

Norfolk Police and Crime Panel



Date: **19 June 2018**

Time: **10am**

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

Panel Members are invited to a pre-meeting at 9:15 am in the Colman Room, County Hall, Norwich.

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

Membership

Main Member	Substitute Member	Representing
Mr Frank Sharpe	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Mr Mike Smith-Clare	Ms Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütkofer	Mr Tim Adams	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council

Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

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

Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

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

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

- 6. Minutes** (Page 5)

To confirm the minutes of the meeting held on 10 April 2018.

- 7. Public questions**

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Monday 11 June 2018**.

- 8. Balanced Appointment Objective** (Page 10)

To consider whether the Panel's 'balanced appointment objective' is being met.

- 9. Panel Arrangements and Rules of Procedure - Review** (Page 15)

To review the Panel Arrangements and Rules of Procedure, to appoint members to handle complaints relating to the conduct of the PCC and to the Complaints Policy Sub Panel.

- 10. Police and Fire Collaboration – Local Business Case Update** (Page 57)

To consider a progress update from the PCC about the development of a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.

- 11. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring** (Page 60)

To consider an update from the PCC.

- 12. PCC Complaints Monitoring Report** (Page 91)

To consider the regular monitoring information about complaints relating to the conduct of the PCC.

- 13. Information bulletin – questions arising to the PCC** (Page 93)

To hold the PCC to account for the full extent of his activities and decisions since taking office.

14. Norfolk Police and Crime Panel Funding

(Page **102**)

To consider the Panel's 2017-18 expenditure and 2018-19 Home Office grant allocation.

15. National Association of Police, Fire and Crime Panels

(Page **108**)

To consider an update on the establishment of a national representative body for Police and Crime Panels.

16. Work Programme

(Page **112**)

To review the proposed work programme.

Date Agenda Published: Monday 11 June 2018

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 10 April 2018 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr W Richmond (Chairman)	Norfolk County Council
Mrs S Butikofer	Norfolk County Council
Mr M Storey	Norfolk County Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr Paul Kendrick	Norwich City Council
Mr Fran Whymark	Broadland District Council
Mr Frank Sharpe	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Peter Hill	Co-opted Independent Member

Officers Present:

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

Others Present

Mr Martin Barsby	Director of Communications and Engagement, Office of Police and Crime Commissioner for Norfolk (OPCCN)
Mr Nick Dean	Deputy Chief Constable, Norfolk Constabulary
Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Mr John Hummersone	Chief Finance Officer, OPCCN
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies had been received from Air Commodore Kevin Pellatt and Mr Trevor Wainwright.

2. Members to Declare any Interests

- 2.1 Mr Francis Whymark declared an 'other' interest that he worked for Children's Services at Norfolk County Council.

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

3.1 There was no items of urgent business.

4. Minutes

4.1 The minutes of the meeting held on 6 February 2018 were confirmed by the Panel as an accurate record and signed by the Chairman; subject to the following amendments;

- Richard Shepherd to be added to the attendance list.

4.2 In confirming the accuracy of the minutes, the Panel noted receipt of the demographic breakdown of those caught speeding (attached at Annex 1 of these minutes).

5. Public Questions

5.1 No public questions were received.

6. Police and Fire Collaboration – Local Business Case Update

6.1 The Panel received the report detailing the background, context and decision by the Police and Crime Commissioner (PCC) to proceed to Full Business Case to explore whether a new governance model could produce real and tangible benefits for emergency services in Norfolk.

6.2 The Chairman welcomed the Commissioner and his team to the meeting.

6.3 Introducing the update on the development of a full business case, the PCC explained that he was concerned about the lack of understanding of the process. Referring to a motion due to be debated at Norfolk County Council's Full Council meeting the following week, he emphasised that he had not yet made a decision about pursuing new governance arrangements. He was seeking to explore whether it would be possible to provide a more cost-effective emergency service, and would make a decision only after he had considered the evidence. Wide consultation would happen before a final decision was made.

6.4 In reply to letters, the PCC confirmed that seven of the county's Members of Parliament had expressed their support for carrying out a full business case. The majority of the District Councils had also expressed their support. The PCC was disappointed that he had not received evidenced based reasoning from those who had expressed their opposition.

6.5 Some Panel Members felt that there would have to be overwhelming conclusive evidence in the full business case for them to support an application to the Home Office; something that they felt was missing from the Options Appraisal.

6.6 The Chief Executive of the OPCCN explained that the Full Business Case was hoped to be completed by the end of June 2018. It was predominantly being carried out by the OPCCN with guidance and technical expertise from Grant Thornton. The PCC was not

involved with the detailed development of the Full Business Case and would not have sight of it until it was completed. He would then decide if the evidence was compelling enough to take it to public consultation, and at that stage the case would be a PCC proposal (unlike the Options Analysis, which was an independent assessment by Grant Thornton). The public consultation would last between 8 and 12 weeks and would involve all key stakeholders, with the primary stakeholder being NCC, as well as the general public. At the end of the consultation the PCC would decide if he wanted to submit a proposal to the Home Office.

- 6.7 The Chief Executive explained that there had been three recent submissions to the Home Office from Staffordshire, West Mercia and Cambridgeshire PCCs which had all been approved by the Home Office. There were three cases awaiting decisions at present, from Northamptonshire, North Yorkshire and Hertfordshire PCCs. Before the Home Office made a decision on submissions, particularly where local authorities had objected, the Chartered Institute of Public Finance and Accountancy (CIPFA) reviewed the business cases and made a recommendation to the Home Office. Those independent assessments were published. Some Panel Members expressed concern that despite local objection, the Home Office was still pushing forward with PCCs governance of fire and rescue services, and it appeared that Norfolk was facing a *fait accompli*. The PCC reiterated that he had not yet made a decision and would only do so once he had the evidence in front of him. If the case was not compelling, the case ought not to be put forward. The Chief Executive added that in making its decision, the Home Office took all stakeholder feedback into consideration alongside the other evidence presented in each case.
- 6.8 The Panel heard that the Chief Executive of the OPCCN was receiving weekly calls from the Home Office to find out where Norfolk were in terms of the process and he had a fortnightly conversation with the Association of Police and Crime Commissioners to understand the national picture. He expressed his gratitude to the Officers of NCC and the Norfolk Fire and Rescue Service for their cooperation in carrying out the business case as they could not have been more helpful.
- 6.9 The cost of the options appraisal and the business case was still relatively unclear as the process had not finished. The development of the Full Business Case would be undertaken in the main by OPCCN, but with support from Grant Thornton. It was likely that other financial and legal expertise would also need to be sought. The cost of Grant Thornton's input for this stage would be in the region of £32k, but owing to contractual confidentiality OPCCN would need to wait until the end of the process before providing full transparency.
- 6.10 The Panel;
- **NOTED** the PCC's decision to develop a Full Business Case, which would explore the future governance of Norfolk's Fire and Rescue service in more detail, and the update on progress with its development.

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

- 7.1 The Panel received the report from the OPCCN which updated them with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020. The report also provided the Panel with the latest metrics for the two strategic priorities along with a case study on how Norfolk Constabulary utilises performance information in delivering against the Police and Crime

Plan.

- 7.2 The PCC explained that he held the Chief Constable to account on public satisfaction levels and regular Police Accountability Forum meetings, as well as Strategic Governance Board meetings. The Deputy Chief Constable confirmed that engagement with the public had improved through an improved communications strategy and the employment of engagement officers located in various areas of Norfolk. Mechanisms for visible policing had changed, and a significant amount of contact now happened via IT. The latest statistics revealed that there had been 34k visitors to the website and 60k followers on Facebook which was a significant increase on last year. In terms of face-to-face contact, Safer Neighbourhood Area Partnership (SNAP) meetings were also being reviewed with a new system being trialled in the Norwich area. There would also be posters displayed in local areas which would show who the local police commander, beat manager and engagement officer were and how to contact them.
- 7.3 The Panel acknowledged that police visibility was key to residents of Norfolk feeling safe and noted that the new style SNAP meeting had been considered successful in the Norwich pilot. However there was some concern about those sections of the community who couldn't use IT, and that where public enquiry offices had been lost, the police surgeries had not replaced this, in particular in Holt. Residents there had been told that there would be a police surgery in the town, but the nearest one was being held in Fakenham. The Deputy Chief Constable explained that Holt would have a Beat Manager covering that area and if Holt felt that the best way for them was to have a presence in another form then the model could be reviewed.
- 7.4 The Panel expressed support for the safer schools programme, and asked for confirmation that both drug and knife crime matters were being covered. The Deputy Chief Constable reassured the Panel that both knife and drug-related crime were covered in the programme via various methods, such as the Operation Gravity Play. Due to the pressures of the national curriculum, the services provided by the Constabulary were reviewed regularly and tailored accordingly.
- 7.5 The Deputy Chief Constable confirmed that there was no real evidence to show whether the state of the roads had any bearing on bad driving habits and the rise in number of road traffic accidents. However, a full investigation was undertaken after each accident and if the condition of a road was a significant factor, it would be reported to Highways. The Director of Policy and Commissioning, OPCCN, explained that NCC had undertaken some analysis and that the local Vulnerable Road Users Group would explore what that analysis said.
- 7.6 The Panel noted the reinvigoration of the Norfolk and Suffolk Collaboration Panel. Norfolk's PCC confirmed he had invited both the Suffolk PCC and Chief Constable to join him at a future meeting to look at the collaboration taking place in the shared space between the two forces.
- 7.7 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.

8. Information Bulletin – questions arising to the PCC

- 8.1 The Panel received the information bulletin which updated them on both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his

activity since the last Panel meeting.

- 8.2 The PCC acknowledged the latest press reports that suggested the reduction in numbers of police staff had contributed to the national increase in violent crime. With regards to Norfolk, although the workforce had been reduced, it was noted by the PCC the Constabulary were doing an incredible job with the funds it had, and was in the top four police forces in the Country for efficiency, as recognised by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. With the limited amount of public money available, it was necessary for the policing model to be transformed and he would continue to hold the Chief Constable to account.
- 8.3 The PCC has called for tougher sentences for assault on emergency services staff. He explained that he would like sentences to be raised from 12 months to 5 years and had lobbied several people on this matter. Although there had been some resistance to this about space in prisons for those who commit the offence, the PCC felt that it was an important deterrent measure.
- 8.4 The Deputy Chief Constable was unable to confirm if body worn cameras had deterred individuals from attacking police officers, however it had meant that several complaints had been resolved and had footage had been used in court as evidence. It was confirmed that every frontline police officer was now wearing a body-worn camera.
- 8.5 There was ongoing intensive discussion through the seven force regional collaboration to increase efficiencies and save money. Part of this discussion was around benefiting from economies of scale and the group would be meeting again in July, where the PCC would be pushing hard for joint procurement. He couldn't say when savings arising from this work might be delivered.
- 8.6 The Panel **NOTED** the information bulletin.

9. Work Programme

- 9.1 The Panel received the work programme which scheduled agenda items for the rest of the year.
- 9.2 The Panel **AGREED** the work programme and noted that there could be a need for an extraordinary meeting in July to discuss the outcome of the PCC's decision relating to Fire Governance.

Meeting ended at 11.25am.

**Mr William Richmond, Chairman,
Norfolk Police and Crime Panel**



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Balanced Appointment Objective

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to consider whether the balanced appointment objective is being met and endorse the independent member appointments for 2018-19.

1. Background

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

2. Purpose of today's meeting

- 2.1 During May 2018 each council (the Borough, City, County and District Councils) appointed members to the Panel with a view to ensuring that the 'balanced appointment objective' is met, so far as is reasonably practicable.
- 2.2 The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):
 - (i) represent all parts of the police area;
 - (ii) represent the political make-up of the relevant authorities (when taken together);
 - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.

- 2.3 This is an opportunity for the Panel to consider whether the balanced appointment objective is being met.

3. Suggested approach

- 3.1 The Panel is invited to consider the following information to help it determine whether the balanced appointment objective is being met.
- 3.2 Geographical balance – the Panel represents all parts of the relevant police force area.

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

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

Following the May 2018 local elections, the number of places in each political group across the county is as follows:

Conservative - 269
Labour - 72
Liberal Democrat - 44
UKIP - 5
Green - 5

Consequently, the composition of the Panel has remained the same:

- 7 Conservative
- 2 Labour
- 1 Liberal Democrat

Norwich City Council and Great Yarmouth Borough Council have appointed a Labour member, and all other District and Borough Councils have appointed Conservatives. Norfolk County Council has appointed 2 Conservatives and 1 Liberal Democrat.

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

The Panel agreed at its April 2017 meeting that it would be helpful to have more members on the Panel either with experience of handling complaints, or an interest in this area, in order that they might support the PCC complaint handling process. In appointing their members, constituent councils were asked to accommodate this request where possible.

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

4.0 Action

- 4.1 The Panel is recommended to consider whether the balanced appointment objective is being met and endorse the independent member appointments for 2018-19.

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

A summary of examples provided to demonstrate the following competencies set out in the Panel Member Role Profile	
1. The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.	Professional and local councillor experience was cited to demonstrate members' ability to think strategically. Examples given included: considering and challenging the impact of key decisions for local communities, weighing up the immediate problems/benefits against longer term implications, strategic planning in both the public and private sector.
2. The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints in relation to the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate.	Members have experience of being involved in appointment boards or panels for senior positions in both the public and private sector. Some have experience of dealing with complaints and disciplinary matters, also external verification and quality assurance.
3. The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.	Professional and local councillor experience was cited to demonstrate openness to change, including: dealing with changes to policy and practice from central Government on a frequent basis and aiming to respond in a positive way, leading organisational change in public sector, private sector and charitable organisations.
4. The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.	Local councillors have served on scrutiny/audit/appeals committees or (for some) have been the subject of scrutiny in their role as Cabinet Members, Leaders or Deputy Leaders. Members also cited their professional experiences of running (or being involved in running) a business, their responsibility for service performance data, their work with local charitable organisations and further education inspection.
5. The ability to be analytical: The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.	Local councillors have served on a wide variety of committees, in a wide variety of roles that have involved performance monitoring. In addition, members have referred to personal

	academic achievements and professional experiences, including senior roles in public sector, private sector and charitable organisations.
6. The ability to communicate effectively: To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.	<p>Members have previously cited their experiences as local councillors to demonstrate this and were confident in their ability to communicate clearly in public meetings, community events, with the local media.</p> <p>In addition, members have referred to both personal and professional experiences, which have included challenging situations in emergency service and military environments.</p>
7. The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.	<p>Local councillors have previously described this as being essential, to enable them to carry out their duties – for many alongside personal and professional commitments. Some referred particularly to their experiences of chairing committee and other meetings.</p> <p>Panel members also cited other academic and professional experiences.</p>

A summary of examples provided to demonstrate the following personal skills and qualities, as set out in the Panel Member Role Profile

1. Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others and encouraging collaborative working across agencies.	<p>Members have previously referred to their experiences as local councillors to demonstrate their skills in this area, saying it was essential for good decision-making and to address their case work.</p> <p>Panel members also cited their leadership and senior roles in public sector and charitable organisations.</p>
2. Self confidence: The skill to challenge accepted views constructively without becoming confrontational.	<p>Members have previously referred to their local councillor and professional roles to demonstrate their skills in this area, particularly participation in /chairing various meetings. Many have stressed the value they place on being able to challenge others' views in a respectful way, and considering alternative views fairly.</p>
3. Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.	<p>Members have previously been keen to stress their willingness to learn new skills and enhance their knowledge, saying that it was vital to their local councillor and professional roles.</p> <p>Some also referred to the particular financial and legal skills they had acquired in their professional careers.</p>

4. Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.	<p>Members have previously referred to their experiences as local councillors to demonstrate their skills in this area, some also added examples from their personal and/or professional experiences.</p> <p>Some referred to particular experience of serving on their council's standards committee, and award-winning community engagement and cohesion work.</p>
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.	Members have previously been keen to highlight that a professional attitude both in their local councillor and professional roles was imperative.
6. Leadership: The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.	Members have referred to their experiences as a local councillor to demonstrate their skills in this area. Some added professional experience of leading teams either as an employee or employer.
7. Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.	<p>Members have previously cited their experiences as a local councillor to demonstrate their skills in this area, referring to difficult situations they'd had to deal with, customer complaints and making difficult decisions.</p> <p>Others added examples from their personal lives and professional careers.</p>

Panel Arrangements and Rules of Procedure - Review

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

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

1. Background

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

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

2. Purpose of today's meeting

2.1 Panel Arrangements

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

2.2 Rules of Procedure

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

2.3 PCC conduct complaints

The Panel is recommended to review and endorse the existing detailed guidance for handling complaints about the conduct of the Police and Crime Commissioner (PCC), which is attached at **Annex 3** of this report, and appoint Panel members to be involved in the process during 2018-19.

2.4 Complaints Policy Sub Panel

The Panel will also wish to appoint members to the Complaints Policy Sub Panel during 2018-19. The previously agreed Terms of Reference for this Sub Panel are attached at **Annex 4** of this report. When it meets next, the Sub Panel will agree a timetable of informal meetings with OPCCN at which decisions about local implementation of the police complaints model will be discussed. No minutes will be taken. A summary of the Sub Panel's deliberations and conclusions will be reported to the Panel.

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

2.5 The Sub Panel last met on 30 April 2018 and it noted that:

- The implementation timetable for the final phase of police complaints reforms has slipped, and it is now anticipated that the responsibility for hearing police complaint appeals will transfer to PCCs on 1 April 2019. At that point PCCs will become the appellate body to hear those appeals currently heard by Chief Constables, concerning the outcomes of complaints made against police officers and police staff.
- Both Norfolk's and Suffolk's PCCs have indicated they will adopt the same appellate body model, to minimise disruption to the existing joint Professional Standards Department.

- The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has already begun to deliver improved oversight and scrutiny of police complaints, and will regularly review case outcomes and the Constabulary's performance against national and regional Independent Office for Police Conduct (IOPC) measures. Reports will be provided to future Police Accountability Forum meetings.
- To support the legislative changes, the IOPC is reviewing and re-drafting the statutory guidance for police complaints.
- The introduction of a super-complaints system is underway, to capture national or cross-force issues within policing. The Home Office has set out how organisations can apply to become 'designated bodies', so that they can raise issues or concerns on behalf of the public about patterns or trends in policing which are, or appear to be, significantly harming the interests of the public.
- OPCCN continues to participate in, and contribute to, a national working group led by the Home Office that is developing the detailed secondary legislation and statutory guidance for these changes. The working group is scheduled to meet monthly from June 2018 onwards.

3.0 Action

3.1 The Panel is recommended to:

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



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Norfolk Police and Crime Panel

Panel Arrangements

1. Background

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

2. Functions of the Police and Crime Panel

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

- 2.3 The PCP must
- (i) arrange for a public meeting of the PCP to be held as soon as practicable after the PCP is sent the PCC's annual report
 - (ii) ask the PCC, at that meeting, such questions about the annual report as the members of the PCP think appropriate
 - (iii) review the annual report, and
 - (iv) make a report or recommendations on the annual report to the PCC
- 2.4 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of:-
- (i) the PCC's chief executive
 - (ii) the PCC's chief finance officer
 - (iii) a deputy PCC
- The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed.
- 2.5 The PCP must respond to any proposal by the PCC to call upon the Chief Constable to retire or resign, by making a recommendation to the PCC as to whether or not the PCC should call for the retirement or resignation.
- 2.6 The PCP must review and make a report and may make recommendations on the precept which the PCC proposes to issue for the financial year.
- 2.7 The PCP must hold a confirmation hearing to review the proposed appointment by the PCC of a Chief Constable. The PCP must make a report to the PCC and the report must include a recommendation as to whether or not the candidate should be appointed or must include a statement that the PCP has vetoed the appointment.
- 2.8 The PCP must:-
- (i) review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of the PCC's functions; and
 - (ii) make reports or recommendations to the PCC with respect to the discharge of the PCC's functions
- 2.9 The PCP must publish any reports or recommendations made by it to the PCC and must determine the manner in which such reports or recommendations are to be published.

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

3. Operating Arrangements

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

4. Financial Arrangements

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

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

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

5. Membership – Appointed Members

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

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

- 5.5 The PCP shall review at its AGM whether or not the balanced appointment objective is being met and if it concludes that it is not, the PCP shall determine what action is needed to meet the objective.
- 5.6 All members of the PCP may vote in proceedings of the PCP.
- 5.7 Each local authority may appoint a named member to be a substitute for its representative(s) on the PCP. Notice of a substitution must be given by the relevant PCP member to the PCP Secretary, before the start of the meeting concerned. The named substitute must be a member of the same council and same political group as the PCP member being substituted. Appointed representatives should use the substitution facility only on rare occasions, in recognition of the importance of building up knowledge and expertise so that the PCP can operate effectively.
- 5.8 In all other respects, the appointment of substitutes shall be governed by the rules relating to substitution set out in section 4 of appendix 10 of the County Council Constitution.

6. Membership – Independent Members

- 6.1 The PCP shall co-opt two independent members onto the PCP. For the first two co-options, one shall be appointed for a term of four years and one for a term of three years. Thereafter the appointments will be for four-year terms. There shall be no restriction on the overall time period that an independent member may serve on the PCP. A member of any of the relevant local authorities may not be a co-opted member of the PCP where the number of co-opted members is two.
- 6.2 The following may not be co-opted Members of the PCP:
 - a) the PCC for the Police Area.
 - b) a member of staff of the Police and Crime Commissioner for the area.
 - c) a member of the civilian staff of the Police Force for the area.
 - d) a Member of Parliament.
 - e) a Member of the National Assembly for Wales.
 - f) a Member of the Scottish Parliament.
 - g) a Member of the European Parliament.
- 6.3 The recruitment process for co-opting independent members should include a reasonable period of open and public advertising for the positions. The closing date for the receipt of applications should be at least two weeks from the date the advertisement is first placed. The PCP shall also invite relevant organisations, as it considers appropriate, to nominate candidates for consideration as part of the recruitment process.

- 6.4 The recruitment process will be carried out in accordance with the following principles:-
- (i) Appointments will be made on merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the PCP
 - (ii) The selection process will be fair, objective and impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria
 - (iii) The selection process will be conducted transparently with information about the requirements for the appointments and the process being publicly advertised and made available
- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.
- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.

7. Casual Vacancies

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

8. Resignation of Appointed Members

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

9. Resignation of Independent Members

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

10. Removal of Appointed Members

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

11. Removal of Independent Members

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

12. Amendments to Panel Arrangements

- 12.1 Changes to the Panel Arrangements can only be made with the collective approval of all the local authorities in Norfolk. The PCP may propose amendments to the Panel Arrangements and any such proposals will be referred to the local authorities and will only be implemented if they are approved by all the local authorities.
- 12.2 The only exception to the requirement for the approval of the local authorities is if the PCP wishes to increase the number of co-opted members. The PCP may resolve that the PCP is to have the number of co-opted members specified in the resolution, provided that the total membership of the PCP, including that number of co-opted members, would not exceed 20. Any such resolution must be referred to the Secretary of State and will only be implemented if the Secretary of State gives approval.

13. Interpretation

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

14. Promotion of the Panel

- 14.1 The Panel Arrangements shall be promoted by:

- (i) The establishment and maintenance by the lead authority of a website including information about the role and work of the PCP, its membership, all non-confidential PCP and sub-

- committee meeting papers, press releases and other publications; and,
- (ii) The issuing of regular press releases about the panel and its work; and,
 - (iii) The local authorities will include information about the PCP on their websites, and will also include a link to the PCP website.
- 14.2 Support and guidance shall be provided to executive and non-executive members and officers of the local authorities in relation to the functions of the PCP as follows:
- a) by the provision of briefing sessions for members and relevant officers of the authorities before the election of the PCC, and on a regular basis thereafter; and,
 - b) by the provision of written briefing notes for members and relevant officers of the authorities as appropriate.

Norfolk Police and Crime Panel

Rules of Procedure

1. General

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

2. Chairman of the Police and Crime Panel

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

3. Meetings of the Police and Crime Panel

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

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

4. Quorum

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

5. Work Programme

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

6. Sub-Committees and Task and Finish Groups

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

6.6 Sub-Committees and task and finish groups need not be politically balanced if the PCP agrees to this.

7. Reports from the Police and Crime Panel

7.1 Where the PCP makes a report or recommendations to the PCC, it will publish the report or recommendation on the PCP website. Copies of the report or recommendations will also be sent to each local authority within the police area.

7.2 The PCP must by notice in writing require the PCC, as appropriate, within a reasonable period of the date on which he or she receives the report or recommendations, to:-

(i) Consider the report or recommendations

(ii) Respond to the PCP indicating what (if any) action the PCC proposes to take

(iii) Where the PCP has published the report or recommendations, publish the response

7.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

8. Police and Crime Commissioner and Officers Giving Account

8.1 The PCP may scrutinise and review decisions made or actions taken in connection with the PCC's role. As well as reviewing documentation, in fulfilling its role it may require the PCC, and members of the Commissioner's staff, to attend before the PCP (at reasonable notice) to answer any questions which appear to the PCP to be necessary in order to carry out its functions.

8.2 Where the PCC, or a member of the PCC's staff, is required to attend the PCP, the chairman of the PCP will inform them in writing, giving reasonable notice of the meeting. The notice will state the nature of the item for which he or she is required to attend to give account and whether any papers are required for production for the PCP. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.

8.3 Where, in exceptional circumstances, the PCC is unable to attend on the required date, an alternative date for attendance may be arranged following consultation with the chairman of the PCP.

8.4 If the PCP requires the PCC to attend before the PCP, the PCP may, by giving reasonable notice request the Chief Constable to attend before the PCP on the same occasion to answer any questions which appears to the PCP to be necessary in order for it to carry out its functions.

9. Attendance by Others

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

10. Special Functions

- 10.1 The Special Functions of the PCP are those functions referred to in paragraphs 11-15, below, and which are conferred on the PCP in relation to:
 - a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
 - b) the review of the Annual Report as required by Section 28 (4) of the Act;
 - c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
 - d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act;
 - e) the review and potential veto of appointment of the Chief Constable Part 1 the Act.
- 10.2 The Special Functions shall be undertaken having regard to the requirements of the Act and Regulations in each case.
- 10.3 The issuing of reports and recommendations by the PCP in relation to the Special Functions outlined above will be carried out in accordance with paragraph 7 above.

11. Police and Crime Plan

- 11.1 The PCP is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.
- 11.2 The PCP must
 - (i) hold a public meeting to review the draft Police and Crime Plan (or a variation to it), and;
 - (ii) report or make recommendations on the draft Plan, which the PCC must take into account.

12. Annual Report

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

13. Proposed Precept

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

Or

- b) That it has done so because the precept is too low and give reasons for that decision.
- 13.5 The PCP will receive notification from the PCC of the revised precept which the PCC is proposing to issue for the coming financial year by 15 February of the relevant financial year.
- 13.6 The PCP will arrange for a public meeting to be held by 22 February of the relevant financial year to review the revised precept and make a report to the PCC. This may indicate whether the panel accepts or rejects the revised precept and make recommendations.
- 13.7 The PCP will receive a response from the PCC by 1 March of the relevant financial year.
- 14. Appointment of Chief Constable**
- 14.1 The PCP must review the proposed appointment by the PCC of the Chief Constable.
- 14.2 The PCP will receive notification of the proposed appointment from the PCC, which will include:
- (i) the name of the candidate;
 - (ii) the criteria used to assess suitability of the candidate,
 - (iii) why the candidate satisfies the criteria; and,
 - (iv) the terms and conditions proposed for the appointment
- 14.3 Within three weeks of the receipt of notification the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 14.4 Before reporting and recommending under paragraph 14.3 above, the PCP must convene a public meeting ('confirmation hearing') of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 14.5 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 14.6 The PCC may accept or reject the PCP's recommendation as to whether or not the candidate should be appointed, and must notify the PCP accordingly.

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

15. Senior Appointments

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

16. Appointment of an Acting Police and Crime Commissioner

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

- 16.5 The appointment of an acting Commissioner will cease to have effect upon the earliest of the following:
- (i) the election of a person as PCC;
 - (ii) the termination by the Panel, or by the acting Commissioner, of the appointment of the acting Commissioner;
 - (iii) in a case where the acting Commissioner is appointed because the PCC is incapacitated, the PCC ceasing to be incapacitated; or
 - (iv) in a case where the acting PCC is appointed because the PCC is suspended, the PCC ceasing to be suspended.

- 16.6 Where the acting Commissioner is appointed because the PCC is incapacitated or suspended, the acting Commissioner's appointment does not terminate because a vacancy occurs in the office of PCC.

17. Complaints

- 17.1 The PCP will delegate the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the Commissioner's Chief Executive.
- 17.2 The PCP will delegate the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to NCC's Head of Democratic Services for informal resolution.
- 17.3 The Panel will appoint a member (or members) to sit in association with the Chief Executive of the Office of the PCC to give consideration to the initial sift of complaints and with the Head of Democratic Services to undertake informal resolution.
- 17.4 The Commissioner's Chief Executive and NCC's Head of Democratic Services will provide the PCP with annual monitoring reports, setting out the number and spread of complaints handled during the period.
- 17.5 The PCP shall give all such assistance and co-operation to the Independent Police Complaints Commission (IPCC) in carrying out investigations of serious complaints and conduct matters as it may reasonably require.

- 17.6 The PCP shall receive notification by the IPCC of any determination that it has made under the Regulations (Part 3) in relation to the investigation of serious complaints and conduct matters.

18. Suspension of the Police and Crime Commissioner

- 18.1 The PCP may suspend the PCC if it appears to the PCP that:

- (i) the commissioner is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
 - (ii) the offence is one which carries a maximum term of imprisonment exceeding two years.
- 18.2 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:
- (i) the charge being dropped;
 - (ii) the PCC being acquitted of the offence;
 - (iii) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
 - (iv) the termination of the suspension by the PCP.
- 18.3 In this section, references to an offence which carries a maximum term of imprisonment exceeding two years are references to:
- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
 - b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.
- 19. Suspension and Removal of the Chief Constable**
- 19.1 The PCP will receive notification if the PCC suspends the Chief Constable.
- 19.2 The PCC must also notify the PCP in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 19.3 The PCC must provide the PCP with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 19.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the PCP accordingly (the ‘further notification’).
- 19.5 Within six weeks from the date of receiving the further notification, the PCP must make a recommendation in writing to the PCC as to whether or not she/he should call for the retirement or resignation. Before making any recommendation, the PCP may consult the chief inspector of constabulary, and must hold a scrutiny hearing.
- 19.6 The scrutiny hearing which must be held by the PCP is a PCP meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny

hearing can be by attending in person, or participating by telephone or video link.

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

20. Decision-making and Rules of Debate

20.1 Principles of Decision-making

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

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

20.2 Voting

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

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

20.2.3 In the event of a tie in voting, the Chairman shall have a second or casting vote

20.3 Rules of Debate

The rules of debate of the PCP shall be governed by the rules relating to meetings of County Council committees (section 7 of appendix 10 of the County Council Constitution), which is set out below.

20.3.1 No debate or vote until motion seconded

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

20.3.2 Right to require motion in writing

Unless notice of the motion has already been given, the chairman may require it to be written down and handed to him/her before it is discussed.

20.3.3 Seconder's speech

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

20.3.4 Content and length of speeches

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

20.3.5 When a member may speak again

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

- a) on a point of order; and
- b) by way of personal explanation.
- c) to demand a recorded vote
- d) to move a resolution under paragraph 20.3..10 of these Rules;
- e) to move the suspension of these procedural rules.

20.3.6 Amendments to motions

- a) An amendment to a motion must be relevant to the motion and will either be:
 - 1) to leave out words;
 - 2) to leave out words and insert or add others; or
 - 3) to insert or add words.

as long as the effect of (1) and (3) is not to negate the motion.

- b) Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.
- c) If an amendment is not carried, other amendments to the original motion may be moved.
- d) If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.
- e) After an amendment has been carried, the chairman will read out the amended motion before accepting any further amendment, or if there are none, put it to the vote.

20.3.7 Alteration of motion

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

20.3.8 Withdrawal of motion

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

20.3.9 Motions which may be moved during debate

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

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

20.3.10 Closure motions

- a) A member may move, without comment, the following motions at the end of a speech of another member:
 - 1. That consideration of the motion be postponed
 - 2. To proceed to the next business;
 - 3. That the question be now put;
 - 4. To adjourn to a debate; or

5. To adjourn a meeting
 - b) If a motion to proceed to next business is seconded and the chairman thinks the item has been sufficiently discussed, he or she will give the mover of the original motion a right of reply and then put the procedural motion to the vote.
 - c) If a motion that the question be now put is seconded and the chairman thinks the item has been sufficiently discussed, he/she will put the procedural motion to the vote. If it is passed he/she will give the mover of the original motion a right of reply before putting his/her motion to the vote.
 - d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the meeting is seconded and the chairman thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, he/she will put the procedural motion to the vote without giving the mover of the original motion the right of reply.

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

20.3.11 Point of order

A member may raise a point of order at any time. The chairman will hear him/her immediately. A point of order may only relate to an alleged breach of these Rules of Procedure or the law. The member must indicate the rule or law and the way in which he/she considers it has been broken. The ruling of the chairman on the matter will be final.

20.3.12 Personal explanation

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

21. Minutes

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

22. Members' Conduct

22.1 Speaking

When a member speaks at PCP meetings, he/she must address the meeting through the Chairman.

22.2 Chairman Requiring Silence

When the Chairman so indicates during a debate, any member speaking at the time must stop and the meeting must be silent.

22.3 Member not to be heard further

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

22.3.2 If the member continues to behave improperly after such a motion has been carried, the Chairman may adjourn the meeting for a specified period or move that the member leaves the meeting. If seconded, the motion will be voted on without discussion. If the member continues to behave improperly, the Chairman may give such direction as he/she considers appropriate for the removal of the member and the restoration of order.

22.4 General disturbance

If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she considers necessary.

23. Disturbance by the public

23.1 Removal of member of the public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If he/she continues to interrupt, the Chairman will order his/her removal from the meeting room.

23.2 Clearance of part of meeting room

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

24. Suspension and Amendment of Procedure Rules

24.1 Suspension

These rules may be suspended by motion on notice, or without notice if at least one half of the whole number of members of the PCP are present. Suspension can only be for the duration of the meeting. A motion to suspend any of these rules must specify the rule to be suspended and must be moved in terms limited to an explanation of the reasons for the suspension. It will be seconded in formal terms only and will be put to the PCP without debate. No suspension may be

considered by the PCP which does not comply with the Police Reform and Social Responsibility Act 2011, relevant Regulations, statutory guidance or the Panel Arrangements.

24.2 Amendment

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

25. Adjournment of Panel Meetings

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

26. Questions from the Public

- 26.1 The Agenda for ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel's Chairman on issues within the remit of the Panel.
- 26.2 The Agenda item will ordinarily allow no more than 30 minutes for this item, although the Chairman of the Panel may reduce or extend this at his discretion.
- 26.3 Anyone living, working or studying within Norfolk will be entitled to ask questions.
- 26.4 A questioner can submit one question at each ordinary Panel meeting, limited to a maximum of 100 words.
- 26.5 Notice of questions must be received by the Lead Authority for the Panel at least five working days before the ordinary meeting of the Panel is held.
- 26.6 Questions must:
 - a) relate to the Panel's role and responsibilities, and not be questions that:
 - i. should more appropriately be addressed to another party or organisation,

- ii. relate to a police operational matter
 - iii. relate to matters covered by legal or other proceedings,
 - iv. cover matters relating to the employees of the office of the Police and Crime Commissioner for Norfolk.
- b) not be substantially the same as a question which has been put at a meeting in the past 6 months;
 - c) not be defamatory, frivolous, vexatious or offensive;
 - d) not require the disclosure of confidential or exempt information; and
 - e) not refer to any matter of a personal nature.
- 26.7 The Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman, will review each question to ensure that it meets the criteria for public questions set out in these Rules of Procedure. Questions that do not meet the criteria will be disallowed, but where appropriate, the question will be passed on to the appropriate organisation and the questioner advised of where the question has been directed to. Confirmation of receipt of the question and whether it has been allowed will be provided, together with advice about attending the meeting. The final decision as to whether a question will be allowed is for the Head of Democratic Services in consultation with the Chairman of the Panel.
- 26.8 Questioners must ordinarily attend the meeting to put their question and receive their answer. However, in circumstances where a questioner is unable to attend personally, either:
- a) with the prior consent of the Chairman, a representative of the questioner may attend the Panel meeting and put the question on behalf of the questioner, or
 - b) the answer will be forwarded in writing to the questioner.
- 26.9 Where the questioner or their representative attends the Panel meeting in person, the questioner (or representative) may ask a supplementary question to follow-up the same subject matter as their original question (subject to time constraints).
- 26.10 Every question (and supplementary) shall be put and answered without discussion.

27. Interpretation

- 27.1 The ruling of the Chairman as to the construction or application of these rules or as to the proceedings of the PCP will be final for the purposes of the meeting at which it is given.
- 27.2 If there is any conflict in interpretation between these Rules and the Act or Regulations made under the Act, the Act and Regulations will prevail.

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

1. Introduction

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

2. Role of Police and Crime Panel under the Regulations

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

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

3. Key concepts

The legislation contains a number of key definitions:

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

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

4. Evidence threshold

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

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

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

5. Appropriate Police and Crime Panel

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

6. Recorded Complaints and Conduct Matters

The Panel will establish a formal Register for recording complaints and conduct matters under the Regulations. The Register will take the form of an electronic database within which to record all key details pertaining to a

complaint including the date received, contact details of the complainant, a summary of the complaint, the category into which it falls (conduct matter, serious complaint or other recorded complaint), the date on which it was recorded, an indication of intended action on the complaint and any other relevant information. A complaint or conduct matter entered into the Register is a recorded complaint or recorded conduct matter for the purposes of these procedures.

7. Conduct matters

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

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

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

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

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

8. Conduct matters occurring outside England and Wales

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

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

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

We would recommend that all complaints are made to the PCC's Chief Executive (the Chief Executive), who has been given delegated authority by

the Panel to carry out the initial handling of complaints in consultation with a nominated member of the Panel. He can be contacted in the following ways:

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

By email: opccn@norfolk.pnn.police.uk

By telephone: (01953) 424455

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

- The Norfolk Police and Crime Panel (the Panel)
- The Independent Police Complaints Commission (the IPCC);
- The Chief Constable;
- Directly to the PCC and/or DPCC.

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

10. Recipients' duties on receipt of a complaint

Direct complaints to the Panel

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

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

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

Direct complaints to the PCC and DPCC and preservation of evidence

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

Where a complaint is made directly to the PCC and/or the DPCC, then both are under a statutory duty to take all such steps as appear to them to be appropriate for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that. In discharging this duty they shall take such steps as a reasonable person would consider appropriate in the circumstances to obtain and preserve evidence, and in any event shall comply with any requests of the Panel, as above.

Direct complaints to individual members of the Police and Crime Panel

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

Direct complaints to the IPCC

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

Direct complaints to the police

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

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

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

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

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

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

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

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

- if it has been or is currently being dealt with by criminal proceedings, this will normally be the case where the Police have formally charged the

- person complained about or information alleging an offence has been laid before a magistrate's court or
- the complaint has been withdrawn.

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

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

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

13. Taking no action on a recorded complaint

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

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

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

For the purpose of this document vexatious complaint is one without foundation which is intended, or tends, to vex, worry, annoy or embarrass. For a complaint to be vexatious, it does not have to be repetitious. It is the complaint itself that must be judged vexatious, oppressive or an abuse, not the complainant.

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

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

14. Referral of recorded complaints and recorded conduct matters to the IPCC

The Panel must refer the following to the IPCC:

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

Call-in by the IPCC

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

Referral

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

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

Referral-back

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

Duty to provide information

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

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

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

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

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

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

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

16. Resolution of other (non-criminal) complaints

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

Informal resolution

The Panel has delegated authority to secure informal resolution to the HDS, in consultation with a nominated member of the Panel.

In attempting to secure resolution of the complaint, the HDS, in consultation with the nominated member of the Panel, will consider whether any further information is required.

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

Where the person complained against chooses not to comment on the complaint, the HDS shall record this fact in writing.

Apologies

The HDS, in consultation with the nominated member of the Panel and with support from an informal resolution adviser, will seek to resolve the complaint through the most appropriate procedure. This may involve one or a combination of the following

- an apology from the PCC and/or the DPCC;
- individual communication between the complainant and the person complained about, via the HDS in consultation with the nominated member of the Panel and the informal resolution adviser;
- a face to face meeting between the complainant and the person complained about, mediated by the HDS in consultation with the nominated member of the Panel and the informal resolution adviser.

The HDS shall not tender an apology on behalf of the PCC and/or the DPCC unless the person complained against has agreed to issue the apology.

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

Where a recorded complaint has been subjected to informal resolution, the HDS shall as soon as practicable make a record of the outcome of the procedure and send a copy of that to the complainant and the person complained against.

The HDS shall not publish any part of any such record unless he:

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

Timescale

A full response to a complaint should be given within 25 working days after the referral of the complaint to the HDS for informal resolution. Where a complaint is particularly complicated, the complainant will be informed about how long the process may take.

17. Provision and recording of information

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

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

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

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

18. Withdrawn and discontinued complaints

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

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

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

In the case of a complaint which was not referred to the IPCC, or was referred to the IPCC and then referred back, the Panel itself must decide whether the complaint is to be treated as a conduct matter. A complaint is to be treated as a conduct matter if the Panel determines that it is about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence.

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

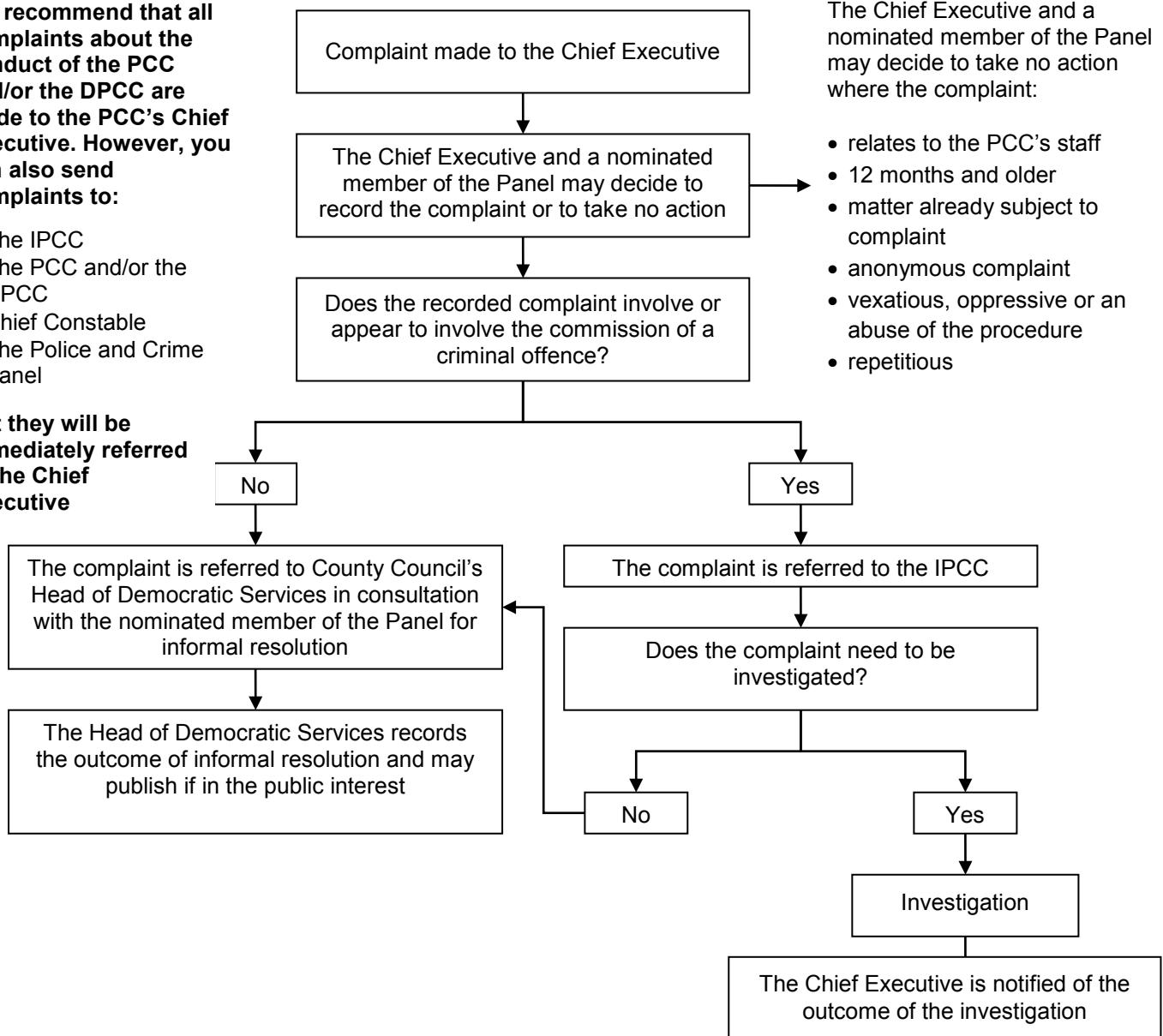
The Panel must notify the person complained against if it records a complaint as being withdrawn or discontinued, if the complaint is to be treated as a conduct matter, or if the Regulations cease to apply to the complaint on the basis that it has been withdrawn or discontinued. Unless the Panel has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

Complaints about the Conduct of the Police and Crime Commissioner for Norfolk

We recommend that all complaints about the conduct of the PCC and/or the DPCC are made to the PCC's Chief Executive. However, you can also send complaints to:

- The IPCC
- The PCC and/or the DPCC
- Chief Constable
- The Police and Crime Panel

But they will be immediately referred to the Chief Executive



Norfolk Police & Crime Panel
Terms of Reference for review of: Complaints handling
Scrutiny by a sub-Panel / task and finish group
Membership of sub-Panel / task and finish group <i>During 2016-17 appointed Panel members were: Dr Christopher Kemp, South Norfolk Council Mr Brian Hannah, Norfolk County Council Mr Alexander D Sommerville, CPM, Co-opted Independent Member</i>
Also to attend: Mark Stokes, Chief Executive, OPCCN Sharon Lister, Performance & Compliance Officer, OPCCN
Support Officer: Jo Martin, NCC
Background & reasons for review In May 2015 the Queen's Speech included proposals for a Police Reform and Criminal Justice Bill, which would continue the reform of policing and enhance the protection of vulnerable people. Prior to publication of the Bill (anticipated in early 2016), the Government ran a detailed consultation on proposed changes to the police complaints system. OPCCN participated in Home Office workshops and during 2015 kept the PCP updated on likely changes to the handling of police complaints, including the potential impact on both OPCCN and the PCP. When the Panel met in October 2015, it agreed that Dr Kemp and Mr Sommerville should work with OPCCN to consider how the police complaints process might work in practice once the legislation was published. On the 8 December 2015, the Panel described this more formally as a sub-Panel / working group to consider the implications of the new functions once further information had been provided by the Home Office (following a workshop on 12 January 2016). The Government also launched a consultation on managing PCC complaints on 17 December 2015. To ensure consistency across complaints systems, it seemed appropriate for the Sub-Panel to also discuss the potential impact of proposed changes to PCC complaints on both OPCCN and the PCP.
Purpose and objectives

- | |
|---|
| <ol style="list-style-type: none"> 1) To discuss how the handling of police complaints might work in practice, and the likely impact of new PCC functions on both OPCCN and PCP resources.
 2) To discuss the impact of the Government's proposed changes to PCC complaints handling, and the likely impact on both OPCCN and PCP resources. |
|---|

Issues and questions to be addressed

Handling police complaints

- The police complaints model set out in draft Police and Criminal Justice Bill.

- New PCC duties set out in the draft Police and Criminal Justice Bill.

- Norfolk PCC's preferred local model for handling police complaints.

- How the local model will work in practice.

- The likely impact on both OPCCN and PCP resources

- Likely amendments that will need to be made to the PCP Rules of Procedure.

Handling PCC complaints

- The proposed changes to managing PCC complaints set out in the Government consultation

- Responses to the consultation questions.

- The likely impact of changes on both OPCCN and PCP resources

- Likely amendments that will need to be made to the PCP Rules of Procedure.

- New PCP duties set out in future legislation.

Planned outcomes

- A report/reports to the PCP confirming the new PCC duties and outlining; the Commissioner's preferred model for handling of police complaints, the potential impact on both OPCCN's and the PCP's resources, any likely amendments that will need to be made to the PCP Rules of Procedure.

- A report/reports to the PCP; outlining a suggested response to the Government consultation on managing PCC complaints, confirming the new PCP duties when legislation is published and any likely amendments that will need to be made to the PCP Rules of Procedure.

Style and approach

- Sub-Panel / Task & Finish Group meetings as required, following the timetable and publication of legislation and / or statutory guidance.
- Regular update reports and recommendations to be made to the PCP.

Deadlines and timetable

Depending on the timetable and publication of future legislation and / or statutory guidance, it is anticipated that the following interim reports will need to be made to the PCP:

2 February 2016 - suggested responses to the consultation on managing PCC complaints (deadline is 10 March 2016).

22 March 2016 - update

15 June 2016 – update

Terms of reference

Agreed by sub-Panel / task and finish group

Date

19 January 2016

Endorsed by the PCP

2 February 2016

Police and Fire Collaboration – Local Business Case Update

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

The Panel is asked to consider a progress update from the PCC about the development of a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.

1. Background

- 1.1 The Government is committed to closer collaboration between emergency services, and views their joint working as a means of delivering better local accountability, an improved service for communities and significant savings for taxpayers.
- 1.2 The Policing and Crime Act 2017 ("the Act") places a new statutory duty on emergency service organisations to collaborate with one another where it is in the interests of efficiency or effectiveness. The Act also includes provisions that enable Police and Crime Commissioners (PCCs), where a local case is made in the interest of economy, efficiency and effectiveness, or public safety, to take on responsibility for the governance of fire and rescue services.

2. Police and Crime Commissioner for Norfolk's response

- 2.1 In response to this new legislation, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) appointed Grant Thornton, following a competitive tender process, to carry out an independent review and appraisal of the options which the legislation enables. That project was split into two phases:
 - Phase 1 – An options appraisal and the development of an outline business case.

And then if, at the options appraisal and outline business case stage, a case for change could be made:

- Phase 2 – Development of a full business case.

- 2.2 Having considered the evidence gathered by Grant Thornton and feedback from a range of stakeholders on their findings, the PCC took the decision in February 2018 to progress to Phase 2 – full exploration of the potential benefits of a change to fire governance and development of a draft local business case.

- 2.3 The full business case will include an assessment of how a change of fire governance would be in the interests of either:
- Economy, efficiency and effectiveness; or
 - Public safety.
- 2.4 Phase 2 is in the final stages (the full business case is due to be completed at the end of June 2018). If, at that point, the PCC is convinced by the evidence that there is a case for change, he will launch a public consultation on the draft business case giving the Norfolk public the opportunity to have a direct say.
- 2.5 Having considered the consultation responses, the PCC will then decide whether he wishes to proceed with his proposal and, if so, submit a final business case to the Secretary of State.
- 2.6 The Secretary of State will then consider whether the case made is in the interests of economy, efficiency and effectiveness, or public safety, and, if satisfied the statutory tests have been met, make an order for the PCC to take on Fire and Rescue Service governance in Norfolk.
- 2.7 Should the process reach this stage, the anticipated timeline is as follows:
- Launch of a public consultation (if appropriate) – Summer 2018
 - Submission to the Secretary of State (if appropriate) – Autumn 2018.

3. Purpose of today's meeting

- 3.1 The purpose of the item on today's agenda is to allow the Panel to question the PCC about progress being made with the development of a full business case.

4. Suggested approach

- 4.1 The Panel may wish to ask questions on the following areas:

- a) Whether the business case is on track to be completed by the end of June 2018.
- b) Whether the evidence is supporting a change of governance.
- c) Preparation being made for a public consultation.
- d) The timeline going forward.

5. Action

- 5.1 The Panel is asked to consider a progress update from the PCC about the development of a Full Business Case, which will explore the future governance of Norfolk's Fire and Rescue Service in more detail.



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

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

The Panel is recommended to:

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

1. Background

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

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the 2016-20 Plan, since its publication in March 2017.
- 2.2 At the Panel's 26 September 2017 meeting, members received an update on activity undertaken to deliver the Plan as part of the PCC's Annual Report. It has subsequently received updates relating to the following priorities:
 - a) Priority 5: Support victims and reduce vulnerability (28 November 2017)
 - b) Priority 6: Deliver a modern and innovative service (28 November 2017)
 - c) Priority 2: Support rural communities (6 February 2018)
 - d) Priority 3: Improve road safety (6 February 2018)
 - e) Priority 1: Increase visible policing (April 2018)
 - f) Priority 7: Good stewardship of taxpayers' money (April 2018)
- 2.3 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** outlines further progress that has been made against:
 - a) Priority 4: Prevent offending
 - b) Priority 5: Support victims and reduce vulnerability
- 2.4 In addition to a description of progress against each strategic objective, OPCCN's report now provides the Panel with the latest performance metrics. It also incorporates an update on commissioned services in those areas.
- 2.5 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 2.6 After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 5: Support victims and reduce vulnerability

- a) How the work being undertaken by the PCC is improving the overall experiences and outcomes for victims of crime, including:
 - Progress with developing a new OPCCN Victims Strategy.
 - Outcomes from the review of local victims' services and the implementation of a new cross-county operating model (Norfolk and Suffolk Victim Care).
 - Progress with the review and re-design of domestic abuse services.
 - Progress with the review and re-commissioning of restorative justice services.
 - Progress with the review and re-commissioning of child sexual exploitation services for Looked After Children.
 - Any issues arising from the monitoring of compliance with the Victims Code.
 - How the gap in provision of services for sexual violence victims is being addressed, following the decision by the Sue Lambert Trust to close its waiting list in February 2018.
 - How the PCC is challenging the Constabulary's performance in respect of the rising number of cases where victims do not support

- prosecution.
- How the PCC is challenging the Constabulary's performance in respect of the falling solved rate, particularly in relation to domestic abuse and serious sexual offences crimes.
 - Clients' satisfaction with victims' services.
- b) How the PCC is leading a partnership approach to identify those at risk of victimisation and reduce their vulnerability, including:
- Progress with the development and commissioning of a programme of support for young people.
 - Development of a model of enhanced support for cybercrime and fraud victims.
 - How the PCC is monitoring impact of action being undertaken by the Constabulary to contribute to this objective, including its support for children and young people, victims and those vulnerable to cybercrime and fraud, continued joint information-sharing and analysis between the Constabulary and County Council to identify the most vulnerable.
 - How the PCC is holding the Constabulary to account for its contribution to the Prevent agenda and development of its response to online crime (both enforcement and education).
- c) How the PCC is leading a partnership approach to deliver the most appropriate response to those in mental health crisis, including:
- The impact of further OPCCN investment in the integrated mental health team in the police control room.
 - How the PCC is monitoring impact of action being undertaken by the Constabulary to contribute to this objective, and any issues arising, including its contribution to the delivery of the Mental Health Crisis Care Concordat action plan, reducing Section 136 detentions and contribution to a partnership response to suicide intervention.
- d) How the PCC is leading a partnership approach to reduce the impact of drugs and alcohol on communities, families and people at risk, including:
- Progress with the creation of a framework for joint working between OPCCN and Public Health
 - Impact of the Constabulary's contribution to early help hubs.
 - Impact of the Constabulary's work in respect of County Lines activity and the targeting of organised crime groups.
- e) How the PCC is leading a local approach to supporting and encouraging victims and witnesses to disclose traditionally under-reported crimes (including modern slavery, human trafficking, stalking and hate crime), including:
- The impact of OPCCN-led communication campaigns.
 - How the PCC is monitoring the impact of action being undertaken by the Constabulary to contribute to this objective, including: take-up of training by frontline officers and work being undertaken with communities to raise awareness.

- f) How the PCC satisfies himself that the Constabulary is adequately safeguarding vulnerable victims (and if failings are found, how the PCC ensures the Constabulary has put improvements in place).
- g) Whether the number of referrals and supported cases continues to show an increasing need for victims' services.
- h) The capacity of commissioned services to provide specialist support for a rising numbers of clients and the impact of lengthy waiting times.
- i) How service users are encouraged to provide feedback, and whether satisfaction levels compare favourably to previous years.
- j) How victims' commissioning in Norfolk compares to other parts of the country.

Priority 4: Prevent offending

- a) How the PCC is leading a multi-agency approach to tackling all forms of violence and abuse, including:
 - The development of an improved Norfolk response to child sexual exploitation.
 - The multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund.
 - How the PCC is monitoring the impact of action being undertaken by the Constabulary to contribute to this objective, including: a regional approach to tackling organised crime groups operating in Norfolk, implementing initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio, work with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect, and work with the Norfolk Safeguarding Adults Board.
- b) How the PCC is leading a multi-agency approach to reducing the number of domestic abuse incidents, including:
 - Outcomes from the Domestic Abuse Symposium.
 - Progress with the review of domestic abuse perpetrator programmes.
 - How the PCC is monitoring the impact of action being undertaken by the Constabulary to contribute to this objective, including its contribution to development of an enhanced service for victims of domestic abuse.
- c) How the PCC is working in partnership to tackle anti-social behaviour, including:
 - The ongoing impact of a graffiti wall to engage young people in positive activities.
 - How the PCC is monitoring the impact of action being undertaken by the Constabulary to contribute to this objective, including the development of initiatives in conjunction with OPCCN's early

- intervention fund.
- d) How the PCC is leading a multi-agency approach to reduce overall levels of reoffending by addressing the underlying causes through collaboration and new innovative approaches, including:
 - Achievements arising from the development of an OPCCN criminal justice strategy.
 - Implementation of an OPCCN ‘prevention of offending’ strategy
 - Ongoing impact of the Gateway to Employment campaign, the Rescue Rehab programme, the Community Chaplaincy scheme and Court Mentor scheme.
 - How the PCC is monitoring the impact of action being undertaken by the Constabulary to contribute to this objective, including the development of the 180 Degree Scheme, implementation of a new approach to managing registered sex offenders across local policing and supporting the introduction of the WONDER project.
 - e) The PCC’s contribution to ensuring that the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people continue to fall.
 - f) How the PCC is challenging the Constabulary’s performance in respect of the rising number of crimes during the last 12 months, and challenges this may pose for Norfolk’s new policing model.

3. Action

3.1 The Panel is recommended to:

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

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Office of the Police and Crime Commissioner

Norfolk Police and Crime Plan 2016-2020

Performance Monitoring Report

Summary:

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

This report also provides the Panel with the latest metrics for the two strategic priorities along with a case study on how Norfolk Constabulary utilises performance information in delivering against the Police and Crime Plan.

1. Background

- 1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under review.
- 1.2 This is the third performance paper to be submitted to the Police and Crime Panel on this plan.

2. Norfolk Police and Crime Plan priorities

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

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

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

- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and the Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.
- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

3. Monitoring progress against plan priorities

- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.

- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made within two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
 - a) Prevent Offending
 - b) Support victims and reduce vulnerability
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime Plan.

4. Support Victims and Reduce Vulnerability

- 4.1 The following section gives an overview of policing activity in relation to the action SO18: working in partnership to make those at risk less vulnerable to victimisation within the strategic priority of Supporting Victims and Reducing Vulnerability.
- 4.2 Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county.
- 4.3 Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities.

COUNTY LINES OPERATIONAL ACTIVITY:

- A six month intelligence led operation has been conducted in and around the Norwich area, focusing upon Class A drugs supply and linked criminal activity in the London area. The aim has been to disrupt criminal networks and reduce associated violence and exploitation linked to Class A drug supply
- Operational enforcement activity consisting of the execution of search warrants and pre-planned arrests commenced on Monday 16th April 2018 involving over 50 officers per day, with linked enforcement taking place in the Metropolitan police area
- A roads policing operation using Automatic Number Plate Recognition has been conducted in support of the wider enforcement seeking to disrupt county lines use of the road network
- To date Norfolk Constabulary has been supported by resources from Norfolk & Suffolk Protective Services, Norfolk Special Constabulary, Eastern Region Specialist Operations Unit, the National Crime Agency, and the Metropolitan Police Service
- The operation has impacted upon 6 local drugs suppliers, 6 identified county lines and 16 drugs groups with supply links to the London area
- The first three days of enforcement resulted in 30 arrests, with 21 people being charged and remanded in police custody. A quantity of heroin and crack cocaine was seized together with vehicles used by drugs networks

INTER-AGENCY LIAISON AND ENFORCEMENT CONSOLIDATION:

- The planning of this operational activity has involved consultation with Criminal Justice Services, the Courts and Her Majesty's Prison Service
- Officers from Norfolk Constabulary have, and are engaging with drugs support services to ensure that providers are aware of the impact upon their provision, with a view to ensuring support is available to people with drug dependency
- Post enforcement consolidation work has involved officers, supported by Norfolk Special Constabulary visiting the local community in the areas where this operational activity has taken place. They have provided information relating to the work of Operation Gravity and sought to gain information that may help to assess the wider impact upon the community from this type of criminality

INTELLIGENCE ASSESSMENT:

- The intelligence-led operation has identified 28 lines of drugs supply in the Norwich area together with 11 other suppliers of Class A drugs
- A detailed assessment of the risks and threats associated with each county line has been created and is monitored to assist in directing police and other agency activity

ORGANISED CRIME AND DRUGS SUPPLY:

- In March 2018 enforcement activity took place in the King's Lynn area involving officers from Norfolk Constabulary, Norfolk & Suffolk Protective Services and Her Majesty's Revenue and Customs (HMRC). This was the culmination of a 12 month intelligence-led operation supported by the Eastern Region Specialist Operations Unit, the National Crime Agency and HMRC
- A total of 19 people believed to be involved in organised crime were arrested and have been released under investigation. A large quantity of drugs, cash and assets has also been seized

4.4 Performance Measures

Area	Indicator	COUNTY		
		Long Term Averages	Last 12 months	Difference
Support Victims and Reduce Vulnerability	% Cases where victims do not support prosecution (DA)	37.0%	50.2%	13.2%
	% Cases where victims do not support prosecution (SSO)	29.5%	38.8%	9.3%
	% Cases where victims do not support prosecution (CSA)		31.2%	
	% Cases solved by police (DA)	29.0%	21.4%	-7.6%
	% Cases solved by police (SSO)	17.8%	11.9%	-5.9%
	% Cases solved by police (CSA)		14.8%	
	% Cases solved by police (All Crime)	30.0%	22.2%	-7.8%

4.1 The force recognised that the number of domestic abuse victims not supporting prosecution appeared to be changing last year and set up a domestic abuse task and finish group to understand why this might be the case. It is believed that a number of aspects might be affecting this measure, such as:

- The number of recorded domestic abuse crimes has gone up by over 26% in the last 12 months against the long-term average

- The task and finish group highlighted that more victims may potentially support prosecution if the police attended domestic incidents more quickly. The Constabulary has changed its processes to ensure that this occurs
 - Victims of domestic abuse do change their mind after making the complaint. Each domestic abuse incident and crime is risk assessed by the safeguarding team and appropriate advice and support is provided where necessary
 - Better recording standards and auditing processes have improved data quality to ensure that domestic abuse related crimes are correctly being identified and recorded as such
 - In order to further understand victim engagement Norfolk Constabulary have completed a successful pilot scheme to carry out surveys with victims of domestic abuse. Work is currently being undertaken to recruit a Victim Survey Coordinator and to make this part of our permanent practice
- 4.2 The measures show that the number of Serious Sexual Offences victims not supporting prosecution appears to have increased compared to the historical data. A number of factors might be affecting this measure, such as:
- The number of reported rapes has gone up by 45.3% in the last 12 months compared to the long-term average
 - Other serious sexual offences, such as sexual assaults have gone up by 25.5% across the same period
 - Recent analysis has indicated that between a quarter and a third of victims will not engage with the police from the outset. This can be for a number of reasons, including when a third-party reports a rape to the police without the victim knowing and when victims ask for a crime to be recorded but they do not want to pursue an investigation. This can happen in non-recent offences which make up almost a third of all recorded serious sexual offences
 - Victims of sexual offences are offered support at the Sexual Assault Referral Centre (SARC) regardless of whether they want to pursue an investigation or not
- 4.3 The way we obtain data with respect to Child Sexual Abuse (CSA) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a new system to record crimes called Athena. This new system allows officers and staff to add keywords (such as CSA) to crimes to help categorise them for performance reporting. Thus, three year historical long term averages for certain categories such as CSA will not be available until October 2018.
- 4.4 There have been 7,000 more crimes recorded in Norfolk in the last 12 months compared to the long-term average. The increase in crimes will be a mixture of better crime recording and real increases in some areas. The increase in offences has an impact on officer workload and the Constabulary are looking for innovative ways to manage demand (e.g. Operation Solve).
- 4.5 The falling solved rate in domestic abuse and sexual offences is discussed regularly at performance management meetings. The Constabulary has provided more investment to help deal with the increasing demand in this area. Through the Norfolk 2020 work, the development of two investigation hubs in the east and west of the county will ensure that the Constabulary is best placed to deal with this changing face of crime. The

Constabulary recognises that there are wider issues involved with these crime types, and is involved with a number of multi-agency working groups to look at new ways to protect victims and prevent offending.

5 Supporting Victims and Reducing Vulnerability - Commissioned Services Update

The following section gives an overview of policing activity in relation to the action SO17: working to improve the overall experiences and outcomes for victims and witnesses within the strategic priority of Supporting Victims and Reducing Vulnerability.

5.1 Victims Strategy

The OPCCN is in the process of finalising its Victims Strategy. However, key parts of the strategy are already being implemented including...

- Review and redesign of Victim Assessment and Referral Services
- Review and redesign of Restorative Justice Services for Norfolk
- Review and commissioning of domestic abuse services to meet need across the county
- Review of sexual abuse services and recommissioning of services
- Improving the experience of victims through the criminal justice system
- Improve support for victims of fraud and cyber-crime and develop preventative strategies for the most vulnerable
- Improve the supply of services for victims of traditionally unreported crimes including stalking and modern slavery
- Reduce levels of victimisation through investment in preventative and perpetrator interventions

5.2 Victim Assessment and Referral Service – Norfolk and Suffolk Victim Care

The OPCCN is required through its funding agreement with the Ministry of Justice (MOJ) to make available to all victims of crime in the county, a service to assess the practical and emotional impact of the crime and refer the victim to services that can assist them to cope, recover and thrive.

Since April 2015, this service has been provided by Victim Support and the service data and outcomes for 2017/18 were as follows...

MEASURE	SV	DV	CSA/CSE	RJ	Other	Total
Total Number of referrals to support services	273	71	169	25	20,989	21,527
REFERRAL SOURCE						
Home Police Force	218	56	156	16	19,882	20,328
British Transport Police	0	0	0	0	51	51
Other Police Forces	38	1	4	4	875	922
Local Authority	0	0	0	0	1	1
Health	1	0	0	0	0	1
Self-Referrals	11	11	6	3	145	177
Other	5	3	3	1	34	47

SV – Sexual Violence: DV – Domestic Abuse/Violence: CSA/CSE – Child Sexual Abuse/Child Sexual Exploitation: RJ – Restorative Justice: Other – e.g. Hate Crime, Burglary, Fraud, Robbery, Theft, Vehicle Offences, Violence against a person, ASB etc.

During 2017/18, the Offices of the Police and Crime Commissioners for Norfolk and Suffolk, in partnership with Victim Support, conducted a review of the operating model for the victim assessment and referral services across both Norfolk and Suffolk and designed a new cross county operating model, which was implemented as Norfolk and Suffolk Victim Care on the 1 April 2018.

The major weaknesses of the previous operating model were:

- Too much resource being targeted towards contacting victims and establishing whether support is required
- No referral management and long term case and outcome management
- Too little formal integration with other safeguarding and victim support services and the opportunity to achieve this was limited by having a regional Victim Assessment And Referral Centre (VARC)
- Duplicative contact with victims and multiple assessment processes that required victims to retell their experiences time and time again

The benefits of the new service are:

- (A pan Norfolk/Suffolk service provides) business efficiencies and improved service resilience
- A single point of contact for victim care to build trust between the client and the service
- Improved assessment processes and case management, including victim advocacy and support throughout the victim's journey, with ongoing needs assessment and case management until final step down from the service
- Improved support, through specialist case managers, for victims engaged in the criminal justice system (not replicating the witness care service – but working with it)
- Co-location of two specialist case managers to assess and support standard risk victims of domestic abuse from the Multi-Agency Safeguarding Hub
- Improved digital channels and web based resources for victims to find advice and support
- Wider use of volunteers to raise funds for local services and carry out more preventative work, particularly in relation to social isolation and exclusion
- Dedicated engagement resource to improve/development referral pathways and raise awareness of the service to increase self-referrals

For further details of the Norfolk and Suffolk Victim Service go to www.nsvictimcare.org

5.3 Domestic Abuse Provision

In 2017 the OPCCN completed a comprehensive Domestic Abuse Needs Assessment and has utilised to inform commissioning activity.

The OPCCN has a specific responsibility to commission the Independent Domestic Abuse Advocacy (IDVA) Service for the County, to support high risk victims, and since April 2015 this has been provided by Leeway Domestic Abuse.

During 2017/18, the OPCCN conducted an interim review of demand on the IDVA service and due to the strain on the service caused by an increase in referrals and additional pressures including growth in the number of Claire's Law referrals, the PCC has committed a further £76k per annum for the next two years to fund an additional two IDVAs and part-time administrative support for the service. The total cost of the service is now £436k per annum, which is funded by the OPCC's MOJ Victim Services Grant.

Service and outcome data for the IDVA service is set out below.

SUMMARY 2017/18		
Total number of clients in service		2355
Total number of closed cases		1791
Total number of repeat cases		680
Referral Source	Police/MASH	1600
	CJS	315
	Other	161
	MARAC	142
	Voluntary Sector	60
	Local Authorities	41
	Self-Referrals	26
	Health	10
Breakdown of Referral by Area	Norwich	560
	Gt Yarmouth	450
	West Norfolk	318
	North Norfolk	159
	South Norfolk	195
	Broadland	156
	Breckland	236
	Other	22
Breakdown of Gender	Female	2070
	Male	203
	Unknown	83
	Identified as Transgender (inc in above M/F figures)	30
Sexual Orientation	Heterosexual	2122
	Bi-sexual	7
	Gay Man	17
	Lesbian	11
	Unknown/not identified	198
No of Domestic Abuse Disclosure Scheme requests (Claire's Law)	310	

5.4 Sexual Violence

In 2017 services to support victims of sexual violence/abuse and also historic cases of child sexual abuse were delivered by the Sue Lambert Trust (SLT) who is the main provider of counselling and support in Norfolk for those victims aged 11 years and over (men and women).

The demand for their services over the last four years has risen exponentially. There are several reasons for this...

- The reduction of some public services and third sector services – lack of alternative services
- A Reduction in funding opportunities
- A greater national awareness to report and seek support amongst victims of historic child sexual abuse (generated by high profile Police Operations such as Operation Yewtree, in the wake of the Jimmy Savile scandal, and other high profile cases such as Gary Glitter, Rolf Harris, Max Clifford)
- The Independent Inquiry into Child Sexual Abuse - the national review set up in response to the above serious high profile instances of historic child sexual abuse and where some organisations were failing or were continuing to fail to protect children from sexual abuse
- Victims now feel more confident and empowered to come forward

The increased number of clients seeking support has placed a severe strain on the SLT, which now has a wait list of 445 clients (end of March 2018). In some cases, clients will have to wait in excess of 12 months for long term counselling. The board of trustees for the Sue Lambert Trust has now taken the difficult decision to close the wait list (February 2018) and are no longer accepting any further referrals for the foreseeable future. As SLT are the main provider in the county, there is now a serious gap in provision in Norfolk, which the OPCCN are seeking address in partnership with health commissioners.

SLT staff continue to support their existing case load, with the intention of reducing the wait list over the longer term and enable victims of sexual abuse to move forward with their lives to cope and recover.

ITEM	NUMBER/PERCENTAGE 2017/18			
Total Number of clients in service	1298			
Breakdown of Gender	Female	1059		
	Male	232		
	Trans Male	1		
	Unknown	6		
Number of clients who have received counselling (short or long term)	371			
No of counselling sessions offered	7872			
	Average attendance rate for counselling sessions offered	74%		
Number of clients receiving counselling who were victims of CSA	248 of the 371			
NEW/FIRST CONTACTED CLIENTS DURING 2017/18				
Number of referrals received	573 (first contacted during 17/18)			
Referral Source	NHS - 149 direct referrals, 193 self-referrals after signposting		342 59%	
	CJS		59 10.3%	
	Local Authorities		35 6.1%	
	Voluntary Sector		42 7.3%	
	Self-Referrals		53 9.3%	
	Other		42 7.3%	
Breakdown of Referral by Area	City		145 25.3%	
	Gt Yarmouth		101 17.6%	
	West Norfolk		22 3.8%	
	North Norfolk		55 9.6%	
	South Norfolk		60 10.5%	
	Broadland		76 13.3%	
	Breckland		39 6.8%	
	Not recorded/other		75 13.1%	
Number of Clients on Waiting list (for long term counselling) end March 2018	445			
Number of Clients offered a service but on waiting list	153			
Number of Clients not been offered any service	292			
Wait time for clients (P) Priority: (CL) Crisis: (WL) Waiting list	No of Months	(PL)	(CL)	(WL)
	← 3 Months	34	10	16
	3-6 Months	67	18	21
	6-12 Months	116	21	52
	+12 Months	10	29	36

To meet the needs of standard risk victims of domestic abuse in the west of the County, the OPCCN funds the Pandora Project to provide a wide range of support. Service and outcome data for 2017/18 are as follows...

The Pandora Project has been running for approximately five years and during that time has established productive partnerships with agencies in the West of the county to raise awareness of domestic abuse, support organisations in how to identify and refer appropriately/safely victims of DA and deliver direct support to victims. Support is through various programmes as well as 1-2-1's, group work and their newly developed drop in services at partner agencies such as Access (formerly KLARS) with the Women's Centre supporting the migrant community, Freebridge Housing, the Purfleet Trust – who support the homeless and the Queen Elizabeth Hospital, Kings Lynn.

There main activities are delivering:

- Open The Box - A 10 week course helping women to understand and recover from the impact of domestic abuse. It looks at breaking the cycle of abuse by exploring what makes a relationship abusive
- **Who's in Charge?** - An 8 week course for women combining educational and therapeutic sessions for parents of children who are verbally and physically abusive and beyond parental control
- Children and Young People's (CYP) Programme – 1-2-1 support for children/young people aged between 6-18 years who are affected by DA and living in an abusive household or who have been affected by historic cases of DA. The programme includes safety planning, health and wellbeing, improved family/school life through their behaviour/sleep and making sure they have someone to talk to at school
- Escape the Trap – a young person's programme designed to help young people recognise and protect themselves from abusive relationships and help them to recognise if they are being abusive in their own relationships
- 1-2-1's
- Group Work
- Drop in support

A breakdown of referrals and clients who have received service from the Pandora Project are as follows:

PANDORA PROJECT –2017/18 CLIENT REFERRAL /PROGRAMME BREAKDOWN	
No of Overall Referrals	382
No of Professionals Trained including a networking event	170
No of CYP Referrals	104
No of Clients - Open The Box	65
No of Clients - Adult 1-2-1 Support	156
No of Clients - Children/Young People Programme, 'Escape the Trap'	30
No of Clients – 'Who's in Charge?'	27
No of Clients - Drop in sessions	30
No of CYP awareness raising in schools	93

The focus of the service is to support this group to cope and recover so that they are able to improve their mental and physical wellbeing and engage better with their communities to lead a more fulfilling life. Pandora clients are regularly reviewed and at the start of their journey they are asked a variety of questions about how they feel, this is used as a baseline so each client can see where they have developed/grown over time and at exit of the service they can see their overall journey.

Below is a snapshot of results from Pandora's clients:

- 97% of clients were able to understand healthy/unhealthy relationships
- 94% of clients felt improved confidence and self-esteem
- 92% of clients said they had improved mental and physical health
- 92% of clients said they felt more able to keep themselves safe
- 80% of clients said they engaged better with the local community
- 72% of clients said they relied less on other specialist services
- 62% of clients said they were less reliant on drugs and alcohol

5.5 Restorative Justice

Through the Victims Code of Practice, victims are entitled to access to a restorative justice service and in Norfolk this has to date been provided by Victim Support. However, take up for the service had remained very low. The OPCCN is now reviewing the provision of Restorative Justice Services in conjunction with Norfolk Constabulary in order to raise greater awareness of the benefits to victims of restorative justice and re-commission a service to meet the expected demand.

5.6 Monitoring Victim's Code Compliance

The Police and Crime Commissioner for Norfolk is the Chair of the Norfolk and Suffolk Criminal Justice Board and the Board has set...

- Provide Support to Victims and Witnesses throughout the CJS and give them the service they are entitled under the Victim's Code of Practice

as a priority for the next three years.

This priority is being delivered by the Victim and Witness Sub-Group of the Board and the main work stream is the development and implementation of a diagnostic tool to measure compliance with the Victim's Code across criminal justice agencies.

The Diagnostic Tool is based on a methodology developed by the OPCC for Cumbria and Victim Support and has three stages...

- Agency Self-Assessment/Peer Review and Challenge
- Dip sampling on 60 cases per annum
- Surveying of victim/witness experience of the criminal justice system

To date the agency self-assessment/per review phase has been completed and the dip sampling methodology has been devised. Initial findings of the exercise will be reported to the Criminal Justice Board in September.

5.7 Work in partnership to make those at risk less vulnerable to victimisation

Commissioning a Programme of Support for Children and Young People

The OPCCN has established and is working with its Youth Commission to identify the areas of greatest need for young people. The Youth Commission reported the findings of its Big Conversation with children and young people in April.

Enhance Support for Cyber Crime and Fraud Victims

The OPCCN is working with Norfolk Constabulary, Trading Standards and the Norfolk Safeguarding Adults Board to rollout the approach piloted through Operation Bodyguard, to provide practical and emotional support to at risk victims of fraud and scamming, across the county. The model will be based on the use of volunteers.

5.8 Work in partnership to deliver the most appropriate response to those in mental health crisis

The OPCCN currently provides £112k of funding for the Integrated Mental Health Team in the Police Control Room. This includes a further investment of £60k in 2017/18 to provide:

- Further resource to train police officers to respond more effectively to people in mental health crisis
- Support for police officers to manage their mental health
- Capacity for spontaneous deployment if appropriate

5.9 Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk

The OPCCN continues to work in partnership with Public Health to reduce the impact of drugs and alcohol on those most at risk.

6. Prevent Offending

- 6.1 The following section gives an overview of policing activity in relation to the action SO15: reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses.
- 6.2 The Integrated Offender Management scheme is a partnership arrangement with the vision of reducing the reoffending by those causing the most harm to communities within Norfolk and Suffolk. It is a partnership team formed under the Norfolk and Suffolk Criminal Justice Board with the Police, Probation Service and Community Rehabilitation Company making up the core partners.
- 6.3 The Integrated Offender Management scheme is focussed on six Principles:
- All relevant agencies are fully committed and signed up to the scheme
 - There is effective engagement across all sectors
 - All partner agencies agree the overarching vision for the scheme
 - All partners have a shared understanding of what success looks like
 - All agencies have a clear understanding of their respective roles and responsibilities at both strategic and operational levels
 - All necessary information sharing agreements, protocols and processes are in place to ensure swift and appropriate real time sharing of information and intelligence
- 6.4 The core approach to addressing criminogenic needs is partnership working to support offenders through the 'pathways' out of offending. The 'pathways' identified are:
- Accommodation / Finance / Benefits / Debt
 - Employment / Training / Education
 - Substance Misuse
 - Mental and Physical Health
 - Children and Families
 - Attitudes, Thinking and Behaviour
 - Prostitution
- 6.5 The Norfolk and Suffolk Integrated Offender Management scheme has developed from an acquisitive crime based scheme to one focused on threat, risk and harm. The evidence shows Integrated Offender Management is effective in working with offenders whose chaotic lifestyles drive their offending.
- 6.6 The team has undergone a significant review which has resulted in a change in working practices to meet the principles of 'all offenders being in scope' and to ensure that performance measures drive outcomes. This took place over the 2017 calendar year.
- 6.7 As a result of the review, statistics drawn for the first three months of 2018 demonstrates that Integrated Offender Management processes have achieved a 92% reduction in crime harm for those no longer on the scheme. This demonstrates a significant reduction in offending, reduction of victims and costs to the criminal justice system. It is noted that this is based on a small sample size at this time as this form of data capture is in its infancy.

- 6.8 The next area of development for the unit seeks to use the most up-to-date professional knowledge and academic research to further enhance the quality and effectiveness of interventions with offenders.
- 6.9 Future plans include developing what the scheme manager has defined as 'The Crime to Community Bridge Model'. This is working on the principles of Engage, Support and Integrate. This enhances the current service delivery by identifying through psychological modelling where the offender is on their journey and utilising appropriate techniques to enhance their route to criminal desistance. It will ensure a more efficient identification of resource provision between the key partners. The Bridge concept also seeks to ensure that offenders are appropriately reintegrated in to the community when they leave the service, thus enhancing the prospects of long term success. This is the start of a two year programme which will see the introduction of training to staff, enhanced uses of legislation such as Criminal Behaviour Orders and working with community groups to support the transition from criminality to community.

6.10 Performance Measures

		COUNTY		
Area	Indicator	Long Term Averages	Last 12 months	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	N/A	1,341	
	Number of Personal Property Crimes	N/A	12,808	
	Number of Hate Crimes	N/A	1,235	
	Serious Sexual Offence Crimes (SSO)	1,467	1,977	35.4%
	Number of Domestic Abuse Crimes (DA)	6,004	7,564	26.0%
	Number of Online Crimes	N/A	1,263	
	Number of Robbery Crimes	329	429	30.4%
	Number of Violence with Injury Crimes	5,507	6,663	21.0%
	Number of Rural Crimes	N/A	398	
	Number of first-time entrants to the criminal justice system per 1,000	48	32	-34.6%

- 6.11 The long term average for the number of crimes is a three year average (2014-2017). This is used to smooth out seasonal variance and to avoid exceptional years in crime recording. However, the way we obtain data with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a new system to record crimes called Athena. This new system allows officers and staff to add keywords (such as CSA, rural) to crimes to help categorise them for performance reporting. Thus, long term averages for certain categories will not be available until

October 2018. Historical data is also not available for certain categories of crime as the National Crime Recording Standards have changed over the past 4 years. Offences such as burglary fall into this category.

- 6.12 Whilst there is no historical data for crimes of Child Sexual Abuse, it is clear that with increased reporting, more peer-on-peer offending and greater historical reporting that there is an upward trend. This is replicated in other areas such as serious sexual offences, on-line offences and crimes of domestic abuse. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to these expanding areas. The development of the new investigation hubs in the east and west of the county will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.
- 6.13 Personal property crimes include the following crime types:
- Burglary residential dwelling
 - Burglary residential non-dwelling (sheds/garages etc.)
 - Theft from the person
 - Theft from motor vehicle
 - Theft of motor vehicle
 - Criminal Damage
- 6.14 Whilst we are unable to provide long-term averages for burglary residential data, we can provide it for the other categories. Of note is that theft of motor vehicle has increased up by 27% in the last 12 months compared to the long term average. This is believed to be triggered by youths stealing motorbikes and scooters in Norwich and Great Yarmouth and a crime series by an organised group of criminals stealing high powered cars from across the region.
- 6.15 The number of recorded domestic abuse crimes has gone up by 26.0% in the last 12 months against the long term average. A key reason for this increase is a recent business decision that domestics are initially recorded as a crime and only converted to an incident once a crime has been negated. When the crime and incident numbers are combined, the demand is quite stable, seasonal variations aside.
- 6.16 Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. All police forces have recorded a rise in sexual offences, with the number of rape reports up nationally by 31% and other sexual offences up by 22% (source: Office for National Statistics – Crime Survey for England and Wales). Norfolk has experienced a percentage change slightly higher than the national average but this may be reflecting better recording practices and greater willingness to report offences. These figures include offences involving child-on-child offending, reporting of non-recent events and third party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.

- 6.17 Robbery has increased by 30.4% from the long term average. This rise has come from a low starting point and analysis has indicated that a significant number of recent offences took place between victims and offenders already known to the police. This indicates increased reporting from some sections of the community who have previously not engaged.
- 6.18 Better recording standards are believed to have influenced the 21% increase in offences of violence with injury compared to the long term average. The majority of offences in this crime category are low level assaults (the most common is ABH) and this trend has been seen nationally. This crime type will also include offences between children (previously sporadically recorded or dealt with by schools) and nursing and care homes where the victim and/or the offender lacks mental capacity.
- 6.19 Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot.
- 6.20 First time young offenders (FTE) into the Criminal Justice System is a measure that is expressed per 10,000 population of Norfolk's 10-17 year olds and has reduced from a level of 62.6 (in the period April 2013 to March 2014) to 32.3 (October 2016 to September 2017). The average for the period April 2013 to March 2017 shown in the table is 48.2 relating to the most recent figure of 32.3 (October 16 to September 2017) which is a significant reduction of 34.6%.
- 6.21 The introduction of the 'C4C' Challenge for Change triage system in June 2016 by the Youth Offending Team (YOT) working with the Constabulary, targeted the diversion of first time entrants and was a key point in securing a reduction in FTE's. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. This is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances. The intention is to prevent a young person from becoming a first time offender and potentially reoffending.
- 6.22 It should be noted that data from Norfolk's Most Similar Forces are not available for comparison until they have been published by the Office for National Statistics. This normally takes over six months and therefore publishing comparable up to date figures is difficult.

7. Prevent Offending – Commissioned Services Update

7.1 Tackle all forms of violence and abuse

The OPCCN is a member of all statutory Boards and participates in county wide partnerships that aim to tackle violence and abuse. In doing so, the OPCCN aligns its activity and commissioning to the achievement of shared outcomes.

7.2 Return Home Interview Service

In April, a new Child Sexual Exploitation (CSE) and Missing Children and Young Peoples Service was launched, to provide support to those children who go missing (from their homes or who are 'looked after children') and/or at risk of CSE in Norfolk who are assessed as medium to high risk. The service is jointly funded by the OPCC and Norfolk County Council's Children's Services for the next three years. The two providers appointed to deliver the service are Barnardo's and the Magdalene Group, with Barnardo's carrying out the return home interviews and the Magdalene Group providing holistic support for medium and high risk cases.

7.3 Reduce the number of domestic abuse incidents

Domestic Abuse Perpetrator Programmes

Having held a Domestic Abuse Symposium with national, regional and local experts, the PCC has prioritised the development and expansion of programmes to support perpetrators of domestic abuse and reduce further incidence and protect victims.

The OPCCN is a partner in the Norfolk Beacon Project and a joint funder of the Connect element, which will pilot five new interventions in Norwich over the next three years. One new intervention, Engage, will provide whole family support and work with both the victim and perpetrator of the abuse.

The OPCCN is currently carrying out a fundamental review of need and provision for domestic abuse perpetrator interventions and will report the findings to the countywide Domestic Abuse and Sexual Violence Board in July. The report and associated findings will inform an ambitious programme of commissioning for the next two years.

7.4 Continue to work in partnership to tackle anti-social behaviour

The PCC and OPCC continue to be responsive to new and emerging issues across the county and are continually working in partnership with the appropriate and relevant local strategic partner to problem solves and find community based solutions.

7.5 Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses

Rehabilitation Board and Strategy

The OPCCN leads the countywide Rehabilitation of Offenders Board and is responsible for the development and implementation of the four year rehabilitation strategy. To date the strategy has achieved...

- The development of a court mentor role, in partnership with Her Majesty's Prison (HMP) Norwich and Her Majesty's Courts and Tribunals Service (HMCTS)
- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice
- Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency
- Work with CREST analytics to understand Sentencer's attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade
- Strengthening the local mental health and justice pathways for clients through the gate
- Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk

The Rehabilitation Board is currently reviewing the strategy to reflect achievements to date, changes in the policy and operational landscape and to take advantage of new and emerging opportunities.

7.6 Gateway to Employment

On 1st December 2015 "Gateway 2 Employment" was launched, in partnership with the Department for Work and Pensions (DWP). This two year campaign aimed to break down barriers to employment for people with convictions.

The ambitious target set was to get 100 organisations to pledge to offer a new opportunity to someone with a criminal conviction, leading to meaningful long term employment.

This target has been exceeded. During 2017 over 214 opportunities were offered including interview experiences, bursaries/grants, training, work experience and 59 job offers.

The next steps will be to develop a women's retail triage scheme in partnership with Norfolk police, St Giles Trust (the WONDER service provider) and local retailers that aims to provide an early intervention to divert women from the criminal justice system (CJS), address their needs and prevent further offences.

7.7 Rescue Rehab

Rescue Rehab is the outcome of a partnership between the OPCCN, Norwich Prison and Norwich Best for Pets. Beginning as a 12 week pilot project in December 2016, the aim of the scheme is to...

- Train prisoners in animal care/welfare skills that will contribute to their rehabilitation on release from prison and potentially address incidents of reoffending
- Promote prisoner welfare and become an integral part of addressing mental health issues

- Help participants develop 'team skills' and participate in group support and problem solving
- Integrate the Rescue-Rehab initiative into "acknowledged prisoner activity" sessions and further address incidents of reoffending by study options leading to professionally recognised qualifications and employment opportunities upon release
- Socialise the dogs, initiating their training and their interaction with other dogs and people; increasing their potential to be re-homed

There was immediate acknowledgement from across the whole range of prison staff (Officers, Mental Health Teams, Chaplaincy etc.) of the positive impact upon the attitude, well-being and mental health issues of the prisoners involved in the pilot. The prisoners involved gave testimony that graphically illustrated this positive impact. The training and socialising of the rescued dogs made an enormous contribution towards them being rehomed.

In recognition of the wide-ranging achievements of the Rescue-Rehab programme, the PCC has agreed to fund an extension of this project, which will be the subject of independent evaluation.

7.8 Community Chaplaincy

Community Chaplaincy Norfolk (CCN) works alongside offenders, ex-offenders and their families, offering mentoring and holistic support within prison, through the prison gate and out in the community.

The scheme commenced in February 2017 and is open to offenders of any faith or of none.

CCN offers a task orientated mentoring scheme that identifies attitudes and behaviours that previously led to criminality. Support (through a volunteer scheme) is given to enable change to take place so that involvement in positive activities is undertaken rather than continuation of addictive and antisocial behaviours.

These activities involve regular meetings with mentors, identifying and encouraging personal interests of offenders and encouraging them towards education, training / employment.

To date the project has:

- Recruited and trained 19 volunteer mentors
- Raised the profile of the scheme through:
 - The Social, Community & Environment Concerns Group for the Diocese of Norwich
 - Transforming Norwich Forum
 - Presentations at S.S.A.F.A. regional training day, Prison Visitors Meetings at HMP Norwich and Wayland
 - Development of leaflets and posters
 - Partnership meetings, including visiting Under One Roof, The Matrix and City Reach.
- Supporting 22 active cases, of which five are in the community, six shortly to be released from prison custody and eleven referrals under assessment
- Three cases have now been closed.

As a member of Community Chaplaincy Association, desistance research will be completed in partnership with the University of Cambridge.

7.9 Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (Wonder) Programme

During WONDER's first 12-month period of operation (28 February 2017 – 28 February 2018), 698 women were arrested and brought to one of the project's targeted Police Investigation Centres (PICs). Of these, 576 were offered a referral to WONDER and 131 accepted the offer.

The most common offence was violence against the person, followed by those arrested for public order offences and theft. The remaining women were arrested for seven different offence types. Most referrals were voluntary (95%) and five came from conditional cautions.

The mean age of the women was 35 – the youngest was 19 and the eldest was 68 – and 69% were over 30. Overall, 25% had been arrested for a previous offence and 10% had been involved in a non-criminal incident. Forty of the women (31%) had been a victim of crime at least once since October 2015.

Of the 131 women referred to the project, 40% engaged with Julian Support and accepted some support. The women engaged with the project for on average 24 weeks.

Women were assessed using the Justice Star tool designed by Triangle Consulting. The tool assesses women on 10 criminogenic needs from one to 10 – where one is a substantial need and 10 is no need.

Overall 73% of engaged women were assessed at the beginning of WONDER. Eighty one percent of these women had at least one assessed score below five. This means that the targeted women generally did have needs that required extra support.

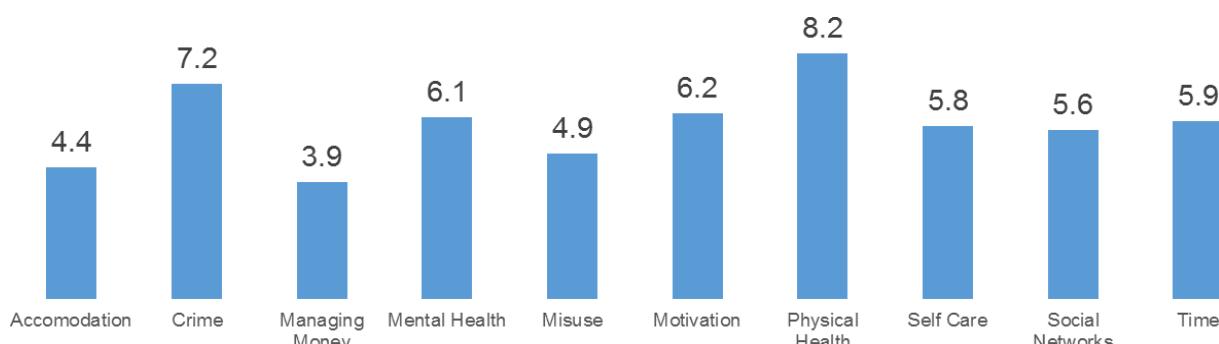


Figure 1: Average Justice Star Score (out of 10) by each need assessed

Managing money, accommodation and substance misuse were the most common needs.

The support workers were also asked to identify a woman's primary need. Emotional support was ranked highest for the women with mental health being ranked the second most important need.

The WONDER project was a relatively intense intervention for the women. The average period of support was 149 days and 40 contacts would be made by the link workers.

Once a woman was engaged with WONDER and assessed, she would be referred to services that would address her needs. Improved access to support services was a key element of WONDER's delivery to reduce future offending.

The largest numbers were referred to a counselling and support service and the next largest number were referred to a health service. This seems appropriate given that substance use was identified as a high need and emotional support was identified as a primary need for many women.

The impact of WONDER was measured by changes in needs, using the Justice Star outcomes assessment tool. Figure 2 describes their average change in score. All the changes were significant at 95%.

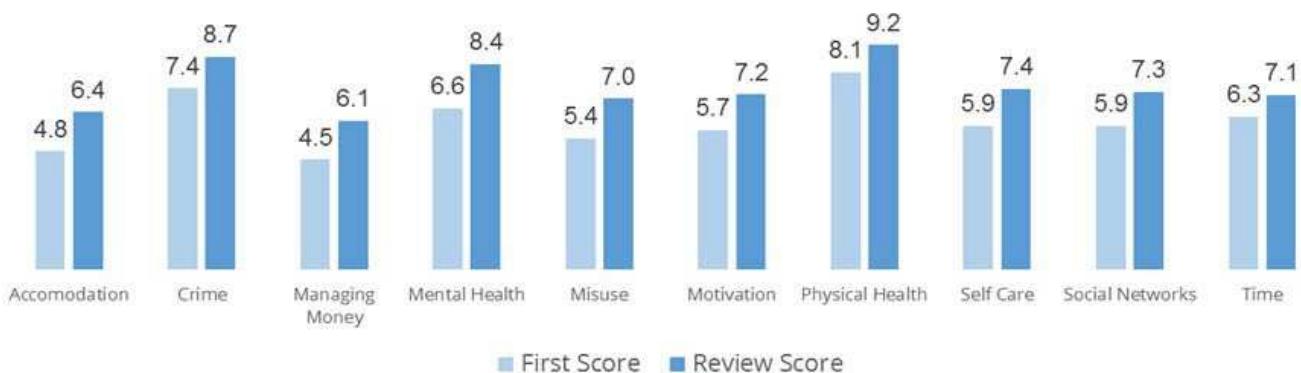


Figure 2: Mean justice star needs assessment scores at first and second assessment

All the needs increased at the second assessment and no needs were on average lower than 5. This suggests the women reported important changes in their life circumstances while supported by WONDER.

The women described the differences the WONDER project made for them. These included finding new accommodation, reducing dependence on alcohol, reconnecting to children and increases in wellbeing and confidence. The case study below describes the different the WONDER project made for one woman:

Case study:

W attended court alone for an offence of alleged assault and was then referred to the project. Her practical needs were finance – the project helped her access benefits – and accommodation – the project supported her to negotiate that her husband is not added to her tenancy.

In addition, W required emotional support to overcome the mental health impact of past and current domestic abuse. She had begun to abuse alcohol as a coping strategy and consequently children services only allowed supervised contact with her children. The WONDER project referred her to the Norfolk Rehabilitation Partnership and a regular stress control course.

The WONDER project team also supports her to work with the MASH and Children's Services to address the domestic abuse and child access issues.

(Source: WONDER Project provider)

Following a successful application for funding from the MOJ, the OPCCN is now working on the rollout of the WONDER programme across all Police Investigation Centres in the county and other points of referral including Early Helps Hubs and partner agencies. In addition, WONDER will seek to engage with other marginalised and vulnerable female population groups including sex workers.

The extension of funding for Wonder means the programme will now run until December 2020 and in the intervening period an exit strategy will be put in place to mainstream the support provided.

7.10 Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people

Youth Offending Team

Current OPCCN funding to the Youth Offending Team is £114k per annum to contribute to core costs and delivery against three national primary outcome indicators...

- Re-offending
- First-Time Entrants
- Use of Custody

The latest data available shows...

- **In summary:** Performance in 2016/17 was satisfactory. Targets in relation to all three primary national indicators were met at year end. Performance in Norfolk exceeds the national comparators in all three indicators but lags behind all the 'family' and regional comparators with the exception of the 'family' First-Time Entrants indicator.
- **Reoffending:** The absolute numbers of young people reoffending in the July 2014 to June 2015 period decreased by 0.2% percentage points compared to the equivalent period in the previous year. Reoffending in Norfolk is 36%, better than the national average (37.7%) but below the regional (35.2%) and family comparators (34.6%). This performance is achieved despite a larger decrease in the overall numbers offending in the period from 747 to 705 (-5.6%).

The continued reduction in First-Time Entrants means that those left in the criminal justice system have more persistent, chronic and entrenched offending behaviours that are more difficult to moderate.

- **First-time Entrants (FTE):** The number of FTE into the criminal justice system in Norfolk has more than halved since 2013 and continues to fall. FTE performance for the 2016 calendar year shows a 33.1% decrease over the previous year from 458 per 100,000 to 307. The actual numbers have reduced from 325 to 221 (-32%), a total of 104 fewer young people in Norfolk entering the criminal justice system for the first-time in the period as compared to the same period in the previous year.

This demonstrates the impact of the Challenge for Change (C4C) triage scheme introduced in June 2015 has been significant. The Norfolk rate is now below all but the regional comparator and reducing at a faster rate than any.

- **Use of Custody:** For the period April 2016 to March 2017 the rate decreased in comparison with the same period in the previous year from 0.32 (23 young people) to 0.24 (17 young people). A reduction of 0.08 percentage points (which in real terms is six young people) and a 35.3% reduction. Performance is substantially better than the national comparator (0.36) but not quite as good as both the regional (0.20) and 'family' (0.20) comparators. The rate of performance improvement is better than all the comparators. The relatively small numbers being sentenced to custody means that we are likely to see quarter on quarter fluctuations and longer term comparisons will be of more strategic value.

8. Background

8.1 There are no implications for the Police and Crime Panel.

9. Financial Implications

9.1 There are no financial implications.

10. Recommendations

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

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 PCC's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

1. Background

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

2. Purpose of today's meeting

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

3. Ongoing complaints relating to the PCC

- 3.1 The PCC'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 completed):

• Complaint 9 – Dated: 10 April 2018

The complainant raised a complaint about their being blocked by the PCC on Twitter.

The complaint was recorded, and referred to NCC's Head of Democratic Services in order to secure informal resolution. As a result of this process, the PCC wrote to the complainant to apologise and confirm they had been unblocked.

Completed.

4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report (February 2018), 16 FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
- Delegation of Powers
 - Victim Services grants
 - Freemasons and Subject Access Request
 - Social Media (Twitter/Facebook)
 - Media Software
 - OPCCN Legal costs
 - Illegal vote counts
 - Courier Service contracts
 - Drugs Policy
 - Electoral Fraud
 - Register of Land owned/occupied by PCC
 - Electoral Fraud
 - Electoral Fraud
 - Electoral Fraud
 - Domestic Abuse campaigns
 - General Election
- 4.2 One internal review was requested in relation to the 'OPCCN Legal Costs' FOI.
- 4.3 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

5. Complaints and FOI requests relating to the Panel

- 5.1 Norfolk County Council's Head of Democratic Services has confirmed that no further complaints or FOI requests relating to the panel have been received since the last monitoring report.

6. Action

- 6.1 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.
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Information bulletin – questions arising to the PCC

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

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

1. Background

1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of his activities and decisions since the last Panel meeting.

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 11 June 2018, are listed at **Annex 1** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 11 June 2018, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered a number of joint units and departments in areas such as major investigations, protective

services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 11 April 2018 and 19 June 2018:

Date	Activity
22 May 2018	PCC Conservative Conference, London

- f) Audit Committee

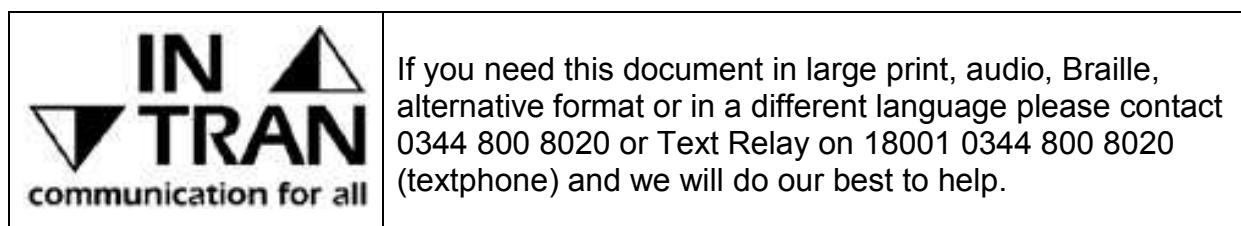
The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex 5** of this report.

3. Suggested approach

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

4.0 Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.



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

PCC's Decisions

Funding for the Youth Commission

Decision 2018-02

The PCC agrees to fund Lola Stafford Consulting Ltd to provide a Youth Commission Service.

Extension of Grant for IDVA Service for Norfolk

Decision 2018-03

The PCC agrees to extend the existing IDVA service for a further two years to 2019/20 and by a further 2 x IDVA full-time posts and 1 x part-time administrative post.

Funding for the Wonder+ scheme

Decision 2018-04

The PCC agrees to fund St Giles Trust to deliver the WONDER+ (Women Offenders of Norfolk Diversion, Engagement and Rehabilitation) Scheme over a three year period.

Independent Custody Visiting Association

Decision 2018-05

The PCC agrees to subscribe to the Independent Custody Visiting Association (ICVA) for the period of 2018/19.

Further detail about each decision can be viewed on OPCCN'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 PCC's activity

Young people given a voice about policing and crime in Norfolk

More than 1600 young people from across Norfolk have had their say on how to shape policing following the introduction of the PCC's Youth Commission.

5 April 2018

Rural crime in focus at North Norfolk "Barnstorming"

North Norfolk residents will be having their say on rural crime at a special meeting being hosted by Norfolk's PCC at Holkham Hall tomorrow evening.

17 April 2018

PCC and Chief Constable to host Q&A session

Norfolk's Police and Crime Commissioner and Chief Constable will be answering questions from the public at a special event next week.

19 April 2018

Downham Market hosts PCC's policing Q&A

Anti-social behaviour, equality in the workforce and under-age drinking were just a few of the issues raised at a special question and answer session hosted by PCC Lorne Green in Downham Market.

24 April 2018

Communities join together to tackle speeding

More than 40 Community Speed Watch teams from across Norfolk will be taking to the roads on Saturday in a bid to tackle speeding.

3 May 2018

PCC to hold Chief Constable to account at special meeting next week

Policing in the county will once again be under the spotlight next week as Norfolk's PCC holds his third Police Accountability Forum of 2018.

10 May 2018

Children at risk of sexual exploitation are to receive vital support

Children at risk of sexual exploitation are to receive vital help after Norfolk's PCC and Norfolk County Council invested £360,000 to fund specialist support.

11 May

Lorne Green marks second year as Norfolk's PCC

This month sees Lorne Green marking his second year as Norfolk's Police and Crime Commissioner (PCC).

14 May 2018

Accounts open for inspection

The PCC's and Chief Constable's accounts are subject to external audit, and members of the public and local government electors have certain rights in the audit process. Find out what they are here.

18 May 2018

PCC praises "commitment" shown by Norfolk's Community SpeedWatch volunteers

More than 600 vehicles were caught speeding during a special day of action by Norfolk's team of dedicated Community Speed Watch (CSW) volunteers.

18 May 2018

PCC Lorne green welcomes plans to cut reoffending

PCC Lorne Green has welcomed a Government strategy aimed at boosting prisoners' skills to improve their chances of securing work on release

25 May 2018

PCC praises Norfolk's team of "dedicated" volunteers

With national Volunteers Week in full swing PCC Lorne Green recognises the 'vital contribution' by Norfolk's team of 'unsung heroes' who help to keep the county safe

6 June 2018

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

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

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

Date: 14 May 2018	
Subject	Summary
Public agenda	
Budget Monitoring Report	Recommendation:
Police and Crime Plan Theme: Good stewardship of taxpayers' money	This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: good stewardship of taxpayers' money, as set in the Police and Crime Plan 2016-2020. It also updates the PCC on the latest position with the Norfolk 2020 estates strategy projects and provides a financial outturn report for 2017/18 (including the recommended movements in reserves). Recommendation: To note the report.
Police and Crime Plan Theme: Support Victims and Reduce Vulnerability	This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 5: Support Victims and Reduce Vulnerability, as set in the Police and Crime Plan 2016-2020, focusing on the following actions: <ul style="list-style-type: none"> • Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county. • Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities. Recommendation: PCC to note the report.
Police and Crime Plan Theme: Prevent Offending and Rehabilitating Offenders	This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 4: Prevent Offending and Rehabilitating Offenders, as set in the Police and Crime Plan 2016-2020, focusing on the Integrated Offender Management Scheme. Recommendation: PCC to note the report.
Emerging Operational and Organisational Risks	Oral update.

A public question and answer session was held at The Queens Hall, Watton, on Monday 23 April 2018.

The next PAF meeting is due to take place at 2pm on Tuesday 31 July 2018 – Norfolk Constabulary Headquarters, Wymondham, Norfolk, NR18 0WW.

The next public question and answer session will be held on Thursday 5 July 2018 in the Great Yarmouth area, details to be confirmed.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

List of items discussed at the most recent Audit Committee meeting

Date: 17 April 2018	
Subject	Summary
Public agenda	
Internal audit	To consider reports from the Head of Internal Audit: <ul style="list-style-type: none"> • 2017/18 Audit Progress Report and Follow Up Review • 2017/18 Annual Report • 2018/19 Internal Audit Plan (Final)
Review of the effectiveness of the system of internal control and the draft Annual Governance Statement (AGS) 2017/18	Recommendation: The Committee is asked to: i) note the completion of the review of the system of internal control. ii) comment on the draft Annual Governance Statement which will be published alongside the draft Statements of Accounts 2017/18 by 31 May 2017.
Forward Work Plan	Recommendation: To consider the forward work programme.
Private agenda	
Strategic Risk Register Update	The (published) report presents the latest Strategic Risk Registers for the Constabulary and the OPCC.

The Audit Committee is due to meet next at 2pm on Monday 30 July 2018.

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

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

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

Norfolk Police and Crime Panel funding

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

1. Consider the 2017-18 expenditure.
2. Consider the 2018-19 grant allocation.
3. Consider 2018-19 expenditure.
4. Endorse the process for approving Panel Member attendance at external training events and conferences (at paragraph 4.5).

1. Background

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

2. 2017-18 expenditure

- 2.1 The Home Office allocated a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the Police and Crime Panel for the Norfolk police area during 2017-18.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. Individual Panel Member's expenses can be found on relevant councils' websites. The Panel will note that the total amount was not claimed, with a variance of £4,624.82.

3. 2018-19 grant allocation

- 3.1 At the time of writing this report, the Home Office has not yet confirmed whether funding levels for police and crime panel grants are to be maintained in 2018-19. However, it is anticipated that a grant of up to £64,340 will be approved for Norfolk County Council, as host authority, for the maintenance of the Norfolk Police and Crime Panel.

3.2 Payment will be made in arrears in two payments during 2017-18.

4. 2018-19 expenditure

- 4.1 The Panel will wish to note that the Panel Arrangements (paragraph 4.1) state that “it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel.”
- 4.2 It is likely that the Panel’s expenditure will remain at a broadly similar level during 2018-19, although it may vary depending on the extent of the Panel’s forward work programme, the number of meetings held during the year and members’ wish to attend and contribute to external events.
- 4.3 The Panel has previously agreed that it would be beneficial to be a member of the Eastern Region Police and Crime Panel Network, convened by Frontline Consulting, with an annual subscription fee of £500 (plus VAT). The offer, purchased for 2018-19, includes:
- Two meetings a year for Chairs, Vice-Chairs and support officers of each panel to share information, problem solve and collaborate as appropriate.
 - A ‘helpline’ facility to answer queries and provide advice.
 - Access to a website, which all PCP members and support officers could sign up to, for free, to share their experiences and good practice.
 - Discounts on any learning and development sessions that Panels might want to engage Frontline Consulting to deliver.
 - Discounted places for attendance at Frontline Consulting’s annual PCP conference.
- 4.4 The Panel has also previously agreed that it would support an annual subscription of up to £500 for membership of the newly formed National Association of Police and Fire and Crime Panels. An update is provided at Item 15 on today’s agenda.
- 4.5 The Panel has previously agreed to delegate to Norfolk County Council’s Head of Democratic Services, in consultation with the Panel’s Chairman, any decisions about funding Members’ attendance at training events. It is suggested that the Panel endorses this process and considers attendance at the following scheduled events:
- 11 July 2018, LGA workshop for PCPs (10.30 to 4pm, LGA, 18 Smith Square, Westminster, London SW1P 3HZ).
- Agenda to include:
- Reflections on recent developments in crime, community safety and policing (LGA)
 - Home Office update
 - Learning from implementing the new models of police and fire governance
 - Update on the National Association of Police, Fire and Crime Panels
- 19 September 2018, Eastern Region PCP Network meeting (11am to 3pm, Grant Thornton, Finsbury Square, London).

- 12 November 2018, Annual PCP conference, 2018 (10 am to 4 pm at the Warwick Conference Centre).

Residential bookings are available at £200 per delegate + VAT, which covers the day delegate rate plus dinner, bed and breakfast from 5 pm on Sunday 11 November. Panels who are members of a regional network for PCPs and PFCPs receive one free place for a day delegate.

5. Action

5.1 The Panel is recommended to:

1. Consider the 2016-17 expenditure.
2. Consider the 2017-18 grant allocation.
3. Endorse the 2018-19 expenditure.
4. Endorse the process for approving Panel Member attendance at external training events (at paragraph 4.5).



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.

ANNEX A

PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panels
Period From: 1 October 2017 To: 31 March 2018	Resource (£)
(1) Total funding received for this financial year	£21,927.57
(2a) Actual expenditure in this period (To be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request may be received in advance of 31 March (end of the financial year).)	£37,787.61
(2b) Forecast/accrued expenditure in the period	£0.00
(3) Funding request for this period	£37,787.61
(4) Total funding received and requested (1+3)	£59,715.18

MONITORING INFORMATION REQUIREMENTS

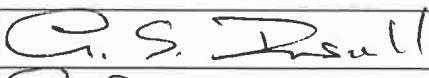
Where monitoring information, as set out in schedule 3, is a requirement for the period the payment is requested for, please confirm what has been attached to this payment request form.

Schedule 3, breakdown of expenditure, for the period 1 October 2017 to 31 March 2018

Management Letter, Norfolk Audit Services – audit clearance.

CONFIRMATION BY GRANT RECIPIENT

I confirm that on the basis of the information provided in this report, progress and costs are accurate and in compliance with the terms and conditions of the Grant Agreement:

Signature:	
Name (printed):	G.S. INSULL
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES

Home Office sign off:

Signature:	
Name (printed):	
Position:	

SCHEDULE 3 -IN-YEAR MONITORING INFORMATION REQUIREMENTS

Breakdown of expenditure (items)	£(0.000s)
Period from 1 October 2017 to 31 March 2018	
Administration	
Staff salary re-charges	£31,752.79
Staff attendance at external training events/conferences	£211.40
Printing & postage (agenda and training materials)	£768.55
Independent Member recruitment	£270.00
Audit fees	£2,384.15
Member expenses	£2,400.72
Total:	£37,787.61

ANNEX B

END OF YEAR FINANCIAL MONITORING REPORT – April 2017 to March 2018

The form should be completed and certified by the Recipient's Treasurer, Finance Officer or equivalent and returned to the Authority in accordance with Clause 7. This form certifies how much grant you have received and does not trigger a payment.

Grant Recipient: NORFOLK COUNTY COUNCIL	Grant Stream: Police and Crime Panel Grant	
Expenditure category	Actual resource Expenditure (£)	Actual Capital Expenditure (£)
Administration costs	£57,171.36	£0
Member expenses	£2,543.82	£0
TOTAL EXPENDITURE:	£59,715.18	£0
TOTAL GRANT PROVIDED:	£64,340.00	£0
VARIANCE: total grant provided minus total resource expenditure	£4,624.82	£0
Reason for variance: The majority of Members have claimed minimal expenses in relation to the Norfolk Police & Crime Panel this year.		

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

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

Signature:			
Name (printed):	HARVEY BULLEN	Date:	25/4/18
Position:	ASSISTANT DIRECTOR FINANCE		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

National Association of Police, Fire and Crime Panels

Report from Jo Martin, Democratic Support and Scrutiny Team Manager

To consider an update on the establishment of a national representative body for Police and Crime Panels.

1. Background

- 1.1 The creation of a national representative body was supported by almost all Police and Crime Panels (PCPs) attending last year's national conference, and the consensus of those attending was that a Special Interest Group (SIG) within the Local Government Association (LGA) would be the most appropriate model to adopt.
- 1.2 A Steering Group was established to develop this model further (including Terms of Reference, composition, membership, cost), with a view to circulating a final proposal to all Panels by March 2018.
- 1.3 Dr Kemp attended the inaugural meeting, which took place on 19 April 2018, to: review the formation of the SIG, agree its outline terms of reference and initial work programmes, and elect a Chair and Vice Chair. A summary of the decisions reached is set out below.

2. Agreement to form an LGA Special Interest Group

- 2.1 16 Panels confirmed their commitment to establishing a SIG, which met the requirement for a minimum of 10 LGA members:
 - Bedfordshire
 - Cleveland
 - Derbyshire
 - Dorset
 - Essex
 - Hertfordshire
 - Kent and Medway
 - Merseyside
 - Norfolk
 - Northamptonshire
 - Northumbria
 - Nottinghamshire
 - South Yorkshire
 - Sussex

- West Midlands
 - West Yorkshire
- 2.2 It was agreed that the SIG would be known as the National Association of Police, Fire and Crime Panels (NAPFCP), it being emphasised that all Panels in England and Wales were eligible to participate, whether or not 'Fire' was included in their remit.
- 2.3 It was also agreed that the local authority which hosts the Panel should normally become the formal member of the SIG, but local circumstances requiring different arrangements would be accommodated.

3. Terms of Reference

- 3.1 The following Terms of Reference were agreed:
1. To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels and Police, Fire and Crime Panels (PCPs / PFCPs)
 2. To share ideas and experience in response to the expanding role of PCCs and PFCCs and thereby PCPs / PFCPs
 3. To create a mechanism for direct liaison between PCPs / PFCPs and the Home Office
 4. To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others
 5. To support the development of joint PCP /PFCP responses to relevant consultations
 6. To promote professional standards
 7. To share good practice and create guidance and other supporting materials for PCPs /PFCPs
 8. To ensure stability and collective memory in a landscape where PCPs / PFCPs can have significant changes in membership
 9. To provide capacity for horizon scanning across all PCPs / PFCPs.
 10. To promote better understanding of the role of PCPs / PFCPs.

4. Management, support structure and subscriptions

- 4.1 The following were elected to serve until the AGM, which will take place at the national PCP conference in November 2018:
- John Gili-Ross (Independent member, Essex PFCP) – Chairman

- John Adams (Vice-Chair, Dorset PCP) and Alison Lowe (Chair, West Yorkshire PCP) – Vice-Chairmen
 - Paul Cain (Independent member, Hertfordshire PCP) – Treasurer
- 4.2 It was agreed that the membership subscription should be set at £500 initially, and that this should be held by the host authority for the Chairman of the NAPFCP, which would also be responsible for invoicing member Panels.

5. Initial work plan and next steps

- 5.1 The Chairman was tasked with applying to the LGA Leadership Board formally to establish a SIG. He also agreed to write to other Panels to invite them to join the NAPFCP, as well as introductory letters to other key bodies such as the Association of Police and Crime Commissioners.
- 5.2 It was agreed that a constitution for the NAPFCP should be developed, and Dr Kemp agreed to lead this process with a view to seeking approval at the AGM.
- 5.3 The following issues would form the focus of activity in the first year:
1. Meetings with relevant partner organisations and the Home Office.
 2. The development of guidance for PCPs on handling complaints.
 3. Updating the existing suite of LGA / Centre for Public Scrutiny guidance for PCPs.
 4. Exploring the impact of changes to FRA governance and the enhanced role for PCCs, and therefore PCPs, in this area.
 5. A review of panel resourcing.
 6. Promoting and sharing best practice.
 7. Increasing the public's understanding of the role of Panels.
- 5.4 Suggestions were put forward for other areas of possible work for the NAPFCP, which were to be prioritised. These included the possible application to become a 'designated body' for police super-complaints.

3. Action

- 3.1 The Panel is asked to consider the update on the establishment of a national representative body for Police and Crime Panels.



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Forward Work Programme

19 July 2018, County Hall (provisional date)	Extraordinary meeting: Police and Fire Collaboration – Local Business Case Update	Commissioner, supported by members of the Commissioner's staff
10 September 2018, County Hall	PCC's 2017-18 Annual Report PCC oversight of the criminal justice system Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
27 November 2018, County Hall	PCC's Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Complaints Handling Sub-Panel – Update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
To be confirmed - January 2019, County Hall	Panel refresh training - consideration of precept	
5 February 2019, County Hall	Review the PCC's proposed precept for 2019-20 (the Panel must review and report by 8 February 2019) Police and Crime Plan performance monitoring (including commissioned services)	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	<p>PCC Complaints Monitoring Report</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	
18 February 2019, County Hall	<p>Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2019)</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
30 April 2019, County Hall	<p>Police and Crime Plan performance monitoring (including commissioned services)</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
June 2019, County Hall To be confirmed	<p>Election of Chairman and Vice-Chairman</p> <p>Balanced Appointment Objective</p> <p>Panel Arrangements and Rules of Procedure – Review</p> <p>Police and Crime Plan performance monitoring (including commissioned services)</p> <p>PCC Complaints Monitoring Report</p> <p>Information bulletin – questions arising to the PCC</p> <p>Norfolk Police and Crime Panel funding</p> <p>Forward Work Programme</p>	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

PCP - Complaints Policy Sub Panel

Membership 2017-18: Air Commodore Kevin Pellatt (Chairman), Dr Christopher Kemp, Mrs Sarah Bütkofer, Mr Trevor Wainwright.

Date of last meeting: 30 April 2018

Next meeting: To be confirmed

PCP training and network events

- Eastern Region PCP network: 7 March 2018 (Dr Kemp attended), next meeting scheduled for 19 September 2018
- PCP LGA Special Interest Group, steering group meeting 19 April 2018 (Dr Kemp attended)
- LGA PCP workshop: 11 July 2018
- National PCP Conference 2018: Monday 12 November 2018 (Scarman House, Warwick Conference Centre)

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; due to meet next at 10am on 20 June 2018, County Hall.

Police Accountability Forum meetings are due to take place on the following dates (agendas will be made available via OPCCN's website).

- 31 July 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 1 October 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 19 November 2018 – (2.00pm at Norfolk Constabulary Headquarters)

PCC public question and answer session – next to be held on Thursday 5 July 2018 in the Great Yarmouth area (details will be made available via OPCCN's website).

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