domestic abuse: PCC to quiz police at public meeting

With police nationally taking over 100 calls about domestic abuse each hour, the PCC wants reassurance that police locally are doing everything they can to support and protect those calling for help

13 January 2016

### Norfolk leads way in supporting women offenders

Women at risk of offending are set to receive better support in Norfolk thanks to a successful bid for funding from the Ministry of Justice.

27 January 2016

### Sexual Abuse & Sexual Violence week

Today marks the start of the UK's first ever Sexual Abuse & Sexual Violence awareness week. Show your support on social media #ItsNotOk

1 February 2016

### PCC decision to freeze police council tax vetoed by Panel

Stephen took his proposal for the 2016/17 police budget, including how much tax payers contribute through Council tax, to the Police and Crime Panel this morning.

2 February 2016

### Gateway to Employment: We're on our way...

100 organisations. 100 positive opportunities for people with convictions. We're on our way, with 15 employers already signed up.

8 February 2016

### Safer Internet Day

"Knowledge is power when it comes to staying safe online. Safer Internet Day serves to remind us all what we can do to protect ourselves and our families."

9 February 2016

### PCC welcomes latest HMIC report

The PCC has welcomed the findings from the latest assessment of Norfolk Constabulary by Her Majesty's Inspectorate of Constabulary (HMIC) into Police Legitimacy.

11 February 2016

### PCC says those disclosing sexual offences 'will and should be' believed

After today's media coverage, PCC Stephen Bett issues a statement to reiterate his commitment to ensuring people disclosing or reporting sexual offences are taken seriously and properly supported.

11 February 2016

### PCC returns to Panel with revised budget proposal

PCC returned to the County's Police and Crime Panel this morning following their 9-1 veto of his proposal to freeze police Council Tax two weeks ago

16 February 2016



PCC confident after latest police inspection report

PCC has welcomed the latest HMIC report which looks at how well Norfolk Police reduces crime, supports victims and keeps people safe.

18 February 2016

"I am extremely proud of the Norfolk policing family"

PCC response to HMIC report on Norfolk Constabulary

25 February 2016

Together, we can tackle child abuse

Norfolk PCC is joining Norfolk County Council, Norfolk Constabulary and other safeguarding board members in supporting the "Together, we can tackle child abuse" campaign

4 March 2016

Growing support for drive to get ex-offenders into work

Gateway to Employment, which has already gained the support of local businesses and organisations across the county, has now welcomed Norman Lamb MP as its newest Board member.

9 March 2016

PCC funds support for survivors as child sexual abuse sees 'exponential increase'

Cases of recorded child sexual abuse increased by a third last year according to figures released this week by the NSPCC.

10 March 2016

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

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

**List of items discussed at the most recent Police Accountability Forum meeting**

The items considered at the most recent PAF meeting (18 January 2016) were reported to the Panel's 2 February 2016 meeting.

Next PAF meeting – 24 March 2016 (10am – Filby Room, Jubilee House, Falconers Chase, Wymondham).

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

<http://www.norfolk-pcc.gov.uk/transparency/public-meetings>

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 most recent Collaboration Panel meeting (scheduled for 1 December 2015) was cancelled.

The date of the next Collaboration Panel meeting is due to be confirmed.

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

<b>Date: 10 March 2016</b>	
<b>Subject</b>	<b>Summary</b>
<b>Public agenda</b>	
Internal Audit	To consider tiaa's following reports for Norfolk and Suffolk PCCs and CCs: a) Internal Audit Progress Report 2015/16 Audit Plan b) Three Year Strategic Internal Audit Plan 2016/17 to 2018/19 and Annual Internal Audit Plan 2016/17
External Audit Plan 2015/16	To consider the report from Ernst & Young LLP for Norfolk's PCC and CC.
Forward Work Plan	To consider the report from the Chief Finance Officer.
<b>Private agenda</b>	
Athena – Internal Audit Report by Baker Tilley	Exempt report - not published.
Risk Management	Exempt report - not published.

The next Audit Committee meeting is due to take place on 23 June 2016 at 2 pm in the Filby Room, Jubilee House, Falconers Chase, Wymondham.



# OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**ORIGINATOR:** Chief Executive

**DECISION NO.** 2015/29

**REASON FOR SUBMISSION:** For Decision

**SUBMITTED TO:** Police and Crime Commissioner

**SUBJECT:**

Decisions made at the Police Accountability Forum Meeting – 17 November 2015

**SUMMARY:**

At the Police Accountability Forum Meeting held on 17 November 2015, where the PCC holds the Chief Constable to Account, the PCC made a number of decisions based on the content of the reports under consideration.

**RECOMMENDATION:**

The PCC approves the decisions outlined within the reports and summarised below.

**OUTCOME/APPROVAL BY:** PCC

The decisions from the Police Accountability Forum are recorded formally below.

**Signature**

*A. W. Bett*

**Date** 29/1/16

## DECISIONS

1. *Agenda Item 4 – Budget Monitoring Report 2015/16 to 30 September 2015 (Month 6)*

The PCC noted the report and approved the changes to the following projects:

- a) Electronic Access Control Rationalisation £0.199m (£0.352m joint). The requirement in the current year was £0.023m (£0.040m joint), therefore the PCC approved a reduction in the capital requirement for this project of £0.176m.
- b) There was an additional requirement to fund the Case Management System (Information Management) of £0.040m (£0.70m joint) currently showing as overspend on budget, therefore the PCC approved to increase the funding available for this project.

2. *Agenda Item 12 – Estates Strategy Update:*

*The PCC gave approval to:-*

- a) Hoveton, King's Lynn, North Walsham Police Stations – to note the proposed timescales for the re-development projects.
- b) Earlham Police Station Minor Works – To note appointment of the preferred supplier to undertake the minor works.
- c) Attleborough Police Station – To note the offer for the old site
- d) Gayton Police Station Mast Letting – The PCC approves the letting to the BBC.
- e) Hunstanton Police Station Mast Letting – The PCC approves the letting to the preferred contractor.
- f) Imtech Building Maintenance Contract – To note the current position

3. *Additional Paper – Norfolk Constabulary and Norfolk Fire and Rescue Service Partnership Working*

The PCC supported the joint partnership approach between Norfolk Constabulary and Norfolk Fire and Rescue Service and the co-location proposals contained within the paper.

**PUBLIC ACCESS TO INFORMATION:** *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to PCC and DPCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

**Signature:**



**Date**

29.1.16







# OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

<b>ORIGINATOR:</b> Chief Executive	<b>DECISION NO.</b> 2016/06
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**REASON FOR SUBMISSION:** For Decision

**SUBMITTED TO:** Police and Crime Commissioner

**SUBJECT:**  
Decisions made at the Police Accountability Forum Meeting – 18 January 2016

**SUMMARY:**  
At the Police Accountability Forum Meeting held on 18 January 2016, where the PCC holds the Chief Constable to Account, the PCC made a number of decisions based on the content of the reports under consideration.

**RECOMMENDATION:**  
The PCC approves the decisions outlined within the reports and summarised below.

**OUTCOME/APPROVAL BY:** PCC

The decisions from the Police Accountability Forum are recorded formally below.

**Signature** *A.W. Bell* **Date** *8/3/16*

## DECISIONS

1. *Agenda Item 11 – Estates Strategy Update:*

The PCC agreed the following:

- a) Hoveton Police Station – Works Tender – to approve the works tender submitted for the proposed building extension.
- b) Thetford Police Station – A substantive update should appear within the Estates Strategy Report regarding developer contributions.
- c) 8-10 Penfold Drive, Wymondham – the lease of the premises is terminated.
- d) 5 Newton Close, Trowse – Sale of Police House - The police house to be sold to the occupying tenant.
- e) Carmelite House, Norwich - The rent review at nil increase is settled with the landlord.

2. *Agenda Item 12 - CPS / Norfolk Constabulary Rape and Serious Sexual Offences pilot update*

The PCC noted the contents of the report and approved the continued partnership support and funding for the three-year long RASSO pilot.

**PUBLIC ACCESS TO INFORMATION:** *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

**APPROVAL TO SUBMIT TO THE DECISION-MAKER** (this approval is required only for submissions to PCC and DPCC).

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

**Signature:**



**Date**

8-3-16

## **Recruitment of Co-opted Independent Member**

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

The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement and application pack, and suggested timetable for recruitment.
- c) Appoint a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 15 June 2016.
- d) Agree to delegate to NCC's Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman, the authority to adjust the membership of the selection panel if necessary following local elections.

## **1. Background**

- 1.1 Schedule 6, paragraph 4, of the Police Reform and Social Responsibility Act 2011 ("the Act"), requires the Panel to appoint two co-opted independent members. The co-opted independent members must not be members of local authorities covered by the Norfolk police force area.
- 1.2 In co-opting the two independent members, the Act requires that the Panel must secure that (as far as reasonably practicable) the appointed and co-opted members of the Panel, when taken together, have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.
- 1.3 When it met in August 2012, the Panel approved the recommendation of the nominated selection panel to appoint Ms Sharon Brooks and Mr Alexander D Sommerville CPM to the post of co-opted independent members. Ms Sharon Brooks (for the 4 year term to August 2016) and Mr Alexander D Sommerville CPM (for the 3 year term to August 2015). Staggering the appointments in this way was intended to help the Panel maintain some consistency of skills and experience. Following a further recruitment process last year, Mr Sommerville was re-appointed by the Panel in July 2015 (for the 4 year term to July 2019).

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

- 2.1 Ms Brooks' 4 year term of appointment comes to an end in August this year, and will attend her last meeting as a co-opted independent member on 15 June 2016.

- 2.2 The Panel is asked to note the principles of the recruitment process, as set out in the Panel Arrangements, consider the draft advertisement and application pack, the suggested timetable, and agree the process for appointing a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 15 June 2016.

### 3. **Panel Arrangements**

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

#### **6. Membership – Independent Members**

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

process being publicly advertised and made available

- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.
- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.

#### 4. **Draft advertisement and application pack**

- 4.1 A copy of the draft advertisement for the vacancy and the draft application pack are attached at **Annex 1** and **Annex 2** of this report for the Panel to consider.
- 4.2 The Panel will wish to note that the role profile contained in the application pack sets out the pre-determined criteria against which all candidates will be assessed. This was created as a reference both for local authorities and the selection panel in considering nominations to the Panel in 2012 and is clearly reflected in the application form. The elements are used each year by the Panel in considering whether its balanced appointment objective has been met.
- 4.3 The following timetable for recruitment is suggested:

- a) Mid April -The advertisement will be published on Norfolk County Council's website (around Monday 11 April 2016) and in local newspapers the following week. The closing date for applications will be early May (around Friday 6 May 2015), at least two weeks from the date the advertisement was first placed.

In addition, a copy of the advertisement will be circulated to relevant local organisations via various local networks, through the Norfolk Public Sector Communications Group, Voluntary Norfolk, the Countywide Community Safety Partnership, the Norfolk Association of Local Councils, the Office of the Police and Crime Commissioner for Norfolk and Norfolk Constabulary.

- b) Mid May -The selection panel to be confirmed.  
(Around the week beginning 16 May 2016.)

For previous recruitment exercises, the Panel has agreed that the selection panel should be cross-party and comprise three members; usually the Chairman and two others.

It would be helpful if the Panel could agree the membership of the selection panel based on its current composition and membership. However, owing to local elections - as a result of which both the composition and membership of the Panel may change - it is suggested that the Panel

should also agree to delegate to Norfolk County Council's Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman, the authority to adjust the agreed selection panel membership if necessary.

- c) Late May – The selection panel will meet to shortlist candidates. (Potentially the week beginning 30 May 2016.)
  - d) Early June - Interviews to take place. (Potentially the week beginning 6 June 2016.)
  - e) 15 June 2016 – Panel will be asked to endorse the selection panel's recommended candidate.
  - f) 14 September 2016 – successful candidate to attend first Panel meeting.
- 4.4 Officer support will be made available for the selection panel for both the shortlisting exercise and interviews. This should assure both the Panel and candidates that recommendations for appointment will be made on the merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the Panel.

## 5. Action

5.1 The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement and application pack, and suggested timetable for recruitment.
- c) Agree a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 15 June 2016.
- d) Agree to delegate to NCC's Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman, the authority to adjust the membership of the selection panel if necessary following local elections.



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

# Appointment of Independent Member of the Norfolk Police and Crime Panel

**Serve your community - become an independent member of the Norfolk Police and Crime Panel**



**If you could take on a key role influencing local policing and community safety issues, and making a real difference to your community - you may be the right person to serve as an independent member of the Norfolk Police and Crime Panel.**

The Panel is part of the accountability arrangements for policing in Norfolk and maintains a 'check and balance' on the performance of the directly elected Police and Crime Commissioner.

The Panel is looking for one person who has knowledge and skills in this area to serve as a Co-opted Independent Member from August 2016. The role will require, on average, 3 to 10 hours a month, with meetings held during the day at locations across Norfolk. The role is unpaid but travel and some expenses will be reimbursed.

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

We would particularly welcome applicants from the business, voluntary and community sector, organisations supporting black and minority ethnic groups or victims of crime, as well as representatives of the community safety or the criminal justice system.

**For a copy of the application pack see [www.norfolk.gov.uk/policeandcrimepanel](http://www.norfolk.gov.uk/policeandcrimepanel) or telephone HR Direct on 01603 222212**

**The closing date for applications is **Friday 6 May 2016** and interviews will be held in **early June.****

Serve your community

Become an independent member of the  
**Norfolk Police and Crime Panel**



Making a difference



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**If you could take on a key role influencing local policing and community safety issues, and making a real difference to your community – you may be the right person to serve as an independent member of the Norfolk Police and Crime Panel.**

## 1. What is a Police and Crime Panel?

Police and Crime Panels (PCPs) have been introduced to maintain a 'check and balance' on the performance of the directly elected Police and Crime Commissioner (PCC). They will both scrutinise the actions and decisions of the PCC and support and challenge PCCs in the exercise of their functions.

## 2. What is an independent member?

PCPs have two types of member:

- Local councillors – chosen by local councils, and
- Independent members – local people who are not councillors, chosen through an open recruitment process.

## 3. How many members will Norfolk's Police and Crime Panel have?

The Norfolk PCP comprises 12 members. 10 are local councillors and 2 are independent members.

## 4. Why be an independent member?

As a member of the PCP you can play a key role in helping to keep local communities safe by supporting and scrutinising the work of the directly elected PCC. It is an important and challenging role which offers you the chance to review the key strategic actions and decisions taken by the PCC, including whether they have achieved the objectives set out in their Police and Crime Plan and Annual Report, considered the priorities of community safety partners and consulted appropriately with the public.

## 5. What do Police and Crime Panels do?

The main responsibilities of the PCP are to:

- Review the draft Police and Crime Plan or variations and make a report or recommendations to the PCC;
- Review the annual report and make a report or recommendations to the PCC;
- Review and scrutinise decisions made or actions taken by the PCC;
- Make reports or recommendations to the PCC in respect of them (Note: The PCC must respond to the PCPs reports but they will not be bound to accept them);
- Review and ability to veto the PCC's proposed precept levels and the PCC's proposed appointment of a Chief Constable.

## 6. How do Police and Crime Panels work?

PCPs will meet regularly to carry out their main responsibilities and question the PCC about all aspects of his or her activities. These meetings will usually be held in public.

## 7. What will I be expected to do?

You will be expected to attend and participate in all meetings of the PCP and any of its sub-committees that you may be assigned to. You will need to be prepared to read papers, reports and background information in advance of meetings and keep up-to-date with national and local crime and disorder issues and maintain a good working knowledge of PCC's role and responsibilities.

## 8. Are there any rules about conduct or standards?

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

See [\[ADD WEB LINK\]](#) for more information about Norfolk County Council's Members' Code of Conduct.

## 9. How much time is involved?

The PCP is likely to meet a minimum of four times each year. It may also decide to set up sub-committees, and if you are assigned to one of those you will be expected to attend those additional meetings.

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

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

## 10. Will I receive any payment?

Members of the PCP will not receive an allowance.

You will be able to claim for the costs of travel and other expenses involved in carrying out PCP work. If you have caring responsibilities, you will be able to claim for help towards the cost of paying someone (other than a family member) to look after the person you care for during the time that you spend on PCP business.

See [\[ADD WEB LINK\]](#) for more information about Norfolk County Council's Members' Allowances Scheme.

## 11. How long will I be a member?

The appointment will be for four-year terms. There will be no restriction on the overall time period that an independent member may serve on the PCP.

## 12. What qualities do I need?

As well as being of good character, you need to possess most, if not all, of the following competencies:

**The ability to think strategically:** Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

**The ability to make good judgments:** 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, and to develop an understanding of the environment and context in which the PCC must operate.

**The ability to be open to change:** The ability to challenge accepted views constructively without becoming confrontational, and to recognize and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

**The ability to scrutinise and challenge:** To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.

**The ability to be analytical:** The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

**The ability to communicate effectively:** To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.

**The ability to manage time effectively:** To be able to identify priorities and make the most productive use of own and others' time.

The following personal skills and qualities are also very important:

**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.

**Self confidence:** The skill to challenge accepted views constructively without becoming confrontational.

**Enthusiasm and drive:** To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.

**Respect for others:** The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.

**Integrity:** The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.

**Leadership:** The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.

**Decisive:** To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

Please refer to the PCP Member Role Profile, which is included in the application pack.

### 13. Who can be an independent member?

Age - You must be at least 18 years old

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

- a) the Police and Crime Commissioner 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.
- h) a Member of a Local Authority

If you have any questions or would like further information about NCC's equalities policy, please contact [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or telephone 01603 222212.

### 14. How do I apply?

Complete the application form explaining fully why you wish to become an independent co-opted member, what you would bring to the PCP and your relevant skills and experience. Please then either e-mail your completed application form to [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or post it to:

**HR Shared Service  
HR Direct  
Charles House  
County Hall  
Martineau Lane  
Norwich NR1 1DJ**

Applications should be received by **5pm on Friday 6 May 2016**.

### 15. What happens next?

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

It is anticipated that the shortlisted candidates will be invited for interview during **early June 2016** and that the formal appointment will be made when the Panel meets on **15 June 2016**.

### 16. Can I get any feedback on my application?

If you would like feedback on your application please contact [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or telephone 01603 222212.

### 17. How can I find out more?

For an informal discussion about the role please call Greg Insull on 01603 223100 or Jo Martin on 01603 223814.

## 18. Other Useful information:

You can find out more information on the following websites:

Norfolk PCP webpage – for the latest information about the Panel

[ADD WEB LINK]

Office of the Police and Crime Commissioner for Norfolk

[ADD WEB LINK]

Norfolk Constabulary webpages

[ADD WEB LINK]

Home Office webpages – for more information about role of PCCs

[ADD WEB LINK]

## **Police and Crime Panel Member**

### **Role**

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

### **Responsibilities**

- To carry out collectively all statutory and locally determined requirements of a Police and Crime Panel member (such as reviewing the PCCs draft police and crime plan or variations, scrutinising the PCCs annual report, reviewing and scrutinising decisions made by the PCC, reviewing with the ability to veto the PCCs proposed precept levels, holding confirmatory hearings to review the proposed appointment of a Chief Constable, fulfilling functions relating to complaints about conduct matters, appointing an acting PCC).
- To carry out collectively the functions of the PCP with a view to supporting the effective exercise of the function of the PCC for Norfolk.
- Appointed members - to ensure that they represent their entire district council or county area, not just their own ward or division.



- To participate actively and effectively as a member of the Police and Crime Panel, or sub-committee, to ensure that its main responsibilities are carried out; and, by regular attendance and thorough preparation, that meetings are focussed and productive.
- To strive to work together to ensure that reports and recommendations made to the PCC provide constructive challenge based on robust evidence. While recognising political allegiances, PCP members will attempt to achieve consensus.
- To ensure collectively that rigorous scrutiny is carried out through constructive enquiry, in a spirit of mutual respect and trust.
- To maintain an up-to-date knowledge and awareness of national and local policing and crime issues.
- To maintain good working relationships with the PCC, the PCC's staff and others partner organisations who the PCP may wish to call on for assistance.
- To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics, including the prevention and detection of fraud and corruption.
- To attend local, regional and/or national conferences/seminars/briefings, if nominated by the PCP.
- To attend and actively participate in training programmes relevant to the role of a PCP member.

### **Experience**

Knowledge and experience of working in a scrutiny environment – candidates could have participated in a committee or board meeting that is part of an organisation's governance structure, or have given evidence to a local authority scrutiny committee.

Knowledge and experience of working in the community safety field - candidates could be an expert in their field or belong to a community organisation that delivers services relating to community safety matters.

### **Competencies, personal skills and qualities**

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

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

immediately. But they must be willing to extend their knowledge and skills in order to play a full part in the PCP.

## **Competencies**

The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints, and to develop an understanding of the environment and context in which the PCC must operate.

The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.

The ability to be analytical: The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

The ability to communicate effectively: To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.

The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.

## **Personal skills and qualities**

Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others.

Self confidence: The skill to challenge accepted views constructively without becoming confrontational.

Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.

Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.

Integrity: The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.

Leadership - The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.

Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

## **Norfolk Police and Crime Panel**

Panel Arrangements to be inserted in the application pack here.

## **Norfolk Police and Crime Panel**

Rules of Procedure to be inserted in the application pack here

**If you would like this document in large print, audio, braille, alternative format or in a different language please ask.**

## **Confidential**

### **Application form to be a Co-opted Independent Member of the Norfolk Police and Crime Panel**

*It is intended that applications are to be made via NCC's electronic application system, but the required information will reflect those sections included in this document.*

#### **Instructions**

- Please fill in all **sections 1 to 12** as well as the **Recruitment Monitoring Form**.
- Please complete the form electronically or write in **black ink** so the form can be photocopied.
- Put your **name** and the **job title** at the top of any additional sheets you use.
- **Sign and date** the declaration at the back of this form and the Recruitment Monitoring Form.

The information that you provide on this form will be handled and stored in accordance with current Data Protection legislation. All records from the recruitment process will be held for 6 months after which they will be destroyed, except for those of the successful candidate.

**1 Personal Details**

Please only give numbers/addresses on which you are willing to be contacted.

Title  Surname

Telephone (home)

First Names

Mobile Telephone

Have you ever used any other names?

Yes  No

Personal Fax No

If yes please state

Telephone (Work)

Permanent home address (in full)   
Postcode

E-mail (personal or work – please specify)

How long have you lived at this address?

If less than five years at this address, please give details of your previous address(es)

Date of birth	<input type="text"/>	Place of birth	<input type="text"/>
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Do you hold a valid driving licence for use in the UK?  Yes  No

Type - Provisional  Full  Other  Please Specify

Do you have transport available if the duties of the post require you to travel?  Yes  No

Are you related to any Councillor or anyone already employed by the Council?  Yes  No

If yes, please give the name and employing department of the person.

## 2 Personal history

PCP Members will make a valuable contribution to the work of the PCP by drawing on their background and expertise gained in their working life, their involvement in community activities, voluntary work or other experience. Please therefore provide details of these areas in the sections below.

What is your current employment status and occupation, if any?

Brief description of duties

Please list details of part-time and full-time employment as well as any voluntary work, career breaks or any work you do or have done in the local community. If you do not live in Norfolk and/or have not done so during the past 12 months please include the main location of your work if this is different from your employer's address.

Employers name and address	Dates from/to	Job Title	Weekly Hours	Reason for leaving



### 3 Voluntary or community activities

Please give details of any other voluntary or local community activities you are involved in not already mentioned above.

Dates from/to	Activity

### 4 Education and qualifications

Please list any academic, professional and/or vocational qualifications. If you are shortlisted for interview you may be asked to provide evidence of your qualifications.

Dates from/to	Educational establishment	Name of course/qualifications gained and grades

### 5 Membership of, or registration with, professional bodies

Name of professional body	Level/Type of membership	Reg. Number	Renewal date

## 6 Other relevant training e.g. short courses, personal development, special projects

Date	Organising body	Brief description of course content

## 7 Supporting information

It is important that you provide evidence in this section of how you meet the competencies, personal skills and qualifications set out in the PCP member role profile. There is no expectation that all PCP members will have all of these qualities but the PCP will wish to ensure that across the totality of its membership, all of these qualities are available to it. Please note it is only information contained in this application which will decide whether you are short listed for interview.

*Tell us about things which you have been responsible for or involved in, what you have achieved and any feedback given. Include examples from paid or unpaid work or other activities you have undertaken in your personal life that are relevant to the position.*

<b>Competencies</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.	
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, and to develop an understanding of the environment and context in which the PCC must operate.	
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.	
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.	

<p>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.</p>	
<p>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>	
<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>	
<p><b>Personal skills and qualities</b></p>	
<p>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>	
<p>2. Self confidence: The skill to challenge accepted views constructively without becoming confrontational.</p>	
<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>	
<p>4. Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.</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>6. Leadership: The confidence to lead by example, establish clear goals and objectives</p>	

and build support and commitment with the PCC, as well as the wider community and partner agencies.	
7. Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.  <i>Please continue on a separate sheet if necessary</i>	

### **8 Why do you want to be a co-opted independent member?**

Please say why you are interested in becoming a co-opted independent member of the Norfolk Police and Crime Panel.

*Please continue on a separate sheet if necessary.*

## 9 Other information

If you are employed, is your employer willing to release you to carry out the duties of a co-opted independent member of Norfolk's Police and Crime Panel?

Do you hold, or have you recently held, any of the following positions?

- a) the PCC for the Police Area **Yes / No**
- b) a member of staff of the Police and Crime Commissioner for the area **Yes / No**
- c) a member of the civilian staff of the Police Force for the area **Yes / No**
- d) a Member of Parliament **Yes / No**
- e) a Member of the National Assembly for Wales **Yes / No**
- f) a Member of the Scottish Parliament **Yes / No**
- g) a Member of the European Parliament **Yes / No**

If yes, please give details.

Is there anything in your private or working life, now or in your past, or, to your knowledge, in that of any member of your family or close friends, which, if it became generally known, might bring you or the Norfolk Police and Crime Panel into disrepute, or call into question your integrity, authority or standing as a member of the Panel? If yes, please give details.

## 10 References

Please give the details of two people, not related to you, who have agreed to be contacted by us about your application. It would be helpful if one referee was familiar with your community activities.

### Ref. 1

Title  Name

Organisation

Occupation

Address (in full)

Postcode

Telephone

Fax No

Email Address

Can we contact before interview?

Yes

No

How do they know you?

### Ref. 2

Title  Name

Organisation

Occupation

Address (in full)

Postcode

Telephone

Fax No

Email Address

Can we contact before interview?

Yes

No

How do they know you?

## 11 Arrangements for people with disabilities

We will make reasonable adjustments to the recruitment and selection process (and to the role for successful candidates) if you let us know what your requirements are.

Do you have a disability?  Yes  No

*(For definition of disability please see the Recruitment Monitoring Form)*

Are there any special facilities you would like us to provide to help you attend or participate in an interview, or to perform this role?  Yes  No

If 'yes', please give details:

## 12 Declaration

I declare that the information I have given is true and complete.

I agree that personal data relating to me which has been or is obtained by Norfolk County Council, including personal data given by me on this form, may be held and processed either on computer or in manual records and may be disclosed to authorised employees of the Council and used by the Council for any purpose relating to my application and prospective position as co-opted independent member of the Norfolk Police and Crime Panel.

Signature

Date

Please return this completed application form and monitoring questionnaire no later than **Friday 6 May 2015** to [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or to:

HR Shared Service  
HR Direct, Charles House  
County Hall  
Martineau Lane  
Norwich NR1 1DJ

# Recruitment Monitoring Form

The information supplied on this form is strictly confidential and does not form part of your application. This page will be removed from your application form and the information will not be taken into account when making the appointment.

The information you provide will be handled and stored in accordance with the Data Protection Act 1998.

Norfolk County Council welcomes applications for employment from all sections of the community. It is a fundamental principle of our policies that all people are equally valued regardless of their gender, age, disability, race, ethnic origin, language, religion or sexual orientation. The aim of our policies is to ensure that the Council's employment practices do not allow unfair discrimination and to promote equality of opportunity for all.

To help us meet this commitment, we hope that you will assist us in monitoring the recruitment process by completing this form. Only by collecting the information provided on this form can we progressively assess our performance and identify where improvements should be made.

## Please fill in all sections in black ink

Post Title

Post Reference

Male

Female

Surname

Age I am

Under 21

First Names

21 – 30

51 - 60

Nationality

31 - 40

60 - 64

41 - 50

65 or over

**Present situation**, are you currently employed by Norfolk County Council?  Yes  No

## Vacancy

I heard about this vacancy through:  
Please give one answer only.

[www.norfolk.gov.uk/policeandcrimepanel](http://www.norfolk.gov.uk/policeandcrimepanel)

Local Newspaper\*

Local community or voluntary organisation\*

Other\*

\*Please specify

## Religion

If you feel the choices below do not provide a suitable option, please write how you would describe your religion.

Christian

Hindu

Sikh

Buddhist

Judaism

None

Muslim

Other\*

\*Please specify



## Ethnic origin

The following categories are recommended by the Commission for Racial Equality. If you feel the choices do not provide a suitable option, please write how you would describe your ethnic origin.

### (a) White

- British
- Irish
- Any other white background

### (c) Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background

### (e) Chinese or other ethnic group

- Chinese
- Any Other

### (b) Mixed

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed background

### (d) Black or black British

- Caribbean
- African
- Any other black background

If you have ticked one of the 'any other' boxes, please describe your ethnic origin below.

## Disability

Do you have a disability?

Yes

No

### Definition of Disability

The Disability Discrimination Act 1995 defines disability as follows:

A person has a disability if he/she has a physical or mental impairment which has a substantial and long term effect on his/her ability to carry out normal day to day activities.

According to the Act, a disabled person is currently someone who:

- Has a physical or mental impairment
- The impairment has an adverse and substantial effect on his or her ability to carry out normal day to day activities
- The effect of the impairment is long term

Examples of conditions covered include:

- Physical impairments: diabetes; epilepsy; multiple sclerosis; cancer; cerebral palsy; heart disease
- Mental impairments: schizophrenia; dyslexia; bi-polar disorder; learning difficulties
- Progressive conditions: cancer; multiple sclerosis; muscular dystrophy; HIV infection

Sensory impairments, such as blindness, having partial sight or hearing loss are also included within 'physical and mental impairments'.

Signature

Date

### For office use only

- Shortlisted       Appointed

## Forward Work Programme 2016-17

	May 2016 - PCC and local elections	
10am Wednesday 8 June 2016, County Hall	<b>Informal meeting with newly elected PCC</b> <b>Induction for new Panel Members.</b>	
10am Wednesday 15 June 2016, Filby Room, Norfolk Constabulary HQ  (To be followed by a tour of the Constabulary, for Panel Members only).	<b>Balanced Appointment Objective</b> <b>Panel Arrangements and Rules of Procedure – Review</b> <b>Appointment of Co-opted Independent Member (consider appointment recommendation from the sub-panel)</b> <b>OPCCN Commissioned Services – Quarterly Report</b> <b>Complaints Handling Sub-Panel – Update</b> <b>PCC Complaints Monitoring Report</b> <b>Norfolk PCP funding</b> <b>Information bulletin – questions arising to the Commissioner</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am Wednesday 14 September 2016, County Hall	<b>PCC Annual Report</b> <b>Police &amp; Crime Plan for Norfolk (proposed by the newly elected PCC)</b> <b>OPCCN Commissioned Services – Quarterly Report</b> <b>Complaints Handling Sub-Panel – Update</b> <b>Information bulletin – questions arising to the Commissioner</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

10am Tuesday 22 November 2016, County Hall	<p><b>OPCCN Commissioned Services – Quarterly Report</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Information bulletin – questions arising to the Commissioner</b></p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner’s staff and Chief Constable
Late January 2017  (To be confirmed)	<b>Panel refresh training - consideration of precept</b>	
early February 2017, County Hall  (To be confirmed)	<p><b>Review the Commissioner’s proposed precept for 2017-18 (the Panel must review and report by 8 February 2017)</b></p> <p><b>OPCCN Commissioned Services – Quarterly Report</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Information bulletin – questions arising to the Commissioner</b></p> <p><b>Forward work programme for 2017-18</b></p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner’s staff and Chief Constable
mid February 2017, County Hall  (To be confirmed)	<b>Reserve date – to review a revised precept for 2017-18, if vetoed (the Panel must review and report by 22 February 2017)</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner’s staff and Chief Constable

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

- confirmation hearings

**For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; it last met on 3 March 2016 at County Hall, Norwich

Scheduled Police Accountability Forum Meetings are due to take place on the following dates (agendas will be made available via the Commissioner's website):

- Thursday 24 March 2016
- Tuesday 17 May 2016
- Tuesday 12 July 2016
- Tuesday 13 September 2016
- Wednesday 16 November 2016

(Most at 10 a.m. in the Filby Room, Jubilee House, Wymondham – check OPCCN website for details)

Scheduled 2016 Norfolk and Suffolk Collaboration Panel meetings to be advised (agendas will be made available via the Commissioner's website).