

# Norfolk Police and Crime Panel



Date: **Thursday 23 July 2020**

Time: **11am \*\***

Venue: **Virtual Meeting**

\*\* Please note the later start time.

**Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Norfolk Police and Crime Panel meeting on 23 July 2020 will be held using video conferencing.**

**[Please click here to view the live meeting online.](#)**

**Panel Members and other participants: DO NOT follow this link, you will be sent a separate link to join the meeting.**

**Panel Members are invited to a virtual pre-meeting at 9.45am – 10.30am on 23 July 2020. You will be sent a separate link to join the pre-meeting.**

## Membership

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Mr Gordon Bambridge	Mr Mark Robinson	Breckland District Council
Mr Stuart Clancy	Mr Peter Bulman	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 Horsburgh	Norfolk County Council

Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Dr Edward Maxfield	Norfolk County Council
Mr Tim Adams	Mr John Toye	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Mr Michael Edney	Mr James Easter	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:**

Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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

## 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. **Minutes**

To confirm the minutes of the meeting held on 4 February 2020.

(Page **6**)

5. **Declarations of Interest**

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

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

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

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

**7. Public questions**

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Wednesday 15 July 2020.**

**8. Balanced Appointment Objective**

(Page **15**)

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

- 9. Panel Arrangements and Rules of Procedure - Review** (Page **22**)
- 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. The impact of Covid-19 on delivering the Police and Crime Plan for Norfolk** (Page **63**)
- To consider the impact of Covid-19 on delivering the Police and Crime Plan for Norfolk.
- The report includes:
- Appendix 1 - an overview of progress being made in delivering the Police and Crime Plan, highlighting the effect of Covid-19 pandemic effect on local policing, the criminal justice system and victim support services, and how the PCC has supported the county's response. (Page **66**)
- Appendix 2 – information bulletin, an overview of the PCC's activities and decisions since the Panel last met. (Page **69**)
- Appendix 3 – questions raised by Panel Members through the informal challenge mechanism and the PCC's responses. (Page **90**)
- 11. PCC Complaints Monitoring Report** (Page **96**)
- To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 12. Complaints Policy Sub Panel - Update** (Page **98**)
- To consider an update from the Chairman of the Sub Panel.
- 13. Norfolk Police and Crime Panel Funding** (Page **101**)
- To consider the Panel's 2019-20 expenditure and 2020-21 Home Office grant allocation.
- 14. Norfolk Police and Crime Panel Annual Report 2019-20** (Page **108**)
- To endorse the publication of the Panel's first annual report.
- 15. Work Programme** (Page **115**)
- To review the proposed work programme.

Tom McCabe  
Head of Paid Service

Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 15 July 2020



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## Norfolk Police and Crime Panel

### Minutes of the Meeting held on 4 February 2020 at 10am in the Edwards Room, County Hall, Norwich

#### Members Present:

Cllr William Richmond (Chairman)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chairman)	Co-opted Independent Member
Cllr Tim Adams	North Norfolk District Council
Cllr Michael Edney	South Norfolk District Council
Mr Peter Hill	Co-opted Independent Member
Cllr Kevin Maguire	Norwich City Council
Cllr Colin Manning	Kings Lynn and West Norfolk Borough Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Martin Storey	Norfolk County Council

#### Officers/Others Present:

Mr Greg Insull	Assistant Head of Democratic Services, Norfolk County Council (NCC)
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Mr Harvey Bullen	Assistant Director of Finance
Mr Simon Bailey	Chief Constable
Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Ms Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Ms Jill Penn	Chief Finance Officer, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN
Mr Mark Stokes	Chief Executive, OPCCN

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

- 1.1 Apologies had been received from Cllr Stuart Clancy. Also absent were Cllr Gordon Bambridge and Cllr Sarah Butikofer.

#### 2. Minutes

- 2.1 The minutes of the meeting held on 20 November 2019 were agreed as an accurate record and signed by the Chairman.

### **3. Members to declare Interests**

3.1 No interests were declared.

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

4.1 The Chairman confirmed that there was no urgent business, but that he wished to take the opportunity to pay tribute to Brian Hannah who had sadly died in December 2019. Brian was County Councillor for Sheringham from June 2001 to May 2017. He was a member of the Police and Crime Panel when it was first established in 2012, and during subsequent years he held both main member and substitute member positions, with a year as Vice-Chairman, until he stood down from the county council in 2017. The Chairman paid tribute to Brian's contribution to the Panel, saying that both his passionate commitment to public service and professional background helped ensure the Panel understood its role and delivered its responsibilities to the local community. The Panel stood for a minute's silence.

### **5. Public Questions**

5.1 No public questions had been received.

### **6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2020-21**

6.1 The Panel received the report outlining the budget and financial impact of the three 2020/21 precept options upon which the PCC had consulted and the Medium-Term Financial Plan 2020/21 to 2023/24 including the Capital Programme, together with various Financial Strategies that must be published by the PCC.

6.2 The PCC introduced the report (see Appendix A of these minutes) and confirmed that he proposed to raise the police precept by 3.95% (an increase of £9.99 per year, which equated to £263.07 for a Band D property).

6.3 The Chief Constable gave further information to introduce the precept funding report:

- Following the Prime Minister's announcement of funding for 20,000 additional police officers in England and Wales, the first tranche of funding had been confirmed. The Chief Constable was expecting to employ 67 officers before March 2021 and in total approximately 200 officers with this funding. With the new training and qualification requirements, the new recruits and some existing officers would be required to complete the 3-year policing degree. Taking into account officers who would leave the force and retire, up to 600 new officers would need to be recruited. That would mean a third of the organisation would have less than three year's service, resulting in a young organisation with young leaders who would have to deal with policing that was becoming far more complex and demanding.
- 999 demand had increased by 86,500 calls in-between 2012-19 and the profile and length of calls had changed in this time; 101 calls had also seen an increase in call time and volume, with an increase of 23% in calls related to mental health and an 83% increase in calls related to domestic abuse in this same time period.

- The Chief Constable noted the shift in policing demand over the years by highlighting that there were fewer than 5 burglaries per day in the whole of Norfolk compared to 65 calls per day about domestic abuse. The precept uplift would help reduce some of the demand pressures in the control room, enable more officers to be in detective roles, increase officer support in the switchboard to support 101, increase crime recording capability and bolster the capacity of the mental health and domestic abuse teams in the control room.
- The medium-term financial plan indicated that there was still a significant deficit for the constabulary to overcome. The challenge around efficiency and effectiveness would continue but unless the outcome of the Spending Review provided a significant increase in future Government funding for the Constabulary it was inevitable that he would need to lobby for a further precept rise next year.

6.4 The PCC concluded that without a precept increase, cuts would be needed; with a 2% increase, only inflation related cost pressures could be covered; with a 3.95% increase, inflation related cost pressures could be covered and investment in mental health support in the control room, additional resources in 101 services and domestic abuse safeguards and support could be funded.

6.5 The following points were discussed and noted:

- The Chief Constable confirmed that the 67 new officers would be funded through the first tranche of uplift funding provided by government. However, other officers would need to be recruited to replace those who were due to retire in Norfolk and this would be funded by the precept increase. Over the next three years, the Government uplift would provide for 220-225 additional officers. There were a lot of unknowns in respect of the grant conditions, but it was inevitable that the force would be expected to demonstrate the impact of the additional 67 to be recruited in the first tranche.
- Members asked the PCC whether a precept rise of 3.95% year on year would lift the service out of deficit; the PCC could not guarantee that this scenario would address the deficit due to unforeseen future demand pressures and more information was needed on funding commitments from government.
- The PCC gave information on the early intervention and preventative services being run through his office, in partnership with other bodies, to prevent people from going into crime.
- The Chief Finance Officer, Office of the Police and Crime Commissioner for Norfolk (OPCCN), confirmed that the financial situation of Norfolk Constabulary had been modelled moving forward using the 2% precept rise; after modelling it had been concluded that to eliminate the deficit, a combination of a higher precept rise and higher funding from the funding formula would be needed.
- Concerns raised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) regarding quality of crime reporting was raised; the Chief Constable confirmed that the force had made a conscious decision to try to invest in the organisation and get this right. Crime recording was complex. The report highlighted the outstanding leadership, however, despite best efforts to get to 93%/94% accuracy (the national benchmark) he would need to invest in his Quality Assurance Team to improve. He would prefer to invest in the frontline, but there was no choice as the Inspectorate will reassess.
- There was a plateauing of calls related to domestic abuse and antisocial behaviour. However, the highest demand facing the organisation was still around domestic abuse and the precept increase would be used to enhance the



response.

- The Panel asked about the detail behind the consultation response theme on “The police need to better manage finance”, which OPCCN agreed to provide separately. The Chief Finance Officer, OPCCN, reassured the Panel that financial management was good; accounts and budgets were managed well and visible online, and reserves were sufficient to cover known pressures.
- The Panel asked for information on measures in place to combat rural crime; the PCC reported on rural beat managers, drones and the engagement measures specific to rural crime which had been put in place. Rural engagement meetings were held across the county and feedback from the farming community had been positive. The Chief Constable anticipated that approximately 100 of the 200 additional officers who would be recruited through the government uplift would be community based, and a proportion of these would be involved in rural crime prevention and teams.
- The Chairman asked about the focus of regional collaboration; the PCC reported that the collaborative work of the 7 forces was focussed on procurement and ICT. They were also looking into joining up responses to firearms and firearms training and licencing. Further opportunities that could be taken were being investigated. While it was one of the most advance collaboration arrangements in the country the benefits would be seen in the next few years.
- The public’s perceptions around visible policing was discussed. The Chief Constable reported that the biggest risk of crime to most people in most communities in Norfolk was online crime such as fraud and investing resources to tackle that type of complex crime required something different to the out-of-date view of seeing officers walking the streets of local communities; North Norfolk, for example, was one of the safest districts in England and it was unlikely the community would see new officers on the beat as a result of the uplift as there would be little work for an officer in that area to do. It was a challenge to overcome the perception of police visibility. Not seeing officers in a local community was good news, it meant there was nothing to worry about. The Panel was encouraged to reinforce that message.
- The Chief Constable confirmed that the force was very good at managing the impact of major incidents. Every day, it managed threat, harm and risk and officers regularly worked outside of county to support major incidents. The force was very good at flexing, surging and withdrawing resources to support unplanned demand. Nationally, the police service was good at dealing with large incidents and locally, through resilience forums, training of officers and planning, the police was able to cope with most things. The country should be proud of the service the police was able to provide, particularly on those occasions.
- The Chairman pointed out that on pages 39-40 of the report, the commissioning budget was shown as decreasing in 2020-21; the Director of Policy and Commissioning, OPCCN, agreed to double check these figures as the budget should be static at £1.047 per year.
- It was clarified that the spend on the Broadland Gate investigation hub was higher as it was double the size of the Swaffham hub and the cost of purchasing land there was higher.
- The Panel queried the level of reserves and whether they should be increased. The Chief Finance Officer, OPCCN, confirmed the reserves had been reviewed and were above the minimum legal level and met the financial strategy. The current policy of the PCC was to maintain the general reserve between 2.5% - 3% of net revenue budget and total reserves at 6% net budget as a minimum

- 6.6 The Panel:
- **Noted** the Police and Crime Commissioner for Norfolk's Revenue Budget and Capital Programme for 2020/21, the Medium-Term Financial Plan 2020/21 to 2023/24, and the funding and financial strategies,
  - **Voted** unanimously to support the Police and Crime Commissioner for Norfolk's proposed precept increase of 3.95% for 2020/21, and
  - **Agreed** that the Chairman should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal.

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

- 7.1 The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020 (Priority 1, increase visible policing, and Priority 4, prevent offending).
- 7.2 The following points were discussed and noted
- The Panel asked whether the man hours utilised on internet crime could be shown in the reported data; the Chief Constable reported that there were teams dedicated to tackling online child sexual exploitation and officers dedicated to investigating online financial fraud; tracking the hours they committed to this work would be difficult. The force was currently committed to removing some levels of bureaucracy to ensure that the maximum resource was dedicated to tackling crime.
  - It was not clear why Great Yarmouth had the greatest number of online crimes; the Chief Constable agreed to find out more information and provide a written answer to Cllr Smith-Clare.
  - The Chief Constable agreed to find out more information on levels of bike crime in Norwich Mancroft ward and provide a written answer to Cllr Smith-Clare.
  - The Chief Constable reported that through prioritising support for County Lines, there was a greater understanding of the levels of addiction in the county and that more support was needed for addiction services.
  - There had been an uplift across the county in recruitment of special constables and recruitment was targeting local people.
  - 'New' crimes such as female genital mutilation, slavery and child exploitation were becoming more common. The face of policing and the public's perception around risks of crime in Norfolk was changing.
  - The importance of partnership working across agencies to tackle county lines was noted.
  - Mr Hill raised a concern that the questions used in the Warwick-Edinburgh mental wellbeing chart shown in the report were not correct; the Director of Policy and Commissioning, OPCCN, agreed to discuss this with Mr Hill after the meeting.
- 7.3 The Panel **noted** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.

## 8. PCC Complaints Monitoring Report

- 8.1 The Panel received the report setting out monitoring reports of complaints and detailing the number and themes of complaints handled during the period.

8.2 The Panel **noted** the regular monitoring information from the Police and Crime Commissioner'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.

## **9. Information bulletin – questions arising to the PCC**

9.1 The Panel received the report giving a summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting.

9.2 The PCC drew Members' attention to the estates review being undertaken in particular the proposed purchase of Hethersett Old School and clarified that bids for sites did not form part of the increased precept funding.

9.3 The Panel welcomed the extension of the Chief Constable's contract.

9.4 The Panel **noted** the information bulletin

## **10. Work Programme**

10.1 The Panel **agreed** the proposed work programme.

10.2 Members noted that the Local Government Association would be running its annual PCP workshop on the 18 March 2020, ahead of PCC elections instead of during the summer. The Democratic Support and Scrutiny Team Manager would circulate details as soon as they were available, but anyone interested in attending was encouraged to put their name forward in the meantime.

Meeting ended at 11.28

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



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## Budget notes - Intro

Chairman, Panel Members, you will have heard me say before that setting the policing budget and making the decision whether to raise the policing element of Council Tax is one of the most difficult parts of my role.

It is not a proposal I ever take lightly.

I remain sensitive to the financial pressures on the taxpayers of Norfolk when coming to my conclusion.

As ever, it is my duty to balance the burden on local taxpayers with the safety of our county.

The role of the PCCs is to be the voice of the people and hold the police to account. Alongside my formal governance arrangements, I have been committed to an extensive public engagement strategy throughout the year.

This has included regular public Q & A's in each of the respective local authority areas, together with the Chief Constable engaging directly with local people. I have also, on the request of the Police & Crime Panel, attended a number of Council Scrutiny Panels.

There has been a recurring theme throughout our county, tackling anti-social behaviour, 101 call times and the impacts of mental health on policing.

I have also undertaken an extensive 5-week consultation across the county. A key part of that activity has been to give people the opportunity to influence local policing priorities where they live, and to seek their views on the policing element of Council tax going forward.

I have listened to the views of the community, the Chief Constable, key stakeholders and partners in the police, community safety and local criminal justice arenas.

The results of the consultation show that:

- Of the 918 respondents to the survey, 548 individuals preferred option was to increase the precept
- This equates to 59.8% in support of a precept increase
- Of the 548 individuals who supported an increase in the precept, 68.2% were willing to pay more than an above inflation increase.

The report attached provides a more detailed breakdown.

With your permission, I would like to invite the Chief Constable to give a brief overview of the demand/resource equation for our constabulary as he has put it to me.

I should say that when demands exceed resources, I look first to see what efficiency savings the Chief can make to close the gap

And then I will turn to my resultant considerations and conclusion.

.....

### Conclusion

The realities facing the Constabulary are very challenging, without an increase in the precept, this would result in the Constabulary needing to make more cuts in key areas of its budget to enable it to fund the growing cost of providing policing services and balance its budget.

As my consultation explains, even with an increase of 2% the Constabulary would be 'treading water only' to meet inflation-related cost pressures and would not be able to invest in and improve the broader services it provides to Norfolk communities.

I do understand however, no one likes to pay more for less. I have heard our Norfolk community say in convincing numbers that they are prepared to pay more for policing but they want to see more policing for their money.

To support a 3.95% increase this year, I would however be able to provide new funding of £3m to the Constabulary. This would meet not only inflation related cost pressures but also provides additional resources to meet the real and pressing need of the Constabulary beyond the additional officer numbers funded by Central Government. It will allow us to invest in and improve services in the following areas:

- ✓ More Investment in Mental Health support in the Control Room
- ✓ Additional resources in 101 service to improve response times and in this regard I am mindful of the importance of ASB
- ✓ Resources to provide Domestic Abuse Safeguarding support

I have taken into account the feedback I have received from Norfolk's communities, Norfolk Constabulary, key organisations and partner agencies and I have concluded that the public safety of our county can best be assured through the budget proposed today – a budget which allows me to invest further in policing both now and in the future.

I therefore recommend to the Panel an increase in the Policing portion of Council Tax by 3.95%.

## **Balanced Appointment Objective**

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

The Panel is recommended to consider:

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

#### **1. Background**

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

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

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

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

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

whether the balanced appointment objective is being met.

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

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

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

Owing to the Covid-19 pandemic, local elections in May 2020 were postponed for 12 months. The number of places in each political group across the county is as follows:

Conservative - 213  
Labour - 77  
Liberal Democrat - 67  
UKIP - 1  
Green - 11

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

- 6 Conservative  
- 2 Labour  
- 2 Liberal Democrat

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

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

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

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



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

- 4.1 Air Commodore Kevin Pellatt's term of office was due to come to end in July 2020. As such, the Panel had planned to consider a draft advertisement, application pack, timetable and appoint a selection panel at its 24 March 2020 meeting, with a view to carrying out an open recruitment exercise in the usual way during the spring.
- 4.2 Given the fast moving and uncertain situation relating to the Covid-19 pandemic, and cancellation of the 24 March 2020 Panel meeting, the Chairman was keen to ensure that the much-valued skills and experience of its membership was maintained and wished to prevent a vacancy from arising. He therefore asked Norfolk Leaders to seek their Council's agreement to the following two proposals:
- 1) An amendment to the Norfolk Police and Crime Panel's Panel Arrangements, which would allow it to re-appoint a co-opted independent member without open recruitment, as follows:  
  
The addition of the following new paragraphs at section 6 (Membership - Independent Members):
    - 6.7 A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the PCP to meet its Balanced Appointment Objective.
    - 6.8 At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.
  - 2) To Air Commodore Kevin Pellatt continuing in the role of co-opted independent member, beyond his appointed term of office, should the Panel be unable to meet before the end of June 2020, for a maximum period of 12 months.
- 4.3 All constituent councils confirmed their agreement to the two proposals
- 4.4 The Panel is therefore asked to consider the re-appointment of Air Commodore Kevin Pellatt, without open recruitment. Should the majority of Panel Members agree to this, they will need to specify the term of re-appointment (up to a maximum period of four years).
- 4.5 The Panel is also asked to endorse Peter Hill's continuation in the role of co-opted independent member. He was appointed for the 4-year term to September 2021.

## 5. Action

5.1 The Panel is recommended to consider:

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



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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.

<b>A summary of examples provided to demonstrate the following competencies set out in the Panel Member Role Profile</b>	
1. The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.	Professional and local councillor experience was cited to demonstrate members' ability to think strategically. Examples given included: considering and challenging the impact of key decisions for local communities, weighing up the immediate problems/benefits against longer term implications, strategic planning in both the public and private sector.
2. The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints in relation to the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate.	Members have experience of being involved in appointment boards or panels for senior positions in both the public and private sector. Some have experience of dealing with complaints and disciplinary matters, also external verification and quality assurance.
3. The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.	Professional and local councillor experience was cited to demonstrate openness to change, including: dealing with changes to policy and practice from central Government on a frequent basis and aiming to respond in a positive way, leading organisational change in public sector, private sector and charitable organisations.
4. The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.	Local councillors have served on scrutiny/audit/appeals committees or (for some) have been the subject of scrutiny in their role as Cabinet Member.  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>
<b>A summary of examples provided to demonstrate the following personal skills and qualities, as set out in the Panel Member Role Profile</b>	
1. Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others and encouraging collaborative working across agencies.	<p>Members have previously referred to their experiences as local councillors to demonstrate their skills in this area, saying it was essential for good decision-making and to address their case work.</p> <p>Panel members also cited their leadership and senior roles in public sector and charitable organisations.</p>
2. Self confidence: The skill to challenge accepted views constructively without becoming confrontational.	<p>Members have previously referred to their local councillor and professional roles to demonstrate their skills in this area, particularly participation in /chairing various meetings. Many have stressed the value they place on being able to challenge others' views in a respectful way, and considering alternative views fairly.</p>
3. Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.	<p>Members have previously been keen to stress their willingness to learn new skills and enhance their knowledge, saying that it was vital to their local councillor and professional roles.</p> <p>Some also referred to the particular financial and legal skills they had acquired in their professional careers.</p>

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

## **Panel Arrangements and Rules of Procedure - Review**

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

The Panel is recommended to:

- 1) Endorse the amended Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the Rules of Procedure (at **Annex 2** of this report).
- 3) Endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at **Annex 3** of this report) and appoint Panel members to be involved in the process.
- 4) Appoint Panel Members to the Complaints Policy Sub Panel (at **Annex 4** of this report).
- 5) Delegate authority to the Chairman and Vice-Chairman to approve necessary amendments the Rules of Procedure and associated procedural or guidance documents, to reflect any staffing changes at Norfolk County Council that would otherwise require approval by the Panel.

## **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, noting the amendment at section 6 (Membership - Independent Members), which has been recently agreed by all constituent councils.

### **2.2 Rules of Procedure**

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

### **2.3 PCC conduct complaints**

The Panel is recommended to review and endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (PCC), which is attached at **Annex 3** of this report, and appoint Panel members to be involved in the process during 2020-21.

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

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

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

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

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

2.4.3 A meeting will be scheduled to take place in September at which the Sub Panel will agree a timetable of meetings with OPCCN. No minutes will be taken. A summary of the Sub Panel's deliberations and conclusions will be reported to the Panel.

## 2.5 Delegation of authority to amend the Rules of Procedure and associated documents

- 2.5.1 Following the recent retirement of Norfolk County Council's Head of Democratic Services and Assistant Head of Democratic Services, the Panel's host authority (Norfolk County Council) is currently considering its staffing arrangements. The County Council's Head of Registration and Coroner's Service is acting manager for Democratic Services in the interim.
- 2.5.2 The Panel will note that there are two areas within its Rules of Procedure where the Panel has delegated functions to Norfolk County Council's Head of Democratic Services, which the County Council's Head of Registration and Coroner's Service will carry out in the meantime:
- Section 17 (complaints)
  - Section 26 (public questions)
- 2.5.3 The Panel is asked to delegate authority to the Chairman and Vice-Chairman to approve necessary amendments the Rules of Procedure and associated procedural or guidance documents, to reflect any staffing changes at Norfolk County Council that would otherwise require approval by the Panel.

## 3. Action

3.1 The Panel is recommended to:

- 1) Endorse the amended Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the Rules of Procedure (at **Annex 2** of this report).
- 3) Endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at **Annex 3** of this report) and appoint Panel members to be involved in the process.
- 4) Appoint Panel members to the Complaints Policy Sub Panel (at **Annex 4** of this report).
- 5) Delegate authority to the Chairman and Vice-Chairman to approve necessary amendments the Rules of Procedure and associated procedural or guidance documents, to reflect any staffing changes at Norfolk County Council that would otherwise require approval by the Panel.



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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.

*6.7 A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the PCP to meet its Balanced Appointment Objective.*

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*6.8 At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.*

## 7. Casual Vacancies

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

**8. Resignation of Appointed Members**

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

**9. Resignation of Independent Members**

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

**10. Removal of Appointed Members**

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

**11. Removal of Independent Members**

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

**12. Amendments to Panel Arrangements**

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

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

**13. Interpretation**

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

accordance with that Act, and in the event of any conflict between the Act or Regulations, and these Panel Arrangements, the requirements of the legislation will prevail.

#### **14. Promotion of the Panel**

14.1 The Panel Arrangements shall be promoted by:

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

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

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



## **Norfolk Police and Crime Panel**

### **Rules of Procedure**

#### **1. General**

- 1.1 These Rules of Procedure are made by the 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.
- 14.5 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 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.
- 17.5 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 given the mover of the original motion the right of reply.

provided that a second motion to the same effect under this section will not be moved in reference to the same motion or amendment within a period of 20 minutes unless it is moved by the 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 Independent Office for Police Conduct (IOPC).

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

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

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

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

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

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

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

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

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

## **7. Conduct matters**

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

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

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

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

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

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

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

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

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

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

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

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

By telephone: (01953) 424455

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

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

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

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

### Direct complaints to the Panel

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

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

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

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

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

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

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

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

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

#### Direct complaints to the IOPC

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

#### Direct complaints to the police

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Panel must refer the following to the IOPC:

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

##### Call-in by the IOPC

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

##### Referral

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

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

##### Referral-back

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



### Duty to provide information

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

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

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

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

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

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

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

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

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

### Informal resolution

The Panel has delegated authority to secure informal resolution to Norfolk County Council's Head of Democratic Services (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 they:

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

### Timescale

A full response to a complaint should be given within 25 working days after the referral of the complaint to the 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 IOPC with all such information and documents specified or described in a notification given by the IOPC to the Panel within the specified time.

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

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

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

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

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

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

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

### **19. Right of appeal**

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

## **Complaints Policy Sub Panel**

### **Terms of Reference**

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

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

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

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

Objectives:

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

#### **3. Method**

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

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

#### **4. Membership**

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

#### **5. Outcomes**

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

#### **Background**

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

Further information about the process can be found online:

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

## The impact of Covid-19 on delivering the Police and Crime Plan for Norfolk

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

The Panel is recommended to consider the impact of Covid-19 on the Police and Crime Plan for Norfolk.

#### 1. Background

- 1.1 On 31 December 2019, the World Health Organisation (WHO) was informed of a cluster of cases of pneumonia of unknown cause detected in Wuhan City, China. The cause is now identified as a Coronavirus, one of the family of viruses which caused the SARS (Serious Acute Respiratory Syndrome) outbreak in 2002-2003 across the world. The virus was subsequently named Covid-19.
- 1.2 In response, the UK government announced a four-phase strategy to deal with the spread of the virus:
  - Contain: detect early cases, follow up close contacts, and prevent the disease taking hold in this country for as long as is reasonably possible;
  - Delay: slow the spread in this country, when the virus does take hold, lower the peak impact and push it away from the winter season either by a moderate delay strategy or a harder strategy to suppress the transmission; (We are now in that suppression phase.)
  - Research: better understand the virus and the actions that will lessen its effect on the UK population; innovate responses including diagnostics, drugs and vaccines; use the evidence to inform the development of the most effective models of care;
  - Mitigate: provide the best care possible for people who become ill, support hospitals to maintain essential services and ensure ongoing support for people ill in the community to minimise the overall impact of the disease on society, public services and on the economy.
- 1.3 As part of that initial strategy, the country went into full “lockdown” in March 2020 with all but essential movement allowed. Also, to enable the it to respond to this emergency and manage the effects of the Covid-19 pandemic, the Government enacted a series of temporary measures (Coronavirus Act 2020), which included:
  - Emergency powers and national security: Police powers relating to potentially infectious persons and events, gatherings and premises.

- Courts and tribunals: use of video and audio technology.
  - Postponement of elections, referendums, recall petitions and canvass.
- 1.4 Norfolk's Police and Crime Commissioner (PCC), who had previously said he would not stand for re-election in May 2020, stated he would continue to serve in the role for as long as he is needed.
- 1.5 The Government has subsequently announced a timetable for lifting restrictions as it moves into a phased recovery approach. Over the coming weeks and months, it has said it will monitor closely the effect of each adjustment to gauge the appropriate next step.

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

- 2.1 The purpose of the item on today's agenda is to allow the Panel to consider the impact of Covid-19 on the Police and Crime Plan for Norfolk.
- 2.2 Performance monitoring and regular oversight information has been brought together to assist the Panel. This report includes:

Appendix 1 - an overview of progress being made in delivering the Police and Crime Plan, highlighting the effect of Covid-19 pandemic effect on local policing, the criminal justice system and victim support services, and how the PCC has supported the county's response.

Appendix 2 – information bulletin, an overview of the PCC's activities and decisions since the Panel last met.

Appendix 3 – questions raised by Panel Members through an informal challenge mechanism and the PCC's responses.

## **3. Suggested Approach**

- 3.1 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 3.2 After hearing from the PCC, the Panel may wish to question him on the following areas:
- a) How the pandemic and the Government's temporary measures have affected policing and the criminal justice system locally.
  - b) Progress with implementing the Norfolk 2020 policing model.
  - c) The monitoring and management of efficiency savings and service growth pressures.
  - d) The extent and effectiveness of collaborated activity.
  - e) How the PCC has been influencing partnership working.
  - f) The extent to which the PCC's Medium-Term Financial Plan has been



impacted and the availability of additional funding.

- g) The impact that commissioned services are having on community safety across the county and victims of crime.
- h) How the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders.
- i) Progress being made towards delivering the priorities set out in the Police and Crime Plan 2016-2020.
- j) Monitoring of Police and Crime Plan performance metrics and any areas of concern.
- k) Ongoing and future challenges for the PCC.
- l) The extension of the Police and Crime Plan for a further 12 months.

#### 4. Action

- 4.1 The Panel is recommended to consider the impact of Covid-19 on the Police and Crime Plan for Norfolk.



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.

## **Continuing to deliver on the priorities of the Police and Crime Plan during Covid19**

### **1. Introduction**

- 1.1 This paper provides an overview of the progress being made in delivering the Police and Crime Plan priorities and sets out how I have supported the county's response to the Covid-19 pandemic and its effect on local policing, the criminal justice system and victim support services.
- 1.2 In order to respond to the challenges presented by the pandemic and to fulfil my statutory responsibilities as the PCC I have been focused on:
- Ensuring the Chief Constable has sufficient resources to respond to the pandemic
  - holding the Chief Constable to account for the delivery of efficient and effective policing services
  - developing virtual governance arrangements to continue to discharge my statutory duties
  - facilitating effective partnership working among stakeholders and in particular those working within the community safety landscape
  - continue to commission services, in particular for those who are victims of crime and
  - supporting the Criminal Justice recovery plans.
- 1.3 I have also maintained weekly communications with the government through calls with the policing minister and the Home Secretary where I can brief them on current local issues and raise any policing concerns. In addition, I continue to maintain regular dialogue with my regional colleagues on our collaboration work programme.

### **2. Ensuring the Chief Constable has sufficient resources**

- 2.1 Both myself and the Chief Constable are represented within the countywide partner management structure activated in response to the Covid-19 pandemic.
- 2.2 For example, we are represented on the Norfolk Resilience Forum (NRF) which is the principal mechanism for multi-agency cooperation, working together to prepare for, respond to and recover from emergencies.
- 2.3 The NRF has also led on county wide communications for the Norfolk response to the pandemic and I continue to support and reinforce those messages to the public.
- 2.4 I continue to receive regular briefings from the Chief Constable on the current threat and demand levels for the Constabulary along with any emerging risks.
- 2.5 I am also acutely aware of the challenging financial pressures we face and prudent budgeting is being expedited to ensure reserves are made available and we are also seeking out additional funding opportunities to meet any additional demand.
- 2.6 All additional expenditure incurred during the pandemic is being collated by the Home Office who are considering their position on any reimbursements.

### **3. Holding the Chief Constable to account**

- 3.1 There is a government and a public expectation that arrangements to hold the police to account on behalf of its communities will continue. I have ensured that such arrangements are in place; but am mindful however that this does not result in unrealistic demands on the Constabulary that could distract them from their response to the pandemic and continuing to deliver the police and crime plan priorities.

3.2 These arrangements have also included providing checks and balances around the implementation of the new policing powers introduced through the emergency provisions set out within the Health Protection (Coronavirus) Regulations 2020.

3.3 The Chief Constable is operationally independent but he and his senior officer team liaise with myself and my office on a daily basis, keeping me updated on key operational decisions. In the present context, the Chief Constable has already discussed the approach the force has undertaken to the pandemic and the government restrictions. The approach by the Constabulary can be summarised as:

- *Engage* with the public
- *Explain* why dispersal is vital to reduce the spread of the virus
- *Encourage* people to disperse and go home
- *Enforce* where necessary

#### **4. Virtual governance arrangements**

4.1 Due to the government restrictions announcement at the end of March 2020 the decision was taken to suspend physical visits to the Police Investigation Centres (PICs) as part of the independent custody visiting scheme. However, with the support of our volunteers weekly phone calls have been undertaken to the PICs to check on detainee welfare and also a two weekly report is provided by the Constabulary to my office.

4.2 At this time, the plan is to work towards the resumption of physical visits at the beginning of July 2020 and Personal Protection Equipment (PPE) is being provided through my office to our volunteers in order for them to safely carry out this function and adhere to government guidelines.

4.3 There are a number of formal governance and assurance meetings that assist me in fulfilling my statutory duties and these meetings have been reviewed and are now being held virtually to comply with social distancing measures. Information continues to be published on the OPCCN website about these arrangements and key information is published in line with our transparency requirements.

#### **5. Effective partnership working**

5.1 My office plays a key role in the work of the Norfolk County Community Safety Partnership (NCCSP) and they continue to meet virtually and progress their strategic priorities. I am represented on the Norfolk Domestic Abuse and Sexual Violence Board (DASVB) which supports the delivery of the NCCSP priorities and they are playing a key role in providing access to a wide range of support services for vulnerable people during the pandemic.

5.2 I have continued to liaise with representatives from our communities through the Independent Advisory Group (IAG) and members of the Youth Commission.

5.3 The IAG provide valuable advice on helping improving policing services in their area and they have been engaging with my office and the Constabulary on a regular basis and receive briefings on our response to the pandemic.

5.4 Members of Norfolk's Youth Commission have been working with partners across the county in a bid to help understand the impact of the pandemic on young people in Norfolk.

5.5 As part of the ongoing partnership work with Emergency Services Collaboration in Norfolk, the Constabulary was able to provide six of their police driver trainers to

provide training for student paramedics and volunteers in order that the ambulance service could increase its capacity and capability. During a six-week period nearly 150 people were trained.

## **6. Commissioning services**

- 6.1 I am continuing to provide commissioned services to operate and support vulnerable people despite the pandemic. Providers of commissioned services have provided their Business Continuity Plans and they have been assessed to ensure that any situation that may impact on service delivery is highlighted and responded to in order to minimise disruption to service users.
- 6.2 I am aware of the reported heightened risk posed to victims of domestic abuse when the government restrictions were introduced. I have responded to this risk by ensuring myself and my office have a key role in supporting the Norfolk Resilience Forum and we lead on and support their Domestic Abuse Delivery Group.
- 6.3 There have been a number of communication campaigns developed and introduced during the pandemic to give public assurance that victims should still come forward and that our services are still available to support them.
- 6.4 I have increased existing funding to current providers so that identified gaps in service provision can be filled and I have also funded a domestic abuse refuge provision.
- 6.5 I have extended the Norfolk Scam Prevention Service for a further year and with reports of criminals exploiting the Coronavirus pandemic on the rise nationally, access to information, advice and support has never been more vital.
- 6.6 I am also seeking to attain further funding for the provision of Domestic Abuse services through funding applications.

## **7. Criminal Justice recovery**

- 7.1 As part of my weekly interactions with the Home Office I have continued to raise concerns and issues such as the challenge of keeping victims and witnesses engaged as court times continue to be extended. Nationally PCCs have called for an assessment to be conducted to ascertain what the impact could be to victims and witnesses during the pandemic.
- 7.2 I sit on the Norfolk and Suffolk Local Criminal Justice Board which has representation from key partner agencies from the criminal justice system including the Constabulary, Crown Prosecution Service, Courts, Prisons and Probation Services.
- 7.3 The work of this Board is currently focused on developing plans to ensure that the criminal justice system, both locally and nationally, is able to recover from the impact of the pandemic.

## Information bulletin – questions arising to the PCC

**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 15 July 2020, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 15 July 2020, are listed at **Annex B** 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 C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

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

services, custody, transport and IT.

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

- e) Other ‘out-of-county’ activity since the Panel last met is listed below:

<b>Date</b>	<b>Activity</b>
5 March 2020	APCC/Policing Minister national event for PCCs, London
31 March 2020	APCC/Policing Minister conference call
15 April 2020	APCC/Policing Minister conference call
23 April 2020	APCC/Policing Minister conference call
5 May 2020	APCC/Policing Minister conference call
11 May 2020	APCC/Policing Minister conference call
21 May 2020	APCC/Policing Minister conference call
28 May 2020	APCC Virtual General Meeting
2 June 2020	APCC/Policing Minister conference call
24 June 2020	APCC/Policing Minister conference call

- f) Audit Committee

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

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

The PCC has published a formal response to the HMICFRS inspection on Norfolk Constabulary Crime Data Integrity 2019, published on 7 January 2020. This is attached at **Annex F** of this report.

- h) Emergency services collaboration

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

can be viewed [here](#).



- An update on emergency services collaboration, including an annual report on Norfolk Constabulary and Norfolk Fire & Rescue Service (NFRS) Collaboration, was considered by the Cabinet when it met on 2 March 2020. The Cabinet report and minutes can be viewed [here](#).
- An update on progress by the NFRS in delivering the HMICFRS Inspection Improvement Plan was considered by the Cabinet when it met on 8 June 2020. The Cabinet report and minutes can be viewed [here](#).

### 3. Suggested approach

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

### 4. Action

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

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

### Commissioned Services – Support Victims and Reduce Vulnerability

#### **Extension of grant for Independent Domestic Violence Advisor (IDVA) Service for Norfolk**

*Decision 2019-72*

The PCC agreed to the extension of the Grant Agreement as laid out in Grant Variation No. 3. The IDVA service forms part of a whole system response to domestic abuse, including identification, referral and triage, support provided to victims and post intervention step down and/or recovery. This service specification is for an IDVA service for high risk male and female victims of domestic violence and abuse aged 16 years and over in Norfolk and the decision notice covers two elements:

- Due to the increased demand in high risk cases, the PCC has agreed to temporarily extend the IDVA service by 2 x IDVA full time equivalents for a period no greater than 9 months up to 31 March 2020 to reduce case numbers being supported (£53,165)
- To ensure that the IDVA service is able to support victims, and to enable OPCCN to align commissioning intentions to 'go to market' for services that support victims/survivors of domestic abuse across the county of Norfolk post 31 July 2020, the PCC has agreed to extend the existing grant agreement for four months to 31 July 220 (£189,111).

#### **Continuation of Scams Prevention Service Through Norfolk And Suffolk Victim Care Service**

*Decision 2020-18*

The PCC enacted a contract variation to enable continuation of the Scams Prevention Service from April 1<sup>st</sup> 2020 to March 31<sup>st</sup> 2021.

#### **Norfolk PCC Youth Commission COVID-19 Project**

*Decision 2020-19*

The PCC funded a six-month bespoke project that ensures children and young people of Norfolk are provided an opportunity to voice opinions and concerns around policing, crime and vulnerability.

### Commissioned Services – Prevent Offending

#### **Positive Futures Programme**

*Decision 2020-07*

The PCC Supported the allocation of funding to Norwich City Community Sports Foundation (NCCSF) to deliver the Positive Futures Programme across Norfolk for those young people who meet the specific programme criteria. A total of £300,000 will be provided to NCCSF over a two-year period to deliver the programme. Positive Futures is a new two-year pilot programme developed in partnership with Norfolk County Council, NCCSF and OPCCN. Positive Futures meets the objectives of the national Serious Violence Strategy published in 2018. This programme also supports the PCC's Police and Crime Plan strategic aims of prevention of offending and to support victims and reduce vulnerability. Two strands of the programme "Protect" and Prepare" have been developed and will provide interventions for young people across Norfolk.



## **Variation to the current Section 22A Agreement for Integrated Offender Management (IOM)**

*Confidential Decision 2020-08*

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

## **Person Centred Support Officer For Prison Leavers And Those At Risk Of Offending Or Reoffending**

*Decision 2020-21*

The PCC supported the allocation of funding to St Martins Housing Trust to provide a Person-Centred Support Officer, working directly with prison leavers and those at risk of offending or re-offending, across Norwich City.

## Collaboration

### **Collaboration – Modern Slavery Transformation Fund**

*Decision 2020-01*

A national collaboration agreement has been drawn up, to which all local policing bodies and chief officers of police together with the College of Policing and British Transport Police are parties, in relation to the extension and running of the modern slavery transformation programme. The PCC (i) agreed to enter into the collaboration agreement and (ii) authorised his Chief Executive to execute it on his behalf.

## Estates

### **ERSOU Estate – Six Hills Court, Stevenage**

*Confidential Decision 2020-02*

The PCC confirmed approval for the purchase of the property as part of the Eastern Region Special Operations Unit (ERSOU) estate.

### **Caister On Sea Police Station – Site Sale**

*Confidential Decision 2020-04*

The PCC approved the sale of the former Caister On Sea Police Station.

### **Learning Site Business Case**

*Confidential Decision 2020-13*

The PCC approved the purchase of the learning site, in accordance with the Business Case.

## Employees

### **Contract for Managed Services for Temporary Agency Resources**

*Confidential Decision 2020-03*

The PCC approved entering into a contract for the provision of temporary agency staff.

**Variation to Section 22A Agreements for Joint Human Resources and Joint Professional Standards to accommodate a temporary reporting structure to a Temporary Joint Deputy Chief Constable / Director of People Transformation**  
*Confidential Decision 2020-09*

The Chief Executive of the Office of the Police and Crime Commissioner authorised to execute the Variation to the Section 22A Agreements.

Other

**Precept and Council Tax Requirement 2020-21**

*Decision 2020-10*

The PCC issued the decision to formally approve the process for finalising and issuing the 2020/21 precept.

**Revision of Section 22A Agreements for Joint ICT, Estates, Facilities and transport Services**

*Decision 2020-11*

The Chief Executive of the Office of the Police and Crime Commissioner authorised the execution of the Section 22A Agreement to collaborate in Joint ICT; Joint Estates and Facilities; Joint Transport Services (under Section 22A of the Police Act 1996).

**Office of the Police and Crime Commissioner – new website**

*Confidential Decision 2020-12*

The PCC for Norfolk supported the allocation of funding for the development and implementation of the new website.

**PCC Decision To Use Electronic Signatures During COVID-19**

*Decision 2020-16*

The PCC has given consent to the use of electronic signatures for 7 Force Procurement, policy documents and other decision notices during the COVID 19 pandemic.

**Internal Audit Contract Extension**

*Confidential Decision 2020-17*

Internal Audit Contract Extension regarding Single Tender Actions.

**Extension of Forensic Contracts**

*Confidential Decision 2020-20*

The PCC agreed to the extension of the contracts.

**Home Office Police Uplift and Covid-19 Support**

*Confidential Decision 2020-22*

The PCC authorised the PCC Chief Finance Officer to execute the agreement.

**Variation to the Joint Information Management Department Section 22A Collaboration Agreement**

*Decision 2020-23*

The Chief Executive of the Office of the Police and Crime Commissioner authorised the variation extension to the agreement to collaborate (under Section 22A of the Police Act 1996).

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

### Organisations urged to bid for funding to help victims of domestic abuse in Norfolk

Organisations are being encouraged to bid to provide a specialist service to support victims and survivors of domestic abuse in the county.

6 February 2020

### PCC welcomes major changes to police complaints system

PCC Lorne Green has welcomed the introduction of new legislation which aims to change the way police complaints are handled while improving the discipline process for officers.

7 February 2020

### PCC supported programme for young people tackles key issues in Norfolk

A partnership project supported by Norfolk's PCC has been launched in a bid to help boost the resilience of young people at risk of child criminal exploitation or in need of a clearer direction in life.

20 February 2020

### Norfolk Project supports young people to find Pathways Out of crime

A mentoring service for young people identified as at risk of criminal exploitation is providing positive educational and work experiences in a bid to show what their future could hold.

27 February 2020

### Scheme to divert young people away from criminality receives positive praise

Thousands of students in Norfolk have been benefitting from a series of special training sessions aimed at steering young people away from criminality and gang exploitation.

2 March 2020

### Norfolk's first police and fire service collaboration report issued

A report highlighting progress made since Norfolk's police and fire services signed a pledge to work better together has been released.

2 March 2020

### New police training centre planned for Norfolk

A 'first-class' police training facility, fit to train and equip the force of tomorrow, will open in the heart of Norfolk later this year.

13 March 2020

### Norfolk's PCC seeks to reassure public

Norfolk's Police and Crime Commissioner Lorne Green has moved to reassure the public amid Coronavirus pandemic.

20 March 2020

### Contacting the Norfolk PCC office

In line with Government guidance on Coronavirus, we have made some temporary changes to the way our office functions. These changes may affect how we receive and respond to your enquiry.

24 March 2020

#### Domestic abuse victims reassured help is still available

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) would like to reassure victims and survivors of domestic abuse help is still available during this challenging time.

27 March 2020

#### Advice on how to be scam aware and stay safe

Many people have come together during the Coronavirus pandemic to offer help and support. Most offers are genuine, but there are some criminals using scams to exploit the situation.

1 April 2020

#### Support for victims of crime still there to help

A vital support service for victims of crime is sending the message that its team is still very much there for those who need its help and advice.

8 April 2020

#### PCC urges people to 'Stay at Home' this Bank Holiday weekend

Norfolk's PCC Lorne Green has joined leaders from across the county in urging the Norfolk public to 'Stay at Home' this Easter weekend.

9 April 2020

#### Norfolk's PCC holds virtual meeting with domestic abuse providers

Norfolk's PCC has held a virtual meeting with specialist domestic abuse and sexual violence providers in a bid to offer continued reassurance and support in light of Covid-19.

17 April 2020

#### Norfolk's PCC supports signing of 'blue light' memorandum

Norfolk's PCC Lorne Green has welcomed the signing of a new Memorandum of Understanding between blue light services in response to the Covid-19 virus.

20 April 2020

#### Partners launch initiative to spread a little sunshine during Covid-19 pandemic

An initiative which is hoped will spread some positivity and happiness across the county through these difficult days of lockdown has been launched by partners in Norfolk.

20 April 2020

#### Keeping children and young people safe at home

As Norfolk's communities are urged to See Something Say Something, a new phonenumber has been launched to help Norfolk's children and young people during the COVID-19 pandemic.

21 April 2020

#### Victims of stalking and harassment advised support is available

Partners across Norfolk are joining forces to raise awareness of stalking and harassment and remind victims help is still available during this difficult time.

23 April 2020

#### PCC responds to latest crime figures for England and Wales

Norfolk's Police and Crime Commissioner Lorne Green has released the following statement in response to the publication of the latest recorded crime data by the Office for National Statistics.

23 April 2020

Partners work together during COVID-19 lockdown to help victims of domestic abuse through live Q&A event

Domestic abuse victims and survivors will have the opportunity to speak with key partners and service providers in a live Q&A event being launched next week.

1 May 2020

New 24/7 live chat means more ways for victims to access support

A 24-hour live chat facility and suite of online resources have been launched to improve access to information, practical advice and emotional support whenever victims need it.

12 May 2020

Victims and survivors of domestic abuse take part in live Q&A event

Partners from across the county, including the OPCCN, joined forces to take part in a live online Q&A event to help victims and survivors of domestic abuse.

14 May 2020

Norfolk scam awareness campaign launched

Agencies from across Norfolk have come together to warn residents to be extra vigilant of new and existing scams during the Covid-19 pandemic

19 May 2020

Vital domestic abuse services receive extra funding boost from OPCCN

Victims and survivors of domestic abuse are continuing to get the vital support they need thanks to funding from the Office of Police and Crime Commissioner for Norfolk.

21 May 2020

Community continues to have a voice thanks to Independent Advisory Group

Members of Norfolk's Independent Advisory Group (IAG) have held their first virtual meeting with police since the Covi-19 lockdown.

21 May 2020

Organisations urged to bid for vital funding to help domestic abuse and sexual violence victims

More than £300,000 of funding has become available for services helping and supporting victims of domestic abuse and sexual violence in the county during the pandemic.

21 May 2020

PCC backs proposals for a national Police Covenant

Norfolk's Police and Crime Commissioner has given his backing to proposals for a national police covenant to support and recognise the service of the police.

27 May 2020

Accounts set for inspection

The draft statements of accounts for Norfolk's Police and Crime Commissioner and Chief Constable are now available for inspection

29 May 2020

Support service for Norfolk scam victims set to continue

A service which provided help and support to more than 1,200 Norfolk scams victims last year has been extended for a further year.

2 June 2020

PCC supports awareness campaign to help victims of modern slavery in Norfolk  
Norfolk Constabulary is using specially liveried police vehicles in a bid to raise public awareness of modern slavery thanks to funding from the PCC.  
4 June 2020

Agencies across Norfolk continue vital work to help victims of domestic abuse  
Partners across the county are joining forces to continue to reinforce the message that victims of domestic abuse should not feel alone during the current pandemic  
5 June 2020

Making a difference – our commissioned services in 2019  
From supporting victims of crime and safeguarding the vulnerable, to rehabilitating offenders and making communities safer, find out how our commissioned services made a difference last year. **Overview attached to this annex.**  
17 June 2020

PCC's Youth Commission helps give young people a voice during Covid-19  
Members of the PCC's Youth Commission have been working with partners across Norfolk in a bid to help understand the impact of the pandemic on young people.  
18 June 2020

Vital funding secured for domestic abuse and sexual violence services in Norfolk  
Nearly £250,000 worth of funding has been secured for organisations across the county to help and support victims of domestic abuse and sexual violence during the pandemic.  
25 June 2020

New support for prison leavers aims to reduce homelessness and crime  
A new partnership project has been launched aimed at preventing homelessness among ex-offenders and reducing the likelihood they will return to criminal behaviour.  
26 June 2020

Project to help rehabilitate prisoners in Norfolk receives positive praise  
An initiative launched more than three years ago thanks to funding from the Office of the Police and Crime Commissioner has received positive praise for helping turn prisoners' lives around.  
30 June 2020

Community volunteers restart monitoring visits to Norfolk custody facilities  
Volunteers who go into Norfolk's police custody facilities to check on the welfare of those held there have done their first physical visits since they were put on hold due to COVID-19.  
8 July 2020

Making a difference through the Covid-19 pandemic  
During Covid-19 the Office of the Police and Crime Commissioner for Norfolk has been working tirelessly to ensure the right help and support remain in place for those in most need. **Overview attached to this annex.**  
9 July 2020

Education on criminal exploitation goes virtual in a bid to spread the message among young people  
A virtual teaching package has been created in a bid to continue to educate young people about the dangers of criminal exploitation during the pandemic and beyond.  
10 July 2020

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>

OPCCN – 17 June 2020: Making a difference – our commissioned services in 2019

**Commissioned services**  
**IMPACT**  
**IN 2019**

Through the **#Impact campaign** we engaged **1,696 young and future drivers** to raise awareness of the Fatal 4 and help reduce the risk-taking behaviour that can cause road accidents.

Our **early intervention projects** delivered vital information to Norfolk young people, schools and community groups on the **dangers of County Lines** drug activity, and provided help, advice & 1-2-1 support to those **vulnerable to criminal exploitation**.

- Preventative sessions to **3,961 young people** across **14 schools**.
- Detached youth work contact with **2,283 young people** in Norwich.
- **230 vulnerable young people** educated on the dangers of knife crime.
- **820 young people** screened by a multi-agency team to identify & address risk.
- **Specialist intervention** with **74 families** of at risk young people ensuring they feel supported in keeping them safe.
- **Mentoring** of **32 at risk young people** to build confidence and help them learn new skills.
- **40 community groups** engaged in awareness raising activity.

**14,275 victims of crime** were offered help to cope and recover from what they had experienced by **Norfolk and Suffolk Victim Care**.

**351 survivors of sexual violence** received help from our specialist support services.

**Independent Domestic Violence Advocates (IDVAs)** helped **2,239 high-risk victims of domestic abuse**.

The **Restorative Justice Hub** worked with **11 victims** and the perpetrators of the crimes they experienced to repair the harm caused.

**The WONDER Project** supported **148 women** vulnerable to offending to address the root causes of their behaviour and divert them from the criminal justice system.

We worked with City College Norwich to develop **a domestic abuse awareness campaign** for young people by young people.

With the support of local businesses, **we helped 31 serving offenders** to secure job offers on release from prison through the **Gateway to Employment** scheme.

For more information on our commissioned services: [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

The overview above, together with additional commentary, can be viewed via the following link:  
<https://www.norfolk-pcc.gov.uk/news/making-a-difference-our-commissioned-services-in-2019/>



**IMPACT COVID-19**

We **joined partners** from across the county to take part in a special live online Q&A event in a bid **to help victims and survivors of domestic abuse**

**£249,819 was secured** for 10 organisations across Norfolk to **help victims of domestic abuse and sexual violence** during the pandemic in ways including:

- Funding a vehicle to provide a mobile service **to victims in isolated parts of Norfolk**
- Laptops, tablets, smart phones and Personal Protective Equipment **for staff and victims**
- **Live Chat facilities** for victims of abuse
- Adaptions to offices to ensure safe working environments **and allow space for social distancing for staff and clients**
- Assistance with broadband provision to allow agile working
- **Additional staff** to support domestic abuse victims through the Family Court process

20 members of our 50-strong **Youth Commission** launched a special project to help **understand the impact** of the pandemic **on young people**

We funded **6.5 new domestic abuse worker posts** and **2 emergency short-term refuges**

The PCC held a **virtual meeting** with specialist domestic abuse and sexual violence providers in Norfolk in a bid **to offer continued reassurance and support**

A service which provided **help and support to more than 1,200 Norfolk scams victims** last year was extended for a further year

We introduced interim measures to support our **22 Independent Custody Visitors (ICVs)** to continue their monitoring of **detainee welfare and treatment**

We launched a partnership project to **prevent homelessness** among ex-offenders and reduce the likelihood they will return to criminal behaviour

Our 12-strong **Independent Advisory Group** held virtual meetings with police to **ensure community views continued to be heard**

For more information on the Office of the Police and Crime Commissioner for Norfolk:  
[www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

The overview above, together with additional commentary, can be viewed via the following link:

<https://www.norfolk-pcc.gov.uk/news/making-a-difference-through-the-covid-19-pandemic/>

## List of items discussed at the most recent Police Accountability Forum meetings

<b>Date: 21 July 2020</b>	
<b>Subject</b>	<b>Summary</b>
<b>Public agenda</b>	
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money	<p>Budget Monitoring Report 2020/21 (based on period to 31 May 2020)</p> <ol style="list-style-type: none"> <li>1. This report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year, 2020/21.</li> <li>2. The Commissioner approved the total revenue budget and capital programme for 2020/21 in February 2020 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of May 2020.</li> <li>3. Since the budget was approved, the UK has been hit by the Covid-19 (C19) pandemic, with lockdown conditions being put into place at the end of March 2020. This has impacted on the way the Constabulary has had to conduct its business, and has also had an impact on the financial picture. In terms of budget monitoring for the financial year, it is an early emerging picture being only 2 months into the year, but the estimated impact of C19 is forecast within the report where possible.</li> <li>4. The pandemic coupled with lockdown conditions is resulting in the UK entering into a period of recession, and this will create economic challenges that the Government will need to respond to. This presents a risk in terms of funding settlements to policing for 2021/22, and potentially beyond. This report outlines some areas of spending that will be reviewed to help mitigate potential funding constraints going into 2021/22.</li> <li>5. As a result, the Constabulary is forecasting a revenue underspend of £0.016m.</li> </ol> <p>Financial Outturn Report for 2019/20</p> <ol style="list-style-type: none"> <li>1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the year ended 31 March 2020.</li> <li>2. The Commissioner approved the total revenue budget and capital programme for 2019/20 in February 2019.</li> </ol>

	<p>3. The revenue year-end position is a group underspend of £1.057m.</p> <p>4. The capital year-end position is an under-spend of £10.549m.</p> <p><b>Recommendations:</b> That the PCC CFO notes the contents of the reports, and notes the spending position for 2019/20 including the recommended movements in reserves.</p>
Constabulary Covid-19 Update	<p>This briefing paper sets out a high-level overview of the Constabulary's response to the COVID-19 pandemic both for the initial period as well as an outline of developing plans around the transition to a recovery phase. In addition, the report provides a short update on the two Police and Crime Plan priorities that were due for review as part of normal business processes:</p> <ul style="list-style-type: none"> <li>• Priority 5 – Support Victims and Reduce Vulnerability</li> <li>• Priority 6 – Deliver a modern and innovative service</li> </ul> <p><b>Recommendations:</b> That the PCC notes the report.</p>
Emergency Services Collaboration Group Update	Verbal update.
Emerging Operational/Organisational Risks	Verbal update

The next PAF meeting is scheduled to take place on Tuesday 29 September 2020.

Public question and answer sessions: The last public question and answer session took place on Thursday 16 January 2020 from 6pm at The Bell Hotel, Thetford. Details of future sessions will be confirmed in due course.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":  
<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

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

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

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

The next meeting is yet to be scheduled.

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

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

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

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

<b>Date: 21 May 2020</b>	
Subject	Summary
<b>Public agenda</b>	
Internal Audit	To consider the following reports from Head of Internal Audit (TIAA) <ul style="list-style-type: none"> <li>• 2019/20 Annual Report and progress</li> <li>• 2020/21 Internal Audit Plan</li> </ul>
Annual Governance Statement (draft)	To consider the draft Annual Governance Statement.
External Audit	To consider the 2019/20 Audit Plan.
Forward Work Plan	To consider the report from Chief Finance Officer
<b>Private Agenda</b>	
Strategic Risk Register Update and Covid 19 response	To consider the report from Chief Executive (OPCCN) and Chief Constable.

The next Audit Committee meeting is due to be held at 2pm on Monday 21 September 2020.

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 Commissioner (PCC) response to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**

*Section 55 of the Police Act 1996 (as amended by section 37 of the Policing and Crime Act 2017) requires local policing bodies to respond to recommendations in inspectors reports within 56 days*

Inspection Title:	<b>Norfolk Constabulary Crime Data Integrity inspection 2019</b>
Date Published:	<b>7<sup>th</sup> January 2020</b>
Type of Inspection:	<b>Thematic</b>

**KEY FINDINGS:**

Since the 2014 inspection, Norfolk Constabulary has made a concerted effort to record crime more accurately. We found that officers and staff have a greater understanding of the importance of crime recording standards and of putting the victim at the centre of their crime recording decisions.

We also found the force has:

- created and implemented a crime data integrity (CDI) action plan to address our 2014 recommendations and areas for improvement;
- recently introduced an investigation team which conducts initial investigations into incidents that don't need attendance and records any associated crimes;
- effective processes for identifying and recording modern slavery offences; and
- implemented feedback processes, so officers and staff who make errors can learn the correct requirements for their future crime recording decisions.

Work remains to be done, however. We examined crime reports from 1 November 2018 to 30 April 2019. Based on this, we estimate that the force records 87.5 percent (with a confidence interval of +/- 1.81 percent) of crimes reported to it. We estimate that the force fails to record over 8,700 reported crimes each year. The 12.5 percent of reported crimes that go unrecorded include sexual and violence offences. It is a cause of concern that the recording rate for violent crime is only 82.3 percent (with a confidence interval of +/- 2.88 percent). And many of these unrecorded violent crimes are cases of domestic abuse.

These failures are due to officers and staff not fully understanding the crime recording rules. This is made worse by limited supervision to correct these decisions as soon as possible.

The force has improved its crime recording accuracy since our 2014 report. Inspectors found that the force has:

- provided crime recording training to designated decision makers (DDMs), new officers and control room staff;
- improved supervision of out-of-court disposals, such as cautions and community resolutions;
- implemented a flexible and risk-based audit programme;
- used audit results to inform training and improve crime recording standards; and
- implemented all the recommendations from our 2014 report.

The force crime registrar (FCR) and his deputy are responsible for oversight and audit of crime recording requirements. They have both completed a National College of Policing course for FCRs and are fully accredited for the role.

The force records rape crimes, and incidents requiring a Home Office classification N100, at first point of contact. But this isn't the case for other reported crime types. Even when there was enough evidence to record a crime on first contact, in the vast majority of cases the recording was delayed until after an officer spoke to the caller personally. This is unnecessary and often inefficient. It leads to delays in recording crimes and too often means that reported crimes are not recorded at all. The force commonly doesn't investigate these unrecorded crimes.

At the time of our inspection, we found a large backlog of crimes waiting for validation by the incident management unit (IMU). This leads to delays in the allocation of some crimes for investigation and risks a reduced level of service for some victims. The force had plans to address this backlog, but these plans were yet to be introduced.

Also, the force's crime recording arrangements still need to improve in the following areas. It must:

make sure that all supervisors, officers and staff working in a crime recording role fully understand the crime recording rules, particularly for reports of common assault,

- harassment, malicious communications, coercive and controlling behaviour, and stalking;
- make sure it always records reports of crime received from professional third parties;
- improve understanding of N100 classifications among its control room staff;
- record more crimes within 24 hours as required by the national crime recording standard;
- make sure it informs victims if their crime is transferred to another force for investigation or is cancelled; and
- improve how it collects equality information to help it understand and respond to the effect of criminality on identifiable groups within its communities.

We note that the force had identified some of these problems at the time of our inspection. To address them, it has recently introduced a crime data integrity quality assurance team (CDIQAT). The team consists of experienced officers and staff working in the force control room, who conduct 'live time' quality assurance of all violence incidents. It seeks to make sure that:

- officers correctly identify and record all these crimes immediately after attendance; and
- any errors are corrected at the earliest available opportunity.

When officers make mistakes, the CDIQAT has developmental conversations with them. This is to make sure they understand why corrections are needed and to prevent it happening again. The force has also developed a mandatory training package for all frontline sergeants, to improve supervisory oversight of crime recording standards and investigations. These are welcome developments.

**Cause for Concern:**

Norfolk Constabulary is failing to make sure it correctly records all violent crimes (which includes domestic abuse) reported to it. Officers and staff do not always fully understand and apply the crime recording rules when dealing with crimes like common assault, harassment, malicious communications, coercive and controlling behaviour, and stalking. There is also limited supervision to correct these recording decisions at the earliest opportunity.

**Recommendations:**

The force should immediately:

- take steps to identify and address gaps in its systems and processes for identifying and recording all reports of violent crimes (in particular those related to domestic abuse);
- provide further crime recording training for all supervisors, officers and staff working in a crime recording role, to include the recording rules for common assault, harassment, malicious communications, coercive and controlling behaviour, and stalking; and
- make sure that it adequately supervises **all** crime recording decisions made by officers and staff.

**Areas for improvement:**

The force should immediately make sure that it:

- reviews its backlog of crime records waiting for validation, acts appropriately to deal with the backlog, and validates records promptly in the future;
- always records reports of crime received from professional third parties;
- improves understanding of N100 classifications among its control room staff;
- records more crimes within 24 hours as required by the national crime recording standard;
- informs victims if their crime is transferred to another force for investigation or is cancelled; and
- improves how it collects diversity information from crime victims and uses this to inform its compliance with its equality duty.

**CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:**

Deputy Chief Constable of Norfolk Constabulary Paul Sanford said Norfolk Constabulary welcomed the latest HMICFRS report.

He said: "The report is clear that the whole constabulary is committed to recording crime accurately and in the best interests of victims."

Mr Sanford said it was important to note the report concerned the accuracy of how crimes were recorded and not how incidents were investigated.

"Nonetheless the report correctly finds that we have further improvements to make to improve the accuracy of our crime recording and we accept the recommendations of HMICFRS and have already started to recruit more staff to undertake auditing work. The accuracy of our crime recording will only improve if we do this.

"It is also the case that our recent rapid recruitment has inevitably led to a young and inexperienced workforce, so we are currently training all frontline staff to improve standards. Crime recording rules are incredibly complex and it will take some time for our workforce to reach the required level of understanding."



**PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:**

I have noted with concern the findings of HMICFRS that, despite making improvements since its last inspection, Norfolk Constabulary's crime recording arrangements are not yet to the required standard and it has been graded as 'requires improvement'.

On behalf of the public, I will be seeking assurance that the necessary improvements are being made so that we have crime data in which victims and the community can have confidence.

I will be asking the Chief Constable to update me on the plans to address this at the next Police Accountability Forum on 28 January – a meeting which the Norfolk public is welcome to attend – and I will be closely monitoring progress over the coming months.

For Office Use Only:

- ✓ Response forwarded to HMICFRS Section 55 Responses
- ✓ Response forwarded to Chief Constable
- ✓ Response forwarded to Police and Crime Panel
- ✓ Response published on the OPCCN website

### Questions to the PCC

As the Panel hasn't met since February 2020, OPCCN has agreed to trial an informal mechanism through which Panel Members can put questions to the PCC.

Two questions were submitted by the 5pm deadline on Tuesday 27 April. The responses are set out below.

#### Q1 from Cllr William Richmond

How is the lockdown impacting commissioning services, and how is OPCCN working to address any increase in demand for these services?

#### Response

The first and most obvious impact of the lockdown on commissioned services is that face to face delivery has had to cease and be replaced with telephone and digital channels. The OPCC has conducted a review of all commissioned services to support the transition to virtual delivery and where necessary fund the implementation of technology to enable this (Pandora Project).

Since the start of the coronavirus pandemic, the OPCC has been getting status reports on a regular basis (ranging from daily- weekly) on its victim services from providers covering...

- Demand
- Caseload
- Staff health
- Overall service resilience
- Additional funding requirements
- Service user experience

To date changes in demand for victims services have varied from service to service. Generally, referrals from the police and statutory agencies are down, with some increases in self referrals.

The biggest risk and concern is that abuse is hidden and opportunities to seek help are limited during lockdown. The consequence will be a significant increase and demand for services as social isolation restrictions are lifted.

The heightened risk to domestic abuse victims (DA) during lockdown has been well publicised and the OPCC has responded to this in the following ways...

- Leading and supporting the Norfolk Resilience Fora's DA Delivery Group, including a Communications Sub-Group

- Developing and implementing communications campaigns to give victims assurance that they should still come forward and that services are open and there to support them
- Increasing funding to existing providers to fill gaps in services in Great Yarmouth, Norfolk and Broadland
- Building service resilience by increasing capacity in other parts of the county
- Funding short term domestic abuse refuge provision (3 months)
- Working with Norfolk County Council to increase domestic abuse provision in the county
- Organising a live multi-agency Q and A on DA
- Applied for additional funding for DA services to the MOJ
- Working with District Councils to ensure that DA is being captured through community based services including housing and responded to effectively

## **Q2 from Cllr William Richmond**

How is the lockdown impacting the budget/finances of OPCCN?

### **Response**

The OPCCN has not yet seen pressure on its resources with prudent budgeting ensuring reserves available and application happening for other funds from the MOJ to meet any additional demand. Extension of contracts and programmes enabling providers to continue to support victims and other members of the community is underway and this is being funded through the usual budgets.

From a constabulary point of view there are some cost pressures such as the increased spending on Personal Protective Equipment, purchase of additional mobile enabling kit (e.g. laptops) and the reduction of income in some service areas. This information is being reported to the Home Office who are considering their position on the reimbursement of costs. Some specific grants are being paid earlier than planned to support constabulary cashflow pressures caused by C19.

**6 May 2020**

### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name: Jo Martin**

**Tel No.: 01603 223814**

**Email address: jo.martin@norfolk.gov.uk**

## Questions to the PCC

As the Panel hasn't met since February 2020, OPCCN has agreed to an informal mechanism through which Panel Members can put questions to the PCC.

Four questions were submitted by the 5pm deadline on Tuesday 12<sup>th</sup> May. The responses are set out below.

### Q1 from Kevin Pellatt

How has COVID-19 impacted on levels of crime around the county?

#### Response

Norfolk has recorded an overall reduction in crime over the initial lockdown period of 11.4%.

That said, the Constabulary is sensitive to the possibility for hidden demand with vulnerable victims potentially finding it more difficult to report their circumstances.

In order to help mitigate this situation work continues with partner support agencies as well as participation in a number of key media campaigns to promote awareness and support for victims.

The Constabulary will keep the overall crime picture under review and provides daily briefings to the PCC so that any early trends can be identified and responded to. In addition, as part of the OPCCN Senior Management Team (SMT) strategy for responding to Covid19 a member of the SMT sits on the weekly Silver briefings chaired by the Constabulary in order to continue to monitor and brief the PCC on weekly changes.

### Q2 from Kevin Pellatt

What checks and balances are in place to ensure a proportionate police response to maintaining public safety throughout the period of COVID-19?

#### Response

In February T/Assistant Chief Constable Julie Wwendth was appointed to oversee the emerging national global health concerns around COVID-19 and to consider the response from a policing perspective. Regular preparation meetings took place which included key department heads. In addition, the Constabulary was present from the start as a statutory partner within the County's Local Resilience Forum as is the Office of the Police and Crime Commissioner. Senior representatives

contributed to strategic meetings as well as ensuring representation at partner task and finish groups. For example, a multi-partner group was established to specifically review how social distancing guidance and enforcement should be communicated to the public.

From a policing perspective early work involved the development of a detailed capability plan to identify core policing functions and establish a scalable series of contingency options that could be implemented, if required, to support the work. This list included but was not restricted to;

- Answering 999, 101 and email calls for service.
- Effective command and control of incidents.
- Appropriate response to immediate and priority incidents.
- Providing custody facilities and associated criminal justice administration.
- Addressing community cohesion and confidence.

On the 18<sup>th</sup> March a daily operational tasking meeting was established to oversee;

- The response to calls for service.
- The infrastructure required to operate the Constabulary.
- Welfare and support of staff.
- Partner and Community Engagement.
- Overall performance review.

Regarding the policing approach to COVID;

- A Norfolk operational policing style was developed from national guidance. All staff were briefed in detail on the approach.
- There was a significant level of communication with the public to explain the response which included the policing approach. (Please note that the County Council are the lead communications partner for the COVID response).
- An enhanced Control Room resource was made available to support the increase in COVID related calls alongside guidance as to how those calls would be handled.
- Key products were developed to allow managers to review demand, crime impact, and resource capability.
- There was close monitoring around the police use of enforcement options.

There have been a number of review mechanisms;

- The Police and Crime Commissioner has been briefed daily in detail in order to provide a scrutiny function.
- The Police and Crime Commissioner has had regular opportunity to discuss the COVID-19 response with the Chief Constable.
- The Constabulary's Independent Advisory Group was consulted on key products that were community facing.
- An internal review has taken place looking at the first phase of the Constabulary response to consider how the policing approach developed.
- Police complaints are regularly considered as part of the management scrutiny processes.

- The Constabulary has met with local news outlets and discussed the approach to COVID 19 with no significant issues identified from a policing communications perspective.

### **Q3 from Kevin Pellatt**

How is the PCC ensuring that appropriate PPE is being made available to front line officers when dealing with the public in confined areas?

#### **Response**

As a member of the Local Resilience Forum the Constabulary was offered a proportion of the PPE supplies obtained by the County group. Whilst this offer was originally accepted, once the Constabulary had secured its own supply chain, the stock provided was returned.

The Constabulary worked in partnership with Norfolk Fire and Rescue Service to develop a comprehensive risk assessment and PPE guide for all staff which covered all circumstances operational staff were likely to encounter. This guide has been shared with the Police and Crime Commissioner.

A specific manager and team were assigned to oversee PPE acquisition and distribution. Initially the Constabulary worked within a national procurement arrangement before moving to a regional approach.

PPE audits across operational bases take place regularly and are reviewed at the strategic level. Volunteer drivers are utilised to support delivery to police stations across the county.

### **Q4 from Cllr William Richmond**

While not all victims of domestic abuse are known to the authorities, a significant number are. What proactive measures and interventions are in place to support and help protect known victims?

#### **Response**

A range of actions have been taken to support and protect known victims of domestic abuse:

- Awareness raising, including a radio campaign, to make victims aware that the police are responding normally to all DA and that support services are open and available to support victims.
- Domestic Abuse agencies, sometimes with the financial support of the OPCC have put in place telephone and digital channels in order to continue to provide support (safely in the context of the pandemic and requirements to social distance).
- Live multi-agency digital Q and A to provide advice and information to victims, families and professionals, which will be repeated on a monthly basis.

- Expansion of capacity in support services in South Norfolk, Breckland, King's Lynn and West Norfolk and re-introduction of specialist locality-based support in North Norfolk and Great Yarmouth.
- Additional refuge provision has been procured to accommodate people fleeing abuse and Norfolk County Council has allocated £200 to fund further refuge places for a period of 12 months; including for the first time, provision for male victims – with places becoming available in July.
- Provision of safe mobile phones for victims entering refuge and enabling access to laptops to enable to continue with education.
- Development of new DA Dashboard to assess dynamically demand for DA services and resilience of support network.
- Holding regular Provider Forum meetings to understand the experiences of those in service during lockdown.
- Management of MOJ DA/Sexual Violence emergency funding.

Having received a report of domestic abuse, Norfolk Constabulary will always ensure that the victim has the opportunity to see a police officer in person. Norfolk Constabulary adopts a victim focussed and evidence led approach to each domestic abuse criminal investigation. Each incident has a risk assessment process completed with the victim and through this process, for cases that are assessed as medium or high risk, a secondary risk assessment then takes place by a specialist domestic abuse safeguarding team.

This specialist team works with partner agencies within the Multi-Agency Safeguarding Hub (MASH) to support and safeguard victims with a range of measures. Some of these measures include the use of legislation, such as Domestic Violence Protection Notices and Clare's Law disclosures. In addition to this and to ensure an effective intervention, Norfolk Constabulary operates a policy where positive action will be taking in relation to each suspect.

There are a number of well embedded multi-agency partnership groups that focus on supporting victims of domestic abuse and the constabulary plays a key role in these. This includes a weekly Norfolk Domestic Abuse and Sexual Violence Board (DASVB) meeting that coordinates the domestic abuse response across the partnership landscape.

**28 May 2020**

#### **Officer Contact**

If you have any questions about matters contained in this paper, please get in touch with:

**Officer name: Jo Martin**

**Tel No.: 01603 223814**

**Email address: [jo.martin@norfolk.gov.uk](mailto:jo.martin@norfolk.gov.uk)**

## **PCC Complaints Monitoring Report**

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

The Panel is recommended to consider the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's 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 that no complaints have been received since the Panel received its last monitoring report, when it met on 4 February 2020.

#### **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 2020), seven FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
  - Drug consumption rooms
  - Commissioned services for victims of stalking
  - Costs and Salaries of the PCC and OPCCN
  - Encampments consultation response
  - Data protection
  - Emails sent in regards to investigations



- Any cases of OPCCN staff accessing adult websites from their work computers

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

**5. Complaints and FOI requests relating to the Panel**

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

**6. Action**

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



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## Complaints Policy Sub Panel - Update

### Report from the Chairman of the Sub Panel, Air Commodore Kevin Pellatt

The Panel is asked to consider an update from the Complaints Policy Sub Panel.

#### 1. Background

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the then Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, any changes to the handling of PCC conduct complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources.
- 1.3 The Panel appointed the following members in July 2019: Cllr Sarah Bütikofer, Cllr Michael Edney, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected Chairman for 2019-20), and Cllr Mike Smith-Clare.
- 1.4 Refreshed Terms of Reference were agreed by the Panel when it met on 20 November 2019.

#### 2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 19 February 2020, to consider a progress update on the implementation of the Police Integrity Reforms. A summary of the information reviewed is set out below.

##### Policing and Crime Act 2017 – police complaints and disciplinary systems

- 2.2 Phase 3, the final phase of the complaints and discipline reforms, has been fully implemented. From 1 February 2020 anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary now has the right to request a review of that decision through the Office of the Police and Crime Commissioner for Norfolk (OPCCN). Details of that process are available to view on the complaints pages of OPCCN's website. However, key points for the Panel to be aware of are as follows:
  - a) Before an application for a review can be made, the individual must have received written notification of the outcome of the handling of their complaint.

- b) Applications for reviews must be made within 28 days, starting with the day after an individual was provided with the details of their right to review, at the conclusion of the investigation or other handling of their complaint.
  - c) PCPs do not have the legal powers to examine the outcome of a review. Individuals should not seek to use the PCC conduct complaint process as a further route of appeal.
- 2.3 Development of mandatory performance reporting metrics to the Independent Office for Police Conduct (IOPC) continues, on the number of reviews handled and the outcomes. This information will be used to inform a new performance framework for the next Police and Crime Plan. The Sub Panel will be updated on the reporting framework and performance metrics in future briefing papers.
- 2.4 Norfolk Constabulary's Professional Standards Department (PSD) will continue to handle existing appeals that were being investigated at the point of the new legislation coming into force (historic cases will still be referred to as appeals to avoid confusion).
- 2.5 The information about PCC conduct complaints on Norfolk PCP's webpage has been updated, to ensure it is clear about what we can and cannot consider through that process.

#### Police super-complaints

- 2.6 We have previously reported that three police super-complaints have been submitted to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Sub Panel noted that all three are currently being investigated and that HMICFRS will be gathering information from forces during the coming months.

#### Police misconduct hearings

- 2.7 PCCs are required to maintain a list of independent persons to sit on police misconduct hearings and nominate persons to serve as legally Qualified Chairs (LQCs) of police misconduct panels. This is managed through an eastern region arrangement between PCCs and is serving Norfolk well. The Sub Panel noted that decision notices have been published by each of the Eastern Region PCCs confirming their LQC and Independent Member appointments. Training was delivered in early March 2020.

#### PCC conduct complaints

- 2.8 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations this year, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.

### **3. Work programme**

- 3.1 The Sub Panel's Terms of Reference state that it will meet approximately four times each year, with additional meetings scheduled as required should new legislation or guidance be published.
- 3.2 When the Sub Panel last met, PCC elections were due to take place in May 2020 and it was agreed that the next meeting should be scheduled to take place at the beginning of September 2020. Relevant members will be advised of the date of this virtual meeting.

### **4. Action**

- 4.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel.



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## Norfolk Police and Crime Panel Funding

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

The Panel is recommended to:

1. Consider the 2019-20 expenditure.
2. Consider the 2020-21 grant allocation.
3. Consider expenditure during 2020-21.

#### 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. 2019-20 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 2019-20.
- 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 £1,356.07.

#### 3. 2020-21 grant allocation

- 3.1 The Home Office has allocated a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the Police and Crime Panel for the Norfolk police area during 2020-21.
- 3.2 Payment will be made in arrears during 2020-21, in line with the Home Office requirements to provide payment request returns (as set out in the Grant Agreement).

#### **4. 2020-21 expenditure**

- 4.1 The Panel will wish to note that the Panel Arrangements (paragraph 4.1) state that “it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel.”
- 4.2 The Panel has previously agreed that it would be beneficial to be a member of the Eastern Region Police and Crime Panel Network, convened by Frontline Consulting, The offer, purchased for 2020-21, 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.

The annual subscription fee was reduced by £100 this year, to £400 plus VAT.

- 4.3 Panel Members have also found attendance at the following events to be extremely valuable:
- LGA annual workshop for PCPs (this year’s 18 March 2020 workshop was cancelled as a result of the Covid-10 pandemic).
  - Eastern Region PCP Network meetings: September 2020 and March 2021 (arrangements to be confirmed).
  - 24 November 2020, Annual PCP conference (10 am to 4 pm at the Warwick Conference Centre).

At the time of writing, Frontline Consulting have confirmed that they expect the conference to go ahead on 24 November 2020. If that proves not to be possible, it will be re-scheduled. Residential bookings are available at £210 per delegate + VAT, which covers the day delegate rate plus dinner, bed and breakfast from 5 pm on Sunday 23 November. Four places are currently being held for the Norfolk Police and Crime Panel.

- 4.4 During 2020-21, the Panel’s expenditure is likely to be less than previous years, owing to: changes to the host authority’s staffing arrangements, the number of meetings held during the year and members’ attendance and contribution to external events (which may take place virtually). The Panel might therefore wish to consider whether it would benefit from undertaking any additional learning or development.

#### **5. Action**

- 5.1 The Panel is recommended to:

1. Consider the 2019-20 expenditure.

2. Consider the 2020-21 grant allocation.

3. Consider expenditure during 2020-21.



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

<b>Grant Recipient:</b> Norfolk County Council	<b>Grant Stream:</b> Police and Crime Panels
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<b>Period</b> From: 1 September 2019 To: 31 March 2020	<b>Resource (£)</b>	<b>Capital (£)</b>
(1) Total funding received for this financial year	£21,985.09	N/A
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).	£40,998.84	N/A
(2b) Forecast expenditure in the period (To be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request must be received in advance of 31 March – end of the financial year).	N/A	N/A
<b>(3) Funding request for this period</b>	<b>£40,998.84</b>	N/A
(4) Total funding received and requested (1+3)	£62,983.93	N/A

#### MONITORING INFORMATION REQUIREMENTS

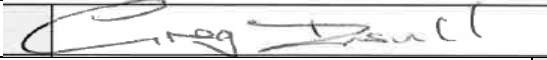
Where monitoring information, as set out in schedule 3, is a requirement for the period the payment is requested for, please confirm what has been attached to this payment request form.

Schedule 3, breakdown of expenditure, for the period 1 September 2019 to 31 March 2020

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:

<b>Signature:</b>			
<b>Name (printed):</b>	Greg Insull	<b>Date:</b>	2/4/2020
<b>Position:</b>	Assistant Head of Democratic Services, NCC		

(signed electronically)

#### Home Office sign off:

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



### SCHEDULE 3 - IN-YEAR MONITORING INFORMATION REQUIREMENTS

<b>Breakdown of expenditure (items)</b>	<b>£(0.000s)</b>
Period from 1 September 2019 to 31 March 2020	
<b>Administration</b>	
Staff salary re-charges	£38,349.09
Staff travel costs (external training events/conferences)	£230.80
External training (3 delegates' attendance at the annual PCP conference)	£500.00
Printing & postage (agenda and training materials)	£292.03
Audit fees	£822.47
<b>Member expenses</b>	£804.45
<b>Total:</b>	<b>£40,998.84</b>

#### Critical Success Factors

a) The number of public meetings held

The Panel's Rules of Procedure states that it shall meet at least four times per year to carry out its functions. Since 1 April 2019, the Panel has met four times. The fifth meeting (scheduled for 24 March 2020) was cancelled owing to the coronavirus pandemic.

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

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

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

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

Letters from the Panel's Chairman to the PCC, formally reporting the outcome of special

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

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

The Panel has published an annual report for 2019-20, which can be viewed on the Panel's webpage, under News.

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

Public engagement

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

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

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

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

In July 2014 the Panel agreed that it wished to introduce a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Police and Crime Commissioner for Norfolk or the Chief Constable, both of whom have separate arrangements for dialogue with the public. Guidance is available via the Panel's webpage. Any public questions received and responses given are included in the minutes.

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

Engagement with OPCCN

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

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

## ANNEX B

### OUTTURN STATEMENT – April 2019 to March 2020

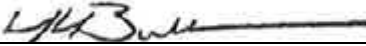
The Outturn Statement should be completed and certified by the Finance Officer and returned to the Authority in accordance with Clause 6.8

<b>Grant Recipient:</b> Norfolk County Council	<b>Grant Stream:</b> Police and Crime Panels	
<b>Expenditure category</b>	<b>Actual Resource Expenditure (£)</b>	<b>Actual Capital Expenditure (£)</b>
Administration costs	£61,716.73	£0
Member expenses	£1,267.20	£0
<b>TOTAL EXPENDITURE:</b>	£62,983.93	£0
<b>TOTAL GRANT PROVIDED:</b>	£64,340.00	£0
<b>VARIANCE:</b> total grant provided <b>minus</b> total resource expenditure	£1,356.07	£0
<b>Reason for variance:</b> The majority of Members have claimed minimal expenses in relation to the Norfolk Police & Crime Panel this year.		

#### FINANCE OFFICER CERTIFICATION

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

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

<b>Signature:</b>			
<b>Name (printed):</b>	Harvey Bullen	<b>Date:</b>	24 April 2020
<b>Position:</b>	Assistant Director Finance		

(Signed electronically)

#### Home Office sign off:

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

## Norfolk Police and Crime Panel Annual Report 2019-20

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

The Panel is recommended to formally endorse the publication of the Panel's first annual report.

#### 1. Background

- 1.1 Last autumn, Members agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.
- 1.2 The Panel was due to consider a draft at its 24 March 2020 meeting. Following the decision to cancel that meeting, Panel Members' comments and agreement to publish the document were sought informally.

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

- 2.1 The purpose of the item on today's agenda is to formally endorse the publication of the Panel's first annual report, attached at **Annex 1** of this report.
- 2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity. The recently refreshed Panel guidance highlights this as being one way to help develop a public profile in the local community. The guidance, published in July 2019, is available to view on the Local Government Association's website [here](#).
- 2.3 Additionally, the publication of an annual report presents an ideal way of fulfilling new Home Office grant conditions which were introduced last year. As well as submitting financial monitoring information with payment requests, host authorities must now also provide progress reports. Those reports are to set out the Panel's progress against the following 'critical success factors' which have been identified by the Home Office as being:
  - a) The number of public meetings held,
  - b) Scrutiny documents and publications produced, including the Panel's annual report,
  - c) Engagement with the work of the panel by members of the public and the

Police and Crime Commissioner for Norfolk Constabulary.

- 2.4 The annual report was drafted with this new requirement in mind, and it was included as evidence of progress with the year-end grant payment request (see item 13 on today's agenda).

**3. Action**

- 3.1 The Panel is recommended to formally endorse the publication of the Panel's first annual report.



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

## Norfolk Police and Crime Panel



### Annual Report 2019-20

#### Introduction & background

This is the first annual report of the [Norfolk Police and Crime Panel](#) (“the Panel”), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel’s activities during the past year, but also reflects on the impact it has had throughout the term of office of Norfolk’s second Police and Crime Commissioner, Lorne Green.

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

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

#### Who’s who

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

Membership during 2019-20 was as follows:

Main Member	Substitute Member	Representing
Mrs Alison Webb / Mr Gordon Bambridge	Mr Mark Robinson	Breckland District Council
Mr Stuart Clancy	Mr Peter Bulman	Broadland District Council
Mr Mike Smith-Clare	Miss Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King’s Lynn and West Norfolk Council

Mr William Richmond (Chairman)	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Butikofer	Dr Edward Maxfield	Norfolk County Council
Mr Tim Adams	Mr John Toye	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Mr Michael Edney	Mr James Easter	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF (Vice-Chairman)	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

### Panel activity during 2019-20

The Panel met formally 4 times during 2019-20. Copies of the agenda and minutes are available to view [here](#).

Our public meetings are the occasions on which we carry out our required functions. These are summarised below:

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

The Panel unanimously endorsed the Commissioner's proposed maximum increase in the police precept for 2020/21. To inform our discussion, the Commissioner provided comprehensive information which included detailed budget models for a range of options (from no increase in the police precept to the maximum amount possible), the impact each model would have, as well as the views of local people and partner organisations. Having asked the Commissioner questions about the information he provided, and examined his proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to support the increase. You can read the letter from the Panel's Chairman, formally reporting the Panel's decision, [here](#).

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

The Commissioner must publish a Police and Crime Plan as soon as possible after they take office. This plan must set out their policing and crime objectives, details of grants made to partners, the resources the Chief Constable will be given and how the Commissioner will hold them to account. Part of the Panel's role is to monitor the progress being made by the Commissioner towards meeting their objectives. For that purpose, the current Commissioner provides a report for each of our meetings, setting out progress against his priorities, two at a time. Once a year, the Panel also reviews the Commissioner's draft annual report which covers progress against his

whole plan. Throughout the current Commissioner's term of office, we have challenged him on the clarity of his reporting. Members have encouraged him to report on specific outcomes, in addition to describing the activity he has undertaken, so that it is possible to judge the impact he is making. These changes have enabled us to thoroughly examine the Commissioner's achievements, on behalf of our local community. You can read our recommendations in the minutes of our meetings.

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

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

- To handle PCC conduct complaints

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

In addition to the functions which the Panel must carry out each year, there are also functions which we are required to carry out from time-to-time, such as reviewing senior appointments made by the Commissioner (confirmation hearings). This year we confirmed the Commissioner's appointment of a new Chief Finance Officer, following the previous post holder's retirement.

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



## **Panel development**

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For those continuing in their position, this is an opportunity to refresh their knowledge and share their views. Additional briefings are provided in advance of specific functions, such as consideration of the Commissioner's precept proposal and confirmation hearings. This ensures that we are fully prepared to challenge and support the Commissioner at our public meetings.

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

A national conference for Panels is convened each year and representatives from Norfolk regularly attend, having found this is another invaluable opportunity to learn about national policy development and challenges across policing, fire and the criminal justice sector. It also enables us to share experiences and good practice with colleagues from across the country.

In addition, the Panel is provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

## **Public engagement**

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

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

## **Home Office grant funding**

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

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimising expenditure where possible. For example, public meetings take place at our host authority to keep costs to a minimum and ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the

beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

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

### **Forward look**

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

Norfolk 2020, the Chief Constable's new model of policing, has been fully implemented. We will continue to ensure the Commissioner is monitoring the impact of this on the local community through regular performance reports and information bulletins.

In addition, an independent Strategic Review of policing has begun. This will examine how crime, fear of crime and other threats to public safety are changing and assess the ability of the police to respond. The first of its kind in many years, hosted by the Police Foundation, it aims to set a national long-term strategic direction for the police service. The Government has also indicated it will establish a Royal Commission to review and improve the efficiency and effectiveness of the criminal justice process. We will watch these national conversations as they develop, and participate where appropriate.

### **Further information**

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



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## Forward Work Programme

Date	Item	Attendees
10am, 30 September 2020, Virtual meeting	<b>PCC's 2019-20 Annual Report</b> <b>Independent Custody Visitor Scheme Annual Report</b> <b>Complaints Policy Sub-Panel – Update</b> <b>Information bulletin – questions arising to the PCC</b> <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 1 December 2020, Virtual meeting	<b>PCC's 2021-22 Budget Consultation</b> <b>Police and Crime Plan performance monitoring (including commissioned services)</b> <b>Complaints Policy Sub Panel - update</b> <b>Information bulletin – questions arising to the PCC</b> <b>National Police and Crime Panel Conference 2020</b> <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
January 2021, Virtual meeting (to be confirmed)	<b>Panel Member briefing – review of PCC's precept proposal</b>	
10am, 2 February 2021, Virtual meeting	<b>Review the PCC's proposed precept for 2021-22 (the Panel must review and report by 8 February 2021)</b>	Commissioner, supported by members of the Commissioner's staff and Chief

	<p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Complaints Policy Sub Panel – update</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Forward Work Programme</b></p>	Constable
10am, 16 February 2021, Virtual meeting	<b>Reserve date – to review a revised precept for 2021-22, if vetoed (the Panel must review and report by 22 February 2021)</b>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
10am, 20 April 2021, Virtual meeting (to be confirmed)	<p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p> <p><b>Complaints Policy Sub Panel – update</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Norfolk Police and Crime Panel Annual Report 2020-21</b></p> <p><b>Forward Work Programme</b></p>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
May 2021	<b>PCC elections</b>	
June 2021 (To be confirmed)	<b>Panel Member induction / informal meeting with PCC</b>	
June 2021 (To be confirmed)	<p><b>Election of Chairman and Vice-Chairman</b></p> <p><b>Balanced Appointment Objective</b></p>	Commissioner, supported by members of the Commissioner’s staff and Chief

	<p><b>Panel Arrangements and Rules of Procedure – Review</b></p> <p><b>Police and Crime Plan performance monitoring (including commissioned services)</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Norfolk Police and Crime Panel funding</b></p> <p><b>Co-opted Independent Member Recruitment</b></p> <p><b>Forward Work Programme</b></p>	Constable
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

#### **PCP - Complaints Policy Sub Panel**

Membership 2019-20: Cllr Sarah Bütikofer, Mr Peter Hill, Cllr Michael Edney, Cllr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chairman)

Date of last meeting: 19 February 2020

Next meeting: September 2020, to be confirmed

#### **PCP training and network events**

- Eastern Region PCP Network: 12 March 2020 (Air Commodore Kevin Pellatt attended).
- LGA annual PCP workshop: 18 March 2020 (cancelled)
- Eastern Region PCP Network: 17 September 2020
- Annual PCP conference: 24 November 2020 (Scarman House, Warwick Conference Centre)

#### **For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; the last meeting took place on Monday 28 October 2019 at County Hall.

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

- Tuesday 29th September 2020

PCC public question and answer sessions – details of the next session will be confirmed in due course.

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