

Norfolk Police and Crime Panel



Date: **1 September 2023**

Time: **11am**

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

Panel Members are invited to a pre-meeting at 10am on 1 September 2023 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

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

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

Membership

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

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

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

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

A g e n d a

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

3. Election of Vice-Chair

4. Minutes

To confirm the minutes of the meeting held on 27 April 2023.

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5. Declarations of Interest

Norfolk County Council and Independent Co-opted Members

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

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

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

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

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

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

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

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

6. To receive any items of business which the Chair 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 Chair where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on 23 August 2023.**

- 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 **21**)
- To review the Panel Arrangements and Rules of Procedure, to appoint members to handle complaints relating to the conduct of the PCC and to the Complaints Policy Sub Panel.
- 10. Police, Crime and Community Safety Plan 2022-24 performance monitoring** (Page **64**)
- To consider a quarterly update from the PCC, which sets out progress being made on delivering the Plan.
- 11. Police and Crime Commissioner (PCC) for Norfolk's 2024/25 budget consultation** (Page **102**)
- To consider an overview of the PCC's 2024/25 budget consultation.
- 12. Information bulletin – questions arising to the PCC** (Page **107**)
- To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 13. Norfolk Police and Crime Panel Funding** (Page **120**)
- To consider the Panel's 2022-23 expenditure and 2023-24 Home Office grant allocation.
- 14. Work Programme** (Page **130**)
- To review the proposed work programme.

Tom McCabe
Chief Executive
Norfolk County Council
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Date Agenda Published: 23 August 2023



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 27 April 2023 at 11am at County Hall, Norwich

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Gordon Bambridge	Breckland District Council
Cllr Jonathan Emsell	Broadland District Council
Cllr Donald Tyler	King's Lynn and West Norfolk Council
Cllr Cate Oliver	Norwich City Council
Cllr James Easter	South Norfolk Council
Mr Peter Hill	Co-opted Independent Member

Officers Present:

Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Committee Officer, NCC
Jill Penn	Chief Finance Officer, OPCCN
Jo Martin	Scrutiny Support Manager, NCC
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Graham Carpenter and his substitute Cllr David Bills and Cllr Tim Adams and his substitute Cllr Steve Riley. Apologies had also been received from the Chief Constable, Paul Sanford.

2. Minutes

- 2.1 The minutes of the meeting held on 2 February 2023 were agreed as an accurate record and signed by the Chair.

3. Members to Declare any Interests

- 3.1 There were no interests declared.

4. To receive any items of business which the Chair decides should be

considered as a matter of urgency

4.1 No urgent business was discussed.

5. Public Questions

5.1 No public questions were received.

7. Police Crime and Community Safety Plan 2022-24 Performance Monitoring

7.1 The Panel received the report which provided the third of the PCC's new style performance reports to the Panel and sets out an overview of progress against all six strategic priorities (pillars) contained within the Plan.

7.2 The Chair thanked the PCC for the information provided and asked the PCC to introduce the report.

7.2.1 In introducing the report, the PCC highlighted that as he was two-thirds of the way through his term, it was a timely moment to reflect on progress. The PCC was pleased with the plan, and the way it had been embraced by the Constabulary. However, looking forward the PCC explained that the angle of scrutiny was going to change, and his area of focus was going to be how the Constabulary carried out pillar 2 of the plan; 'Visible and Trusted Policing'. The PCC expressed the view that the voice of the silent majority of Norfolk was that more than anything else they wanted greater visibility of policing and if the police wanted to restore public confidence, then they must be more visible and accessible in all the areas of Norfolk that they served. The PCC clarified that the Constabulary continued to do excellent work, but the nature of modern crime meant that most of the work went on out of the view of the public. There was also the issue of increased public expectation and demand on resources with officers spread evenly which inevitably impacted on routine patrolling. There had also been the consequence of austerity such as station closures and the loss of Police Community Support Officers. This had, all together, led to the expectation gap between what the public expected of visible policing and the police's obligation to tackle crime. The PCC confirmed that considering the mood of the public, there needed to be a new focus on trusted and visible policing and for the rest of his term, the PCC stated that pillar 2 would be the focus of his scrutiny of the Constabulary and would continue into a second term if he was successful in achieving that.

7.2.2 The PCC reported that under pillar 2 'Visible and Trusted Policing', referred to on page 30 of the agenda, the public perception survey showed a slight decline down 1% on the last 12 months to 85%. The PCC felt that this was encouraging especially considering the recent high profile media headlines regarding police officers as well as Baroness Casey's report into the Metropolitan Police. The PCC added that this was a well written, measured, fair and hard-hitting report and although was written about the Metropolitan Police was being considered by the PCC as a report about policing generally. Therefore, the PCC had asked the Constabulary to review the Casey report and prepare an action grid about how Norfolk listened to the debate about policing and how Norfolk would react. The Chief Constable had widened that work to include other reports such as the latest His Majesty's Inspectorate of

Constabulary and Fire and Rescue Services' thematic report on vetting. The PCC would use that action grid to support his scrutiny of the Constabulary under the six pillars of his plan.

7.2.3 The PCC continued to reflect on progress under the remaining pillars:

Pillar 1: Sustain Norfolk Constabulary

The PCC reported that as announced by Government yesterday, Norfolk had achieved the recruitment target under the uplift programme which was good news. However, the number of civilian posts was down by approximately 75. Despite what had been suggested on a news programme in the week regarding Norfolk's vetting, the PCC assured the Panel that the state of vetting in Norfolk was satisfactory. There was an unfair comparison between vetting between constabularies, with Norfolk conducting a pre-sift and advising applicants if they would or would not be accepted. Other constabularies would wait until later in the recruitment process.

Pillar 3: Tackling Crime

The PCC reported that there was a new Strategic Policing Requirement (SPR) entitled violence against women and girls and as well as fraud. The SPR has increased from 14 to 77 pages with no additional resources to deliver this. The PCC also highlighted that the Home Office was due to review the accounting rules which would mean that it would be difficult to compare current data with historical data as the basis of these figures would be different.

Pillar 4: Prevent Offending

The PCC expressed that it was difficult to measure success in prevention, but there was excellent work going on to address issues and behaviours that created cycles of crime.

Pillar 5: Support Victims

The PCC highlighted that there was excellent work being undertaken but he did particularly highlight the pressures of the Victim and Witness Care Team (VAWS). The pressure reflected issues in the wider criminal justice system, but that team were those that delivered bad news to witnesses and victims and therefore the burden fell on the policing budget.

Pillar 6: Community Safety

The PCC highlighted his concern of the number of fatalities and those seriously injured on the road, and referred to page 47, and reported that the number was increasing. The Constabulary were working to address this with several road campaigns and initiatives being introduced throughout the summer to try and reduce those figures.

The PCC also reported that the National Productivity Review would reflect the Humberside model and the police engagement and mental health issues. Work on that from Norfolk's point of view was proceeding well. The outcome from that review was to identify work that could be returned to their rightful owner, which would in turn generate capacity for the Constabulary and return to its core policing duties.

7.4 The Chair thanked the PCC for his introduction. During the discussion, the following points were raised:

- 7.4.1 Members of the Panel were pleased that the PCC was focusing on pillar 2 and visible policing as the subject was being raised with them by the general public frequently. Panel members raised that they were often being asked by their parish councils why police officers were not attending parish council meetings and it was hoped that a solution could be found to how villages, parishes and parish councils were told what and when was going on in their area and what the police were doing. The PCC reported that this was the leading topic in the recent Public Accountability Meeting and the footage was available online. The PCC explained that he had raised the same concerns, but his part was to scrutinise the Constabulary and to ask why. He explained that the Constabulary had 1800 officers, and this left few officers to be able to attend the 450 parishes that existed in Norfolk whilst also prioritising 999 calls and other high priority tasks, which were currently at the highest level than they had been. Emergency responses had to be a priority over undertaking a routine patrol. The PCC would like to be in the position of reinstating those patrol walks or something like Police Community Support Officers (PCSOs) as the public was asking him too. Increasing the number of police officers on the ground to answer the emergency calls considering the limited budget was not an option. Other areas that were being reviewed included the amount of tasking that was being carried out for other agencies. The PCC reported that 20% of the phone calls received were for mental health calls. There was currently national debate by the policing minister and Humberside Constabulary who had decided, after seeking legal advice, that they would step back sensibly from mental health issues. The senior leadership team in Norfolk had considered what Humberside had done and although they had a sound approach, would be approaching it slightly differently and would have a long run up to stepping back. The Norfolk approach would support the mental health service so that when policing did step back, there would be a safety net in the form of mental health cars. It was hoped that the number of these would increase. The PCC also commented that there were other issues aside from mental health which was not core policing business. As such as full review of 999 calls was being carried out to identify what the police were involved in. In answer to the other part of the issues raised by the Panel, the PCC confirmed that he was encouraging members of the Constabulary to not attend parish council meetings as it was too time-consuming travelling, writing a report and attending the meeting. The PCC encouraged parish councils to attend the Safer Action Neighbourhood Panel meetings (SNAP) instead where they would be able to access the beat manager and the area inspector.
- 7.4.2 In response, the Panel member commended the approach of looking at the Humberside model and commended the PCC for considering other areas where the capacity of the police could be increased. He suggested that community support officers were linked to the councils but should not be linked to the police. The PCC replied that whilst it was not the view of some members of the Panel, the majority view of the public was that they would like PCSOs reinstated. He reported that work that was taking place in his office through the Community Safety Partnership and funding that they could have access too was the consideration of a community support officer concept based on the Covid-19 marshal model. There was detail to be discussed regarding what they could do on behalf of the police and how they would link with the police, but it was an idea that would be considered.
- 7.4.3 The Chair referred to Safer Neighbourhood Action Panels (SNAP) on page 30 at point 4.4 of the agenda and noted that a review had commenced with

recommendations focusing on achieving consistent minimum standards in line with the College of Policing Guidelines. The Chair asked if there was anything that the PCC perceived indicated that standards needed to improve and be in line with the College of Policing Standards. The PCC explained that the SNAP meeting should be chaired by a member of the public rather than the police. Due to the Covid-19 pandemic, some of them had been suspended and some changed to virtual meetings. They had all returned but in various forms with some being virtual, some hybrid and some in-person. The Chief Constable was looking at best practice nationally and would be applying a consistent approach to SNAP meetings in Norfolk. The PCC was reinforcing this message by encouraging councils to help support them so police assets were not being provided. This would mean that representatives from all communities that the SNAP covered would be present and proper discussions could be held.

- 7.4.4 The Panel asked for the progress of the eleven areas for improvement, as outlined on page 27, point 3.1.3 of the report. The PCC answered that he would like to be able to go through each of those eleven areas and give a detailed response but with the Chief Constable absent he was not able to do that. However, the PCC did explain that before the final report was published, work began on all eleven areas immediately and would continue. The PEEL Inspection approach only gave a short window before the inspector returned after the initial inspection and therefore only gave the Constabulary a short time to consider those areas which had raised concern. The PCC reassured the Panel that the CC had been able to give a detailed report of progress on those areas. The PCC offered to take away the action and provide a written response to the question to append to the minutes.
- 7.4.5 The Panel questioned the PCC about what provisions were being put in place to improve the detection rate and increase the crimes solved from 10% to 20%. Page 49 of the report indicated that only 10% of crimes were solved. The PCC referred the Panel to the Peel report which congratulated the Constabulary on a solve rate that was 2% higher than the national average. At that time the national average was 7%, and Norfolk was achieving 9%. It appeared that this meant that 90% of crime was never solved. The PCC explained that the Home Office were reviewing the Home Office Accounting Rules as currently the Constabulary had to record all charges that occurred from any single incident, if appropriate. However, not all those charges would be taken to court by the Crown Prosecution Service which would indicate that the remaining charges were never solved. It was anticipated that the Constabulary would only have to record the primary offence, and list others charges as additional charges. It was also noted that statistics could be out of date and the PCC informed the Panel that the Office of National Statistics were often three months behind whereas the British Crime Survey were up to date.
- 7.4.6 Regarding pillar 3 of the Police and Crime Plan; Strategic Priority of Tackling Crime, the Panel commended the 63% decrease in the number of active county lines and questioned how that had happened. The PCC explained that the success of county lines was a Norfolk home-grown success and was because of one police officer who identified a new trend of the drugs supply in Norfolk and a new supply model, most of which was cocaine based. The drug initially came from Latin America and would make its way to Liverpool or London. The model which was identified was based on child exploitation. The police officer worked with the Home Office and the experience was rolled out nationally and was now considered best practice and used by most forces in the country. The PCC explained that the

Constabulary had enough evidence to wrap county lines up immediately, however the problem with that was that it would become situation vacant. Gangs could backfill spaces quickly so taking the supplies of the street would not help, the whole model needed to be considered and the supply change from the big cities which they originated from needed to be addressed. The PCC also reported that the specialist countyline team had a crown prosecution lawyer embedded in them, so they were able to get advice at an early stage. The PCC explained that the last time he was briefed the team had a 100% conviction rate. This was due to there being a 100% guilty plea rate.

- 7.4.7 Having seen an article in the local press regarding violence against police officers, the Panel asked the PCC if he was satisfied with the duty of care that the Constabulary provided when they entered dangerous situations. The PCC replied that it was a difficult question because he would wish that no Police Officer would be assaulted. Putting police officers in a situation and wearing appropriate equipment for that/ Public had indicated that they do not like the look of police officers armed with weapons, however officers do not know what situation they would come across and needed to be prepared. Around 40% of officers were assaulted each year and approximately 9% of officers needed hospital treatment each year. The PCC asked rhetorically how many civilians would go to work every day with that amount of risk, and it was high credit to the officers that the Constabulary had that they continued to go to work. The PCC also made the point that every officer who was injured, was one less officer who was not fit for duty as well as the ongoing toll that it took. Nationally there was approximately 20% of officers who were suffering from stress. If society did not support officers, then the retention of officers could suffer. The crown prosecution service needed to take the assault on officers seriously, and there was a plea that magistrates looked carefully at assault on officer's cases taking into consideration the risks that officers encountered daily
- 7.4.8 The Panel asked the PCC how his office were embracing the improvements that the PCC wanted to see with regards to the concerns within the VAWS, mentioned on page 46 at point 7.24. The PCC explained that each case officer had 170 cases to deal with and was an unfair challenge and far too high, the majority of which had arisen from court delays. The magistrate court numbers had risen again after having been addressed from the Covid-19 pandemic. The PCC highlighted that the VAWS were the interface between the Constabulary and the witnesses and were often working late in the process, liaising with the witnesses advising of court changes. There were a variety of reasons why the cases were growing but mostly it was due to resources in the wider criminal justice system, such as transport from Norwich prison to courts around the county. If there were any issues with traffic, it would mean that cases were held late pushing back other cases and this compounded the problem. The precept rise last year had helped to add some temporary staff into the team but the scale of the problem was not subsiding. After conversations between the PCC and CC, it had been suggested that the problems would not ease until 2027. The PCC also highlighted that the role was emotionally demanding and needed to be carried out by vocational people. He added that the CC was very aware of this, and discussions were being held about where the resources would come from. The PCC expressed that he was glad it was raised as it was a real cause for concern.
- 7.4.9 The temporary posts in the VAWS had been created to address the backlog, but it was considered that the extra resources would not be needed in the long term.

The temporary reasoning was now becoming permanent due to issues in the criminal justice system. Some of the temporary posts could be made permanent but this was a tension between balancing the budget as the financial liability would then be taken on.

- 7.5 Having considered the PCC's summary of progress towards delivering the six strategic priorities, the Panel **NOTED** the report and that the PCC would provide further information on progress with the areas for improvement identified by the HMICFRS PEEL inspection

7. Information Bulletin – questions arising to the PCC

- 7.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 7.2 The PCC highlighted that since the report had been written he had started a fortnightly blog on his website. It reflected mostly on conversations that he had held with the wider public so they could be aware that he had noted them.
- 7.3 The Chair asked the PCC if there was anything further that he had challenged the CC on at the last Public Accountability Forum (PAF) on 19th April that hadn't been mentioned in the report or previously at this meeting. The PCC explained that it had primarily focused on visible policing, and it was clear that the Constabulary and the CC knew this was a focus, but it was about prioritisation and balancing resource pressures. There were a lot of initiatives coming from the Home Office and legislation being moved forward which would mean more tasks for policing without extra resources, which also needed to be considered. The Government's anti-social action plan initiative had been released, but only 10 forces out of 43 were being funded for the pilot. However, there was concern that the Government had raised expectations within the public that the Constabulary would be present in every rural village addressing anti-social behaviour, but there was not that resource available. Next year, there had been an indication that £2.2 million would be received specifically to support the anti-social plan. Half of that funding which would be for initiatives to address anti-social behaviour through the Community Safety Partnership with the other half of the funding being used for criminal justice plan to support 'instant justice'. The PCC did express some concern how much impact this funding would have. He added that they would have the benefit of being able to watch the pilots with interest and would be able to apply that experience when the plan went live.
- 7.4 The Panel **NOTED** the report.

8. PCC Complaints Monitoring Report

- 8.1 The Panel received the report reviewing complaints received since the last monitoring report was received on the 27 June 2022.
- 8.2 The Panel **NOTED** the monitoring information.

9. Complaints Policy Sub Panel – Update

- 9.1 The Chair of the Sub Panel highlighted that since the meeting the report from Baroness Casey had been published and encouraged members of the Panel to read it.
- 9.2 The Chair of the Sub Panel asked for endorsement that the meeting frequency of the Sub Panel were reduced to two meetings per year, which he felt would be adequate, particularly as the Police and Crime Panel had moved to a programme of quarterly meetings. Additional meetings could still be arranged should they be required.
- 9.3 The Panel **NOTED** the update from the Complaints Policy Sub Panel and **AGREED** that the Sub Panel's Terms of Reference should be amended to state that it would meet approximately twice per year.

10. Norfolk Police and Crime Panel Annual Report 2022-23

- 10.1 The Panel received the report which set out the Panel's activity during the past year.
- 10.2 The Chair asked the Scrutiny Manager to make sure that a final version was published on the Panel's webpage and circulated to each member of the Panel. The Chair encouraged the Panel Members to share it with their colleagues and update them about the work of the PCP.
- 10.3 The Panel **AGREED** the draft annual report and **APPROVED** publication of the Panel's annual report 2022-23.

11. Work Programme

- 11.1 The Panel received the work programme for the period July 2023 to May 2024.
- 11.2 The Chair highlighted that the scheduled April 2024 meeting would be changed to early March 2024 to allow it to take place outside of the pre-election period ahead of the PCC elections in May 2024.
- 11.3 The Chair suggested that at the March 2024 meeting, the PCC could provide an end of year report. The PCC explained that, although he would be happy to produce a report, as he was hoping to stand again as PCC for a following term, he would include a future action plan summarising what he had achieved and what he hoped to achieve for the future. It was noted that the PCC had only had a three-year term, whereas his predecessor had been in the role for five years due to the Covid-19 pandemic and the delay of the PCC elections.
- 11.4 The Chair noted that the membership of the Panel may change following the imminent local elections, and he thanked those Members on the Panel for their contribution and wished those who were not standing for re-election well for the future.
- 11.5 The Panel **AGREED** the work programme.

Meeting ended at 12.26pm.

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



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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; and
- 2) The continuation of Air Commodore Kevin Pellatt and Mr Peter Hill as co-opted independent members.

1. Background

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

2. Purpose of today’s meeting

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

3. Local Authority Members

- 3.1 Each council (the Borough, City, County and District Councils) has appointed members to the Panel with a view to ensuring that the ‘balanced appointment objective’ is met, so far as is reasonably practicable.
- 3.2 The Panel is invited to consider the following information to help it determine whether the balanced appointment objective is being met.
- 3.3 Geographical balance – the Panel represents all parts of the relevant police

force area.

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

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

Following local elections in May 2023, the number of places in each political group across the county is as follows:

Conservative - 181
Labour - 93
Liberal Democrat - 68
Green - 24

The composition of the Panel's 10 appointed members has therefore changed from the previous year to:

- 5 Conservative
- 3 Labour
- 2 Liberal Democrat

Norwich City Council, Great Yarmouth Borough Council and Borough Council of King's Lynn West Norfolk have appointed Labour members, North Norfolk District Council and Broadland District Council have appointed Liberal Democrat members and all other District Councils have appointed Conservatives. Norfolk County Council has appointed 3 Conservative members 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 The Panel is also asked to endorse both Air Commodore Pellatt's and Mr Peter Hill's continuation in the role of co-opted independent members. Air Commodore Pellatt was re-appointed in 2020 for the four-year term to the end of June 2024. Mr Peter Hill was re-appointed last year for the four-year term to the end of June 2025.

5. Action

5.1 The Panel is recommended to consider:

- 1) Whether the balanced appointment objective is being met;
- 2) The continuation of Air Commodore Kevin Pellatt and Mr Peter Hill as co-opted independent members.



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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 of responses received is set out here.

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

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

Panel Arrangements and Rules of Procedure - Review

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

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

1. Background

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

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

2. Purpose of today's meeting

2.1 Panel Arrangements

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

2.2 Rules of Procedure

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

Minor amendments have been made since last year, to:

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

b) update the reference to Norfolk County Council's constitution at Paragraph 20.3 to Part 8B, following publication of an updated constitution in March 2023 (Paragraph 20.3 onwards of the Panel's Rules of Procedure incorporates Norfolk County Council's committee procedure rules).

2.3 PCC conduct complaints

The Panel is recommended to review and endorse the guidance for handling complaints about the conduct of the Police and Crime Commissioner (PCC), which is attached at **Annex 3** of this report, and appoint Panel members to be involved in the process during 2023-24.

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

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

2.4 Complaints Policy Sub Panel

2.4.1 The Panel will also wish to appoint members to the Complaints Policy Sub Panel during 2023-24.

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. They have been updated to reflect the recommendation agreed by the Panel at its 27 April 2023 meeting, to state that the Sub Panel will meet approximately twice each year.

2.4.3 The next meeting is scheduled to take place at 10am on Thursday 7 September 2023.

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

3. Action

3.1 The Panel is recommended to:

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



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Norfolk Police and Crime Panel

Panel Arrangements

1. Background

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

2. Functions of the Police and Crime Panel

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

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

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

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

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

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

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

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

2.8 The PCP must:-

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

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

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

3. Operating Arrangements

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

4. Financial Arrangements

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

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

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

5. Membership – Appointed Members

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

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

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

6. Membership – Independent Members

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

- 6.4 The recruitment process will be carried out in accordance with the following principles:-
- (i) Appointments will be made on merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the PCP
 - (ii) The selection process will be fair, objective and impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria
 - (iii) The selection process will be conducted transparently with information about the requirements for the appointments and the process being publicly advertised and made available
- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.
- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.
- 6.7 A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the PCP to meet its Balanced Appointment Objective.
- 6.8 At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.

7. Casual Vacancies

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

8. Resignation of Appointed Members

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

9. Resignation of Independent Members

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

10. Removal of Appointed Members

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

11. Removal of Independent Members

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

12. Amendments to Panel Arrangements

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

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

13. Interpretation

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

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

14. Promotion of the Panel

14.1 The Panel Arrangements shall be promoted by:

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

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

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

Norfolk Police and Crime Panel

Rules of Procedure

1. General

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

2. Chair of the Police and Crime Panel

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

3. Meetings of the Police and Crime Panel

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

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

4. Quorum

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

5. Work Programme

- 5.1 The PCP will be responsible for setting its own work programme taking into account the priorities defined by the PCC and taking into account the views of other agencies and partnerships.
- 5.2 The work programme must include the functions described in section 2 of the Panel Arrangements.
- 5.3 Any member of the PCP shall be entitled to give notice to the PCP secretary that they wish 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 they receive 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 Chair 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 they are 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 Chair of the PCP.
- 8.4 If the PCP requires the PCC to attend before the PCP, the PCP may, by giving reasonable notice request the Chief Constable to attend before the PCP on the same occasion to answer any questions which appears to the PCP to be necessary in order for it to carry out its functions.

9. Attendance by Others

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

10. Special Functions

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

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

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

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

11. Police and Crime Plan

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

11.2 The PCP must

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

12. Annual Report

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

13. Proposed Precept

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

Or

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

14. Appointment of Chief Constable

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

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

15. Senior Appointments

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

16. Appointment of an Acting Police and Crime Commissioner

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

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

17. Complaints

- 17.1 The PCP will delegate the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the Commissioner's Chief Executive.
- 17.2 The PCP will delegate the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to Norfolk County Council's (NCC's) Director of Democratic and Regulatory Services for informal resolution.
- 17.3 The Panel will appoint a member (or members) to sit in association with the Chief Executive of the Office of the PCC to give consideration to the initial sift of complaints and with the Director of Democratic and Regulatory Services to undertake informal resolution.
- 17.4 The Commissioner's Chief Executive and NCC's Director of Democratic and Regulatory Services will provide the PCP with annual monitoring reports, setting out the number and spread of complaints handled during the period.
- 17.5 The PCP shall give all such assistance and co-operation to the Independent Office for Police Conduct (IOPC) in carrying out investigations of serious complaints and conduct matters as it may reasonably require.
- 17.6 The PCP shall receive notification by the IOPC of any determination that it has made under the Regulations (Part 3) in relation to the investigation of serious complaints and conduct matters.

18. Suspension of the Police and Crime Commissioner

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

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

19. Suspension and Removal of the Chief Constable

- 19.1 The PCP will receive notification if the PCC suspends the Chief Constable.
- 19.2 The PCC must also notify the PCP in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 19.3 The PCC must provide the PCP with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 19.4 If the PCC is still proposing to call upon the Chief Constable to resign, they 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 they 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 they should call for the retirement or resignation; or
 - (ii) the PCC notifies the PCP of a decision about whether they accept the PCP's recommendations in relation to resignation or retirement.
- 19.9 The PCC must consider the PCP's recommendation and may accept or reject it, notifying the PCP accordingly.
- 19.10 In calculating the six week period, the post election period is ignored.

20. Decision-making and Rules of Debate

20.1 Principles of Decision-making

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

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

20.2 Voting

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

- 20.2.2 Voting will normally be by show of hands; but any member may demand a recorded vote and, if one quarter of the members present signifies its support, such a vote will be taken.
- 20.2.3 If there are an equal number of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.
- 20.2.4 Where immediately after a vote is taken at a committee meeting any member of that committee so requires, there will be recorded in the minutes of the proceedings of that meeting whether that person casts their vote for the motion or against the motion or whether they abstained from voting

20.3 Rules of Debate

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

- 20.3.1 The Chair shall first explore through debate if there is a consensus on the views to be expressed by the Committee. If there is no consensus, the Chair will ask if any member wishes to move a formal motion as to the view to be expressed by the Committee.
- 20.3.2 No debate or vote until motion seconded
No motion will be debated or voted upon after the mover has moved a proposal (other than a motion that the report of a committee or a recommendation within it be received and adopted) until the motion has been seconded.
- 20.3.3 Right to require motion in writing
Unless notice of the motion has already been given, the Chair may require it to be written down and handed to them before it is discussed. The motion will be read out to the committee before any vote upon it is taken.
- 20.3.4 Secunder's speech
When seconding a motion or amendment, a member may reserve their speech until later in the debate.
- 20.3.5 Content and length of speeches
Speeches must be directed to the question under discussion or to a personal explanation or point of order. No speech may exceed three minutes without the consent of the Chair.
- 20.3.6 When a member may speak again
A member who has spoken on a motion may not speak again whilst it is the subject of debate, except;
(a) to speak once on an amendment moved by another member;

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

20.3.7 Amendments to motions

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

20.3.8 Alteration of motion

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

20.3.9 Withdrawal of motion

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

20.3.10 Motions which may be moved during debate

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

- a) to withdraw a motion;

- b) to amend a motion
- c) to postpone consideration of the motion;
- d) to proceed to the next business;
- e) that the question be now put;
- f) to adjourn a debate;
- g) to adjourn a meeting;
- h) to exclude the public and press in accordance with the Access to Information Rules;
- i) to not hear further a member named under Rule 11.3 or to exclude them from the meeting under Rule 11.4.
- j) that the procedural rules be suspended

20.3.11 Closure motions

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

Procedure:

- b) If a motion to proceed to next business is seconded and the Chair thinks the item has been sufficiently discussed, they will give the mover of the original motion a right of reply and then put the procedural motion to the vote.
- c) If a motion that the question be now put is seconded and the Chair thinks the item has been sufficiently discussed, they will put the procedural motion to the vote. If it is passed they will give the mover of the original motion a right of reply before putting their motion to the vote.
- d) If a motion to adjourn the debate or to adjourn the meeting or to postpone consideration of the meeting is seconded and the Chair thinks the item has not been sufficiently discussed and cannot reasonably be so discussed on that occasion, they will put the procedural motion to the vote without given the mover of the original motion the right of reply.
- e) 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 twenty minutes unless it is moved by the Chair.

20.3.12 Point of order

A member may raise a point of order at any time. The Chair will hear the member 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 they consider it has been broken. The ruling of the Chair on the matter will be final.

20.3.13 Personal explanation

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

21. **Minutes**

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

22. **Record of attendance**

- 22.1 Each member attending a committee meeting must, with a view to securing the recording of their attendance, sign the attendance sheet provided by the Director of Democratic and Regulatory Services for that purpose. If any member arrives after the attendance sheet has been circulated, they must intimate their presence to the Director of Democratic and Regulatory Services. If the electronic voting system is available in the room where the Committee is being held, their presence can be indicated by inserting the member's card in the system rather than signing an attendance sheet.

23. **Exclusion of Public**

- 23.1 Members of the public and press may be excluded either in accordance with the Access to Information Rules at Part 11A or Rule 12.

24. **Members' Conduct**

24.1 Speaking

When a member speaks at committee meetings, they must address the meeting through the Chair, and should remain seated.

24.2 Chair Standing

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

24.3 Member not to be heard further

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

24.4 Member to leave the meeting

24.4.1 If the member continues to behave improperly after such a motion is carried, the Chair may adjourn the meeting for a specified period or move that the member leaves the meeting. If seconded, the motion will be voted on without discussion. If the member continues to behave improperly, the Chair may give such direction as they consider appropriate for the removal of the member and the restoration of order.

24.5 General disturbance

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

25. Disturbance by the public

25.1 Removal of member of the public

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

25.2 Clearance of part of meeting room

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

26. Interest of Members in contracts and other matters

Norfolk County Council and Co-opted Independent Members

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

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

26.3 An 'Other' interest is one which affects, to a greater extent than others in their division, the relevant member's:
a) own wellbeing or financial position or

- b) that of family or close friends
- c) any body –
 - (i) exercising functions of a public nature
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

of which the member is in a position of general control or management.

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

District Council Members

- 26.5 District Council members will be bound by their own District Council Code of Conduct.

27. Suspension and Amendment of Committee Procedure Rules

27.1 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.

27.2 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.

28. Adjournment of Panel Meetings

- 28.1 When the PCP adjourns, whether by resolution or by decision of the Chair, the adjournment will by decision taken at that time be to a date, time and place specified, provided that where this is not practicable

and a meeting is adjourned for an unspecified period and/or to an unspecified place, all members of the PCP will be notified of the new date, time and place when these have been determined.

29. Questions from the Public

- 29.1 The Agenda for ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel's Chair on issues within the remit of the Panel.
- 29.2 The Agenda item will ordinarily allow no more than 30 minutes for this item, although the Chair of the Panel may reduce or extend this at his discretion.
- 29.3 Anyone living, working or studying within Norfolk will be entitled to ask questions.
- 29.4 A questioner can submit one question at each ordinary Panel meeting, limited to a maximum of 110 words.
- 29.5 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.
- 29.6 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.
- 29.7 The Director of Democratic and Regulatory Services in consultation with the Panel's Chair and Vice-Chair, will review each question to ensure that it meets the criteria for public questions set out in these Rules of Procedure. Questions that do not meet the criteria will be disallowed, but where appropriate, the question will be passed on to the appropriate organisation and the questioner advised of where the question has been directed to. Confirmation of receipt of the question and whether it has been allowed will be provided, together with advice about attending the meeting. The final decision as to whether a question will be allowed is for the Director of Democratic and Regulatory Services in consultation with the Chair of the Panel.

- 29.8 Questioners must ordinarily attend the meeting to put their question and receive their answer. However, in circumstances where a questioner is unable to attend personally, either:
- a) with the prior consent of the Chair, a representative of the questioner may attend the Panel meeting and put the question on behalf of the questioner, or
 - b) the answer will be forwarded in writing to the questioner.
- 29.9 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).
- 29.10 Every question (and supplementary) shall be put and answered without discussion.

30. Interpretation

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

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

Detailed Guidance

1. Introduction

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

2. Role of Police and Crime Panel under the Regulations

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

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

3. Key concepts

The legislation contains a number of key definitions:

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

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

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

4. Evidence threshold

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

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

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

5. Appropriate Police and Crime Panel

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

6. Recorded Complaints and Conduct Matters

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

7. Conduct matters

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

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

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

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

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

8. Conduct matters occurring outside England and Wales

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

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

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

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

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

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

By telephone: (01953) 424455

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

- The Norfolk Police and Crime Panel (the Panel);
- The Independent 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 Director of Democratic and Regulatory Services in consultation with a nominated member of the Panel.

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

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

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

Apologies

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

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

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

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

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

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

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

publication is in the public interest.

Timescale

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

17. Provision and recording of information

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

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

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

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

18. Withdrawn and discontinued complaints

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

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

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

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

If the complainant wishes to withdraw their complaint, but does not provide signed notification in writing, the Panel must write to the complainant to

determine whether or not they wish to withdraw. If the complainant does not reply within 21 days, the Panel will treat it as if he had received signed, written notification of a desire to withdraw.

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

19. Right of appeal

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

Complaints Policy Sub Panel

Terms of Reference

1. Role and Purpose of the Complaints Policy Sub Panel

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

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

2. Scope of the Complaints Policy Sub Panel

Objectives:

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

3. Method

The working group will meet approximately two times per year (September and March), 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>

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

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

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

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the progress being made towards delivering the Police, Crime and Community Safety Plan 2022-24 ("the Plan").
- 2.2 Attached at **Annex 1** of this report is the PCC's performance report which sets out an overview of progress against all six strategic priorities (pillars) contained within the Plan.

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 (subject to operational commitments).
- 3.2 The Panel may wish to question the new PCC on the following areas:

Pillar 1: Sustain Norfolk Constabulary

- a) Implications of the 7% pay award for police officers, which was announced by the Government in July 2023;
- b) Local progress with implementing 'Right Care Right Person', a new partnership approach to ensure those requiring urgent mental health support receive timely care from the most appropriate agency;
- c) Progress with the Norfolk Horizons project, designing policing services to 2030 and beyond, and the PCC's contribution;
- d) The new Carbon Reduction & Environmental Action Plan 2023-2030 and new Biodiversity Action Plan 2023-2030 which have been drafted and await publication on the Office of the Police and Crime Commissioner's website.

Pillar 2: Visible and Trusted Policing

- a) How the PCC continues to challenge the Constabulary on the public perception of policing and misconduct;
- b) The PCC's response to the [Independent Scrutiny & Oversight Board's Annual Report on the Police Race Action Plan](#), published on 8 August 2023;
- c) The accuracy and analysis of local police data;
- d) The security of local police data;
- e) The PCC's view of the new Neighbourhood Policing Strategy, currently in consultation stage.

Pillar 3: Tackling Crime

- a) How the PCC is working across the public, private and charity sectors to address the underlying problems that contribute to criminal activity;
- b) How the PCC is bringing together and co-ordinating resources to achieve best effects on the ground;
- c) The PCC's contribution to a co-ordinated county wide response to Violence Against Women and Girls (VAWG);
- d) Implications arising from the Government's [Anti-Social Behaviour Plan](#) published on 27 March 2023;
- e) How the PCC is responding to the new [Serious Violence Duty](#) introduced by the Government through the Police, Crime, Sentencing and Courts Act 2022, which is a partnership approach with councils and local services to share information and target interventions to prevent and reduce serious violence;
- f) The local response to tackling serious and organised crime, including fraud and cyber-crime;
- g) The PCC's response to the recently published [NFU Mutual Rural Crime Report 2023](#), which revealed that rural thefts cost the county an estimated £1.5m in 2022 - a rise of 52% from the previous year.

Pillar 4: Prevent Offending

- a) How the PCC assures himself that there is appropriate focus on identifying and protecting vulnerable people;
- b) The PCC's response to the [report in the local media](#) which said that recently released Ministry of Justice data shows that nearly a third of offenders in Norfolk had committed new offences within a year of being convicted or released from prison;
- c) How the PCC is leading and contributing to partnership working.

Pillar 5: Support Victims

- a) How the PCC is working with the APCC to influence national policy on supporting victims;
- b) How victims are supported and given a voice, and how their feedback on services is taken into consideration;
- c) How the PCC is working with the Local Criminal Justice Board to increase the efficiency and credibility of the criminal justice system;

- d) Implications arising from the [Victims and Prisoners Bill 2023](#).

Pillar 6: Safer and Stronger Communities

- a) The PCC's contribution to improving road safety through partnership working;
- b) Implications arising from the [Online Safety Bill 2022](#) and the [Public Order Act 2023](#);
- c) How the PCC is working with partners and communities to prevent crime and harm.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



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

Office of the Police and Crime Commissioner
Police, Crime and Community Safety Plan 2022-2024
Performance Monitoring Report

Summary:

This is the fourth report to the Police and Crime Panel on the 2022-2024 Police, Crime and Community Safety Plan which sets out an overview of the progress made against delivering on the objectives set out within the six pillars of the plan.

1. Background

- 1.1 The Police, Crime and Community Safety Plan sets out the strategic priorities for policing and how, in the current financial climate, local resources will be managed to deliver the best possible policing service to our communities in Norfolk.
- 1.2 This Plan will remain in place until after the May 2024 PCC elections, following a period of public consultation the PCC will then issue a new plan on or before 31st March 2025 in line with legislative requirements.

2. Monitoring progress against plan priorities

- 2.1 Following the publication of this plan and the development of operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 2.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police, crime and community safety plan through the PCCs Accountability Meetings (PAMs), and public papers are available on the OPCCN website.
- 2.3 Reports will be provided on all six pillars at each performance and scrutiny meeting throughout the year and a full annual review of performance will be provided through the PCCs Annual Report and presented to the Police and Crime Panel.
- 2.4 Performance reports prepared for the Police and Crime Panel will be strategic in style and include a mixture of qualitative and quantitative information to help demonstrate and provide context to panel members on the progress being made by the Police and Crime Commissioner in delivering his plan.

3. Pillar 1 – Strategic priority of ‘Sustain Norfolk Constabulary’

3.1 Under Pillar 1 there are seven objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

Objective 1: Maintaining an effective and efficient policing service

3.2 This part of the performance paper provides an update on the current position for the financial outturn report for 2022/23. The total Group Revenue Budget has an overspend of £0.241m (0.12% of net revenue budget).

	Budget 2022/23 £000	Outturn £000	Over(-)/Under spend	
			£000	%
Officer of the Police and Crime Commissioner	1,237	1,250	(13)	(1.08%)
PCC Commissioning	1,533	1,310	223	14.54%
Chief Constable Operational Spending (including capital financing)	204,816	206,684	(1,868)	(0.91%)
Transfer to / from Reserves	789	(628)	1,417	179.55%
Chief Constable Operational Spending (net)	205,605	206,056	(451)	(0.22%)
Specific Home Office Grants	(14,657)	(14,657)	0	100.00%
Total	193,718	193,959	(241)	(0.12%)

Table 1: High-level summary of the Group Revenue Budget as of 31st March 2023

3.3 The approved movements in reserves (see Section 6) to balance the final overspend

	£000
Transfer to PCC Reserve	210
Transfer from Budget Support Reserve	(451)
Total	(241)

3.4 The Constabulary Revenue Budget outturn is an overspend of £0.451m (0.22% of budget) at the year-end. The main variances are explained below and provided in the following table:

	Budget 2022/23 £000	Outturn £000	Over(-) / Under spend £000
Pay Related Costs	166,613	167,506	(893)
Other Employee Costs	1,867	1,844	23
Property Related Costs	18,221	19,059	(838)
Transport	3,821	3,925	(104)
Supplies and Services	15,507	16,548	(1,042)
Third party payments	3,459	3,432	27
Income	(10,431)	(11,099)	668
Capital Financing	5,759	5,468	291
Transfer to / (from) Reserves	789	(628)	1,417
Total	205,606	206,056	(451)

Table 2: The Constabulary’s revenue budget as of 31st March 2023

3.5 A full and comprehensive report explaining these variances has been submitted to the PCC and the PCC's Chief Finance Officer.

Capital

- The Capital Budget and forecast expenditure is as follows:

	Original Budget £m	Changes to be approved £m	Revised Budget £m	Outturn £m	Variance £m
Slippage from 2021/22	6.317	0	6.317		
Table A – schemes approved for immediate start 1 April 2022	8.412	0	8.412		
Total Capital Programme	14.729	0	14.729	11.587	3.142
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.724	0	2.724		
Total	17.453	0	17.453		

Table 3: Capital Budget and Forecast expenditure

3.6 The outturn at year-end is £11.587m. There is an underspend of £3.142m relating to the re-profiling of Estates schemes (Bethel Street Police Station and Norfolk Learning Centre) and underspend against Broadland Gate project, anticipated delay in the delivery of vehicles and various ICT projects slipping into next financial year. £2.838m of this underspend will be required as slippage into 2023/24.

Objective 2: Continue to invest in and support officer and all police staff's health and wellbeing

3.7 Police Officer Strength at the end of February was at 101% of the establishment. A total of 30 transferees were appointed within the 2022/23 financial year, which is unchanged owing to the Project Uplift moratorium.

3.8 Sickness absence in the last 12 months has been lower than the previous 12 months, and within 0.1 percentage points of the long-term average.

3.9 As of 28th February 2023, a total of 131 Student Officers had been recruited under Policing Education Qualifications Framework (PEQF), with 22 joining in February.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,800	1,666	1,644	8.0%	9.5%
	Police officer strength	1,807	1,737	1,691	4.0%	6.9%
	Establishment for Staff	1,363	1,294	1,265	5.3%	7.7%
	Staff strength	1,290	1,259	1,193	2.5%	8.1%
	% hours lost to sickness for Police Officers	4.0%	5.3%	4.6%	-1.3p.p	-0.6p.p
	% hours lost to sickness for Staff	5.1%	5.1%	5.0%	0.0p.p	0.1p.p

Table 4: Establishment, strength and sickness of Police Officers and Staff - The date range for the Last 12 months was 01/03/2022 – 28/02/2023. The date range for Previous 12 months was 01/03/2021 – 28/02/2022. The date range for the long-term average was 01/03/2019 – 28/02/2022.

Objective 3: Equipping all the workforce with modern and innovative tools and technology

- 3.10 The new Norfolk and Suffolk Constabularies ICT strategy was launched at the end of June 2023. The strategy focuses on the core architecture, strategic principles, deliverables, and metrics to ensure it meets the future national and regional digital needs of the forces.
- 3.11 Norfolk and Suffolk are making significant progress in the rollout of the Intune Mobile Data Management (MDM) solution. This enables the end of some existing expensive BlackBerry mobile contracts and delivers a more cost effective and efficient mechanism for managing mobile devices. The work is almost complete and the old legacy contracts have been terminated.
- 3.12 Planning for some significant ICT refresh programmes continues for 2023/24 on a number of key ICT End of Life (EOL) pieces of work that are due to complete in 2023.
- 3.13 Work progresses on the OPTIK system (an integrated mobile solution for frontline officers), with enhancements to the Domestic Abuse response due to go live in Q2 2023, alongside a development which will allow officers to get access to international policing data through their mobile devices.
- 3.14 An in-house mobile application development to record assaults on Police Officers and Police Staff and Use of Force for frontline officers went live in Q1 2023.
- 3.15 On the national and regional delivery side of ICT solutions, our teams have been involved in 5-Force Digital Asset Management System (DAMS) to store, analyse and index digital media from a single repository, i.e., CCTV, Body Worn Video, Smartphones, digital interviews, dashcams etc, which is on track for October 2023 go live. Athena (the 9-force crime management system) have confirmed a revised go live date of January 2024 for the new Digital Case File (DCF) release.
- 3.16 There is a four-month delay to the start of UAT4 for the 7-Force Wet Digital Case Management solution (Nimbus). We currently await a new go live date following this delay.
- 3.17 The tender specification to appoint a consultancy service to produce an Electric Vehicle and Charging Strategy has been signed-off. The Vehicle Fleet Strategy is on hold pending the findings of this consultancy work.

Objective 4: Achieving best value from police and OPCC funding

- 3.18 Norfolk Constabulary was subject to a Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection by His Majesty’s Inspector of Constabulary and Fire & Rescue Services (HMICFRS) in 2022. The resulting report was published in October 2022. The force received the following gradings:

Outstanding	Good	Adequate	Requires Improvement	
Good use of resources	Preventing crime	Responding to the public	Treatment of the public	
	Managing offenders	Investigating crime		
	Developing a positive workplace	Protecting vulnerable people		

- 3.19 In addition to the PEEL gradings, the inspectorate set out eleven Areas for Improvement (AFIs). Progress against each AFI is monitored through a monthly meeting chaired by the Deputy Chief Constable.
- 3.20 When we are next inspected, we will be assessed against the 2023 – 2025 PEEL Assessment Framework (PAF). HMICFRS have published the framework but have not yet confirmed the date of our in-force inspection activity.
- 3.21 We continue to progress recommendations from national thematic reports that are allocated to all forces in England and Wales. During this reporting period HMICFRS have published one thematic report - 'An inspection of how well the police tackle serious youth violence'.

Objective 5: Delivering an effective Estates Management Strategy

3.22 Key Estates Projects

- 2022/23: Norwich City Police Station – Refurbishment - Contractor tenders for the required site and building refurbishment works have now been received and are under evaluation prior to a recommended award to the PCC.
- 2023/24: North Norwich / South Broadland – Under Review - The availability of sites is being explored for the location of a future new response police station subject to future funding settlements.
- 2024/25: Great Yarmouth & Gorleston – Under Review - Future operational needs of the area are under review and the impact of the Great Yarmouth third river crossing will be assessed after opening in summer 2023, again subject to future funding settlements.

3.23 Emergency Services Collaboration on Estates

- Further emergency services collaboration is being progressed with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations. This will enable Beat Managers to have desk space within a secure environment on the area they police. Agreements are being finalised with Norfolk County Council for these proposed shared sites.

3.24 Property Disposal

- Outline planning permission for residential use is being sought on the surplus former Acle, Sprowston and Swaffham Police Station sites.

3.25 Carbon Reduction

- Works to provide Harleston and Long Stratton Police Stations with new electric air source heat pumps have been completed.
- A new Carbon Reduction & Environmental Action Plan 2023-2030 has been drafted and awaits publication on the Office of the Police and Crime Commissioners web site.
- A new Biodiversity Action Plan 2023-2030 has been drafted and awaits publication on the Office of the Police and Crime Commissioners web site.

Objective 6: Designing policing services to 2030 and beyond

- 3.26 The Horizons team are preparing work around several innovation projects, including:
- "Operation Discovery" - a pilot aimed at improving the timeliness and quality of crime investigations launched in June 2022 in the King's Lynn and Breckland

Districts. The pilot includes a toolkit for supervisors to identify and overcome common difficulties during the investigation process. The success of the pilot has led to a county wide rollout of the initiative from April 2023. Investigations are being completed in a timelier manner with a greater rate of positive outcomes with the new approach.

- “Rapid Video Response” – is a pilot to consider the use of video meetings to deal with a crime complaint. The pilot was launched in October 2022 and for the reporting period, 378 appointments have been completed by video. During the pilot, the caller is given the option to talk to a police officer by video appointment at a time and day suitable to the caller. Satisfaction remains high with users of the service scoring it 4.8 out of 5. Eight out of ten people using the service had indicated they would use it again if they had to speak to police for a similar matter. A decision was made in March to extend the pilot to further explore the potential and wider benefits of Rapid Video Response in providing an excellent service to the people of Norfolk.

Objective 7: Continued collaboration with other blue light services

- 3.27 Following the business by the Office of the Police and Crime Commissioner, both Police and Fire agreed a strategic position to voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.
- 3.28 The Constabulary and Norfolk Fire and Rescue Service share headquarters premises at Wymondham and Fire Stations around the county continue to offer a number of opportunities to co-locate front line or neighbourhood resources.
- 3.29 Both organisations community partnership work is collaborated within one department and work continues to look at other areas where collaboration can be achieved.
- 3.30 The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

4. Pillar 2 – Strategic priority of ‘Visible and Trusted Policing’

4.1 Under Pillar 2 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Improving public trust and confidence in policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	85%	86%	Data not available	-1.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	79%	78%		1.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	59%	55%		4.0p.p	
	Public Perceptions: Understand issues that affect your community	63%	61%		2.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	56%	51%		5.0p.p	

Table 5: Public Perceptions survey data. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

4.2 85% of those surveyed in the reporting period felt that Norfolk Constabulary were doing a good or excellent job, demonstrating strong confidence in general policing across the County. This is a 1% reduction on the previous 12-month period.

4.3 There have been improvements across public perceptions of policing in Norfolk over the last 12-month period. Increased confidence in the police overall, increased confidence that the Constabulary will deal with crime and anti-social behaviour, improved understanding of issues affecting the community, and increased satisfaction with the level of local policing are welcomed, but still show room for further improvement.

4.4 The introduction of the Local Communications Officer (LCO) role has amplified the online and offline presence of our local policing teams within their communities.

4.5 Beat Managers and the Community Policing Team are protected assets, dedicated to working visibly in neighbourhoods.

4.6 The new National Police Chiefs Council (NPCC) Neighbourhood Policing Performance Framework is being piloted by a number of forces outside of Norfolk.

4.7 Our new Neighbourhood Policing Strategy will help to bring a more standardised approach to the delivery of neighbourhood engagement, problem solving and targeted activity in our communities.

Area	Indicator	Last 12 months	Previous 12 months
Visible and trusted policing	PSD data complaints	406	470
	PSD data complaints documented within 2 working days	75.9%	87.4%
	PSD data complaints complainant contacted within 10 working days	83.2%	58.7%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	90	70
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	40	42
	PSD complaints finalised where service provided not acceptable	98	49
	Reviews upheld	16	10
	Chapter 13 letters	12	5
	PSD conduct cases	67	44
	Misconduct hearings	4	4
	Misconduct meetings	11	1
	Police Appeals Tribunal	1	0

Table 6: Professional Standards Dept data; complains, time to document, complainants contacted, time to resolve, complains upheld and Chapter 13 letters.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

Police Public complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

Schedule 3: - The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance.

Outside of Schedule 3: - The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

Complaint: - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

4.8 *Complaints Update*

- In the reporting period, 406 complaints were received. This is a decrease of 14% compared to the previous year.
- 75.9% of complaints were logged within two working days, and 83.2% of complainants were contacted within 10 working days. Contact times have improved when compared to the previous 12-month period where 58.7% of complainants were contacted within 10 working days. The database used to record Complaints (Centurion) was upgraded in October 2022. Unfortunately, the update caused an error which resulted in the database becoming unusable for a period. The loss of Centurion affected our ability to log and contact complainants for several weeks. This has had an impact on our timeliness when measured over a 12-month period but has not impacted the last quarter.
- Schedule 3 cases took, on average, 90 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result. Cases handled outside of Schedule 3 took an average of 40 working days to resolve.
- In 98 of the 406 (24%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver a future reduction in similar cases. Identified learning is reviewed monthly to identify trends and seek solutions.
- This slight rise in 'service unacceptable' cases might be explained by the ongoing complaint handling training being delivered to Sergeants and Inspectors. PSD are delivering weekly training inputs, in which complaint handlers are encouraged to accept responsibility for mistakes, not to be defensive, and to seek learning and improvement. This is in line with the drive from the IOPC and current regulations. Previously there has been a culture of defensiveness over learning, which we are trying to discourage.
- The complainant has a right to request a review if they are dissatisfied with the outcome of their complaint investigation. The Independent Office of Police Conduct (IOPC) determined on 23 reviews, identifying eight that required further work. The Local Policing Body (The Office of the Police and Crime Commissioner) determined on 41 reviews, with eight being upheld as requiring further work.
- Where a local investigation is not completed within 12 months, the appropriate authority must provide the Local Policing Body (OPCC) and the IOPC with a report outlining the steps taken to progress the investigation (this is referred to as a Chapter 13 Response). Within the last 12 months the Professional Standards

Department oversaw the production of 12 of these reports, 10 relating to complaint cases and two conduct cases.

4.9 Conduct Update

- In this reporting period, 67 conduct cases were recorded. This is an increase of 52% compared to the previous year, when 44 cases were recorded.
- Three police officers were subject of misconduct hearings in the reporting period. As a result, they would all have been dismissed had they not resigned. One member of police staff was dismissed at a misconduct hearing.
- The 11 misconduct meetings held in the reporting period resulted in two Final Written Warnings, four Written Warnings, three referrals to the Reflective Practice Review Process, one Learning from Reflection, and one No Further Action for the officers and staff concerned.
- One Police Appeals Tribunal was held resulting in the police officer being reinstated.
- Misconduct cases are reviewed to ascertain any learning, and the results of hearings and meetings are published monthly to highlight to the wider Constabulary the behaviour of others. This is to provide officers and staff with an opportunity to learn from the mistakes of their colleagues and demonstrate the consequences of such behaviour.

Objective 2: Delivering effective neighbourhood policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	98	117	116	-16.2%	-15.5%
	Effective strength for Beat managers	86	116	109	-25.9%	-21.1%
	Effective strength for Beat managers (% of establishment)	87.8%	99.1%	94.0%	-11.3p.p	-6.2p.p
	Establishment for Sergeants	148	132	132	12.1%	12.1%
	Effective strength for Sergeants	145	132	129	9.8%	12.4%
	Effective strength for Sergeants (% of establishment)	98.0%	100.0%	97.7%	-2.0p.p	0.2p.p

Table 7: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts).

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 4.10 The establishment for Beat Managers has reduced from 117 to 98. In real terms, the reduction in posts relates to a re-alignment of Beat Manager Investigators to the new District Crime Units. Officers are performing the same role investigating neighbourhood crimes but are no longer included in the Beat Manager establishment.
- 4.11 The establishment for Sergeants has increased from 132 to 148. This figure includes all Local Policing Command Sergeant posts. We have 14 Local Policing Neighbourhood Sergeants who provide direct supervision to our Beat Managers. This number is unchanged from the previous reporting period.
- 4.12 The new Neighbourhood Policing Strategy, which is in the consultation stage, is being reviewed to ensure that it captures the essential learning from the recent Casey Report and the Police Race Action Plan, prior to publication.
- 4.13 A new Neighbourhood Policing Improvement Board has been set up, led by the Community Safety Superintendent.

- 4.14 Training has been delivered to all new Student Officers, Beat Managers, Local Policing Neighbourhood Sergeants, and Operational Partnership Teams in the use of problem-solving techniques.
- 4.15 Norfolk Constabulary has been working with students from the Anglian Ruskin University to run focus groups and seek to develop innovative solutions to long-term neighbourhood problems.
- 4.16 The first Civil Injunction under Antisocial Behaviour legislation has been applied for and granted against a Local Authority tenant in relation to the antisocial behaviour of a child residing at the address. This will provide a template for all future applications.

Objective 3: Delivering accessibility through active and focused engagement in our communities

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Total engagements	17,340	19,800	-12.4%
	Park Walk Talk Engagements	7,301	7,650	-4.6%
	Targeted Activity Engagements	3,141	2,067	52.0%
	General Engagements	1,566	4,556	-65.6%
	Key Individual Network (KIN) Engagements	691	1,253	-44.9%
	Streetsafe Engagements	257	1,359	-81.1%
	Community Meeting Engagements	824	774	6.5%
	Neighbourhood Engagements	1,070	0	100.0%
	Stakeholder Meeting Engagements	292	606	-51.8%
	Public Event Engagements	500	227	120.3%
	Education Engagements	282	610	-53.8%
	Vulnerable or Hard to Reach Group Engagements	427	0	100.0%
	Children and Young People Engagements	565	0	100.0%
	Surgery Engagements	280	0	100.0%
	Citizens in Policing (CiP) Engagements	71	132	-46.2%
	Reassurance Patrol Engagements	15	282	-94.7%
	Recruitment Event Engagements	33	27	22.2%
	Independent Advisory Group Engagements	24	0	100.0%
	Business Engagements	0	181	-100.0%
	Health Protection Regulations Compliance Monitoring Engagements	1	75	-98.7%
Protest / Demonstration Engagements	0	2	-200.0%	

Table 8: Engagement totals and by category, from Engagement App - The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

- 4.17 There has been a decrease in recorded engagements across the county over the past 12 months.
- 4.18 It is important to note that Engagement and Targeted Activity categories on the Engagement App (where officers record their engagement activity) were amended in October 2022. Some categories are no longer used and new ones have been created. This should be taken into consideration when comparing data from the most recent 12-month period against data from the previous 12-month period.
- 4.19 The force's Engagement Plan was launched at the start of October 2022. The plan provides officers with greater clarity and direction around why, how, and what we do when engaging with communities. Importantly, the Engagement Plan places emphasis on a 'quality over quantity' approach to recording engagement, which may account for some of the above reduction.
- 4.20 An updated version of the engagement monitoring report is being produced, allowing for a more detailed breakdown of engagement, and a further breakdown of targeted activity.

- 4.21 *Local Communication Officer update*
- 4.22 The Constabulary continues to deliver communications on its district digital platforms, to increase visibility through the work of Local Communication Officers (LCOs).
- 4.23 Our four LCOs, based in each policing command, deliver messaging to create two-way engagement with our communities, sourcing, generating, creating, and sharing tailored content on local channels.
- 4.24 With their knowledge and experience of digital communications, the LCOs can judge where best to promote police activity to make sure it's promoted in the right place to reach the right audience.
- 4.25 This includes using the constabulary's digital platforms (Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters and community radio. They also respond to questions, concerns, and comments positively, focussing on building trust, confidence, and reassurance in policing.
- 4.26 These channels are also an effective operational tool in gaining information (such as missing person investigations, wanted people and CCTV appeals).
- 4.27 Whilst there's been a big focus on digital platforms, traditional methods of communication such as posters, newsletters and leaflets still have a role to play in updating our communities, especially in our more rural areas.
- 4.28 Work is underway to update a communications toolkit which will provide LCOs and officers with templates that they can use when sharing information with their local communities.
- 4.29 Findings from the 2022 review of our online accounts showed our best performing accounts shared fewer posts, but increased their reach and engagement, supporting the quality over quantity approach.

Objective 4: Delivery of a responsive and modern first contact to calls for service

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	418,522	412,706	Data not available	1.4%	Not applicable
	999 calls	123,201	110,106	112,744	11.9%	9.3%
	% 999 calls answered within 10 seconds	84.4%	89.7%	Data not available	-5.3p.p.	Not applicable
	101 calls	295,321	302,600	Data not available	-2.4%	Not applicable
	Average time to answer 999 (in seconds)	6	5		20.0%	
	% Emergencies in Target - County	74.3%	77.8%	78.3%	-3.5p.p.	-4.0p.p.
	% Emergencies in target - Urban	75.9%	79.8%	80.2%	-3.9p.p.	-4.3p.p.
	% Emergencies in target - Rural	72.5%	75.6%	76.2%	-3.1p.p.	-3.7p.p.
	Average time to attendance for B1 (HH:MM:S)	01:21:52	01:00:06	Data not available	36.2%	Not applicable
	Average time to attendance for B2 (HH:MM:S)	27:32:25	15:54:55		73.0%	
	Average time to attendance for C (HH:MM:SS)	47:16:57	30:09:11	19:42:06	56.8%	140.0%
	Average time to attendance for Diary apps (HH:MM:SS)	103:17:20	71:59:36	64:31:43	43.5%	60.1%
% calls addressed through phone resolution	0.3%	0.5%	0.4%	-0.2p.p.	-0.1p.p.	

Table 9: Call Handling and Emergency Response

Server issues in 2019 resulted in inaccurate numbers of 101s over several months. As a result, long-term average for total calls for service and 101s has not been provided here. The date range for the Last 12 months was 01/04/2022 – 31/03/2023. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 4.30 999 call demand continues to rise and is 11.9% higher than the previous 12 months. This rise continues to put downward pressure on the average time to answer calls and attendance times.

- 4.31 The last 12-month 999 SLA performance is 5.3% lower than the previous 12 months. This is due to a number of factors including the removal of national Covid restrictions in February 2022, which saw a spike in staff sickness absence that lasted for many months, a reduced FTE due to limited recruitment during Covid, an increase in demand, and significant consultation with the workforce to re-structure work arrangements i.e., shift pattern changes. Whilst these factors impacted on performance over the last 12 months, their impact is no longer felt and the CCR has delivered its 90%+ SLA on 999 calls for January, February, and March 2023.
- 4.32 An analysis of pre-Covid (2019) data and 2022 data provides an insight to the call categories with the largest increases: Concern for Safety, Domestic Crime, Collapse/Illness/Injury and Missing Persons. These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise these incidents can often be lengthy.
- 4.33 The annual increase in 999 demand is a long-term trend across all Police Forces with demand growing at circa 10% every year for the last 8 years.
- 4.34 101 demand is down year on year. This is down to channel shift with increases in on-line reporting, Web Chat and email contact all increasing.

Objective 5: Raise the profile and public awareness of the role of the PCC/OPCCN

- 4.35 The OPCCN Communications Team continue to produce regular communications through print media, social media, newsletters and announcements.
- 4.36 The distribution of the new Community Safety newsletter is being expanded and content widened to include messaging from other policy areas including the Norfolk Drugs and Alcohol partnership.
- 4.37 The PCC/OPCC will have a significant presence at the Norfolk Show, and repeat last year's successful question and answer slot, facilitated by the Country Landowner's Association.
- 4.38 The PCC/OPCC has refreshed the Communications Strategy and associated 12-month plan with a strong focus on public confidence in policing and engagement across a range of socio-demographic audiences.
- 4.39 The OPCC is reviewing the structure of engagement with children and young people across the county to increase participation in decision making.
- 4.40 The PCC has continued to engage with different stakeholders through a range of mechanisms, which are detailed on the OPCC website. Recent and future events include face to face drops in across the county...
- Friday 9 June - 10am to 12 noon, Great Yarmouth Library, Tolhouse Street, Great Yarmouth, NR30 2SH.
 - Friday 8 September - 10am to 12 noon, Cromer Library, Prince of Wales Road, Cromer, NR27 9HS.
 - Friday 6 October - 10am to 12 noon, Norwich Millennium Library, The Forum, Millennium Plain, Norwich NR2 1AW.

Objective 6: Active promotion of national and local campaigns across the county

- 4.41 The key campaigns supported across the Constabulary's social media platforms, website, and via media releases in this reporting period include:

January 2023

- Results of Christmas drink and drug drive campaign published – more than 150 arrests made after 875 motorists were stopped.
- Warning to drivers following series of serious collisions.

February 2023

- Sexual Abuse and Sexual Violence Awareness Week – partners worked with UEA students to share film '*The Conversation*' online, encouraging difficult conversations about violence against women and girls.
- Romance fraud advice published ahead of Valentine's Day.
- Action Fraud – online marketplace advice published in response to scam incidents.
- Break down safety message – video shared online showing dangers of break downs and importance to leave the vehicle safely.
- National Police Chiefs Council (NPCC) mobile phone campaign between 27th February and 12th March.

March 2023

- Roads Policing multi-agency day in Great Yarmouth – over 50 vehicles stopped, and 35 Traffic Offence Reports issued.
- Is Your Vision Roadworthy? Video published on social media highlighting the importance of good eyesight when driving.
- Keyless car theft warning advice.
- Road safety message following increase in fatal collisions in Norfolk.
- Op Radium advice – telephone scam warning following attempts to steal cash.
- Op Postern – a pro-active campaign targeting motorists and garages in efforts to reduce theft of catalytic converters.

5. Pillar 3 – Strategic Priority of ‘Tackling Crime’

5.1 Under Pillar 3 there are four objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Promote a co-ordinated county wide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	13,031	14,068	13,502	-7.4%	-3.5%
	Solved	1,418	1,344	1,311	5.5%	8.1%
	- % solved	10.9%	9.6%	9.7%	1.3p.p.	1.2p.p.
	Charged	1,155	1,129	1,091	2.3%	5.9%
	- % charged	8.9%	8.0%	8.1%	0.9p.p.	0.8p.p.
	% where victim not ready to engage	61.9%	56.4%	60.0%	5.5p.p.	1.9p.p.
	% where investigation not possible	0.7%	0.8%	0.8%	-0.1p.p.	-0.1p.p.
	% of all crime	19.4%	20.4%	20.3%	-1.0p.p.	-0.9p.p.
	Arrest rate	30.7%	26.1%	26.3%	4.6p.p.	4.4p.p.
	Rape and Serious Sexual offences	2,651	2,619	2,396	1.2%	10.6%
	Solved	199	185	164	7.6%	20.8%
	- % solved	7.5%	7.1%	6.9%	0.4p.p.	0.6p.p.
	Charged	165	162	146	1.9%	12.6%
	- % charged	6.2%	6.2%	6.2%	0.0p.p.	0.0p.p.

Table 10: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

5.2 After an increase in domestic abuse crimes in the second half of 2020, volumes of domestic abuse have decreased in the last 12 months compared to the previous 12 months (-7.4%) and decreased when compared with the long-term average (-3.5%). The reason for this reduction is not fully understood, but it is reflected in the data of regional peers who are also reporting decreased domestic abuse crime in the last 12 months. Checks with local partners appear to rule out the theory that victims have become more likely to seek support from other agencies so the possibility of a genuine reduction in prevalence remains a real possibility.

5.3 The rate and number of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 10.9%. We ascribe this to the continual improvement programme we have been undergoing under the Domestic Abuse Delivery Group (DADG).

5.4 Volumes of Rape and Serious Sexual offences continue to increase compared to the previous 12 months and long-term average. This trend can be seen nationally, particularly with large volumes of historical crimes reported during the pandemic. Volumes of Rape and Serious Sexual offences in the last 12 months have increased 1.2% (an increase of 32 crimes) since the previous 12 months. This increase is a much smaller increase than was seen in the previous reporting period (12 months ending December 2022) – 245 crimes (+10.1%).

5.5 With the increase in demand slowing, solved rates of Rape and Serious Sexual offences have seen a slight increase since the previous 12 months and long-term average. The solved rate has also increased slightly (from 6.8% to 7.5%) since the previous reporting period. Again, we ascribe this increase to our ongoing continuous improvement work.

5.6 *Ongoing workstreams linked to VAWG Strategy:*

- Work continues to embed the national Operation Soteria principles into Rape & Serious Sexual Offence (RaSSO) investigations. The Chief Officer team regularly scrutinises progress of the force’s continual improvement plan.

- A pilot team under the name Operation Engage has now been established. This team of specially trained and experienced officers is deployed to gather evidence from victims who find it particularly hard to speak to police about RaSSO cases.
- Working with the OPCCN and a local charity, police have developed a program to capture the voice of victims of serious sexual offences in a way that can be fed back to officers to promote improvements in practice.
- Police are continuing to work with the CPS to submit more files for early investigative advice. This ensures that investigations are appropriately focussed on the actions of the suspect and minimising intrusion into victims' lives.

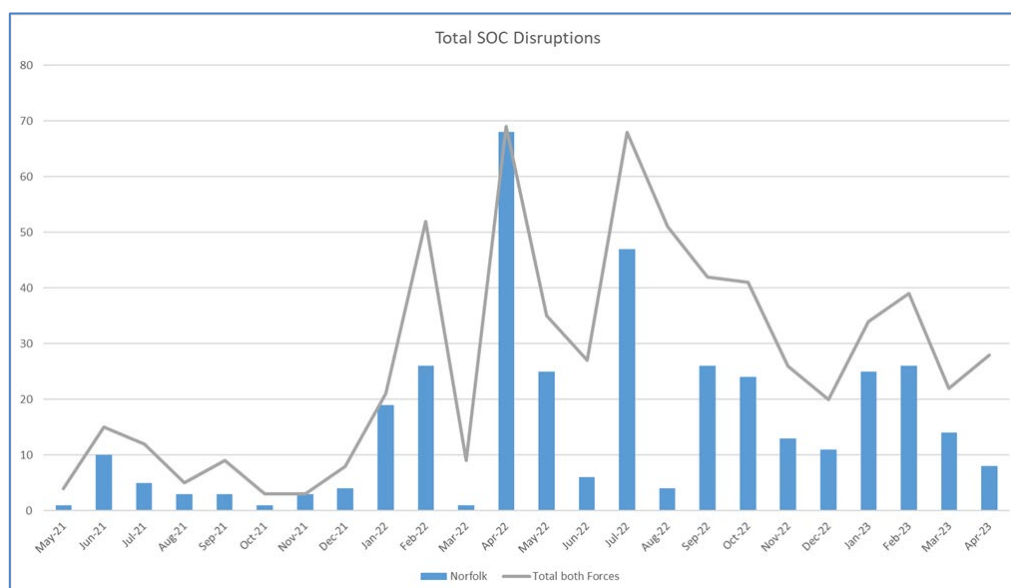
Objective 2: Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	289	81	Data not available	256.8%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	113	78		44.9%	

Table 11: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs). The date range for the Last 12 months was 01/04/2022 – 31/03/2023. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

Area	Indicator	April 2023 only	Last 12 months
Tackling crime	Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last 12 months
	DRUGS	9	7
	MODERN SLAVERY AND HUMAN TRAFFICKIN	3	2
	ACQUISITIVE CRIME	3	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	1	1
		Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last 12 months
	DRUGS	8	6
	MODERN SLAVERY AND HUMAN TRAFFICKIN	2	2
	ACQUISITIVE CRIME	3	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	0	0

Table 12: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups).



Graph 1: Norfolk SOC disruptions - rolling two years for the period 01/05/2021 – 30/04/2023

5.7 *Serious & Organised Crime (SOC) update*

- SOC disruptions have seen significant growth in numbers in the last 12 months. This is partly through well-directed activity and partly a result of improved recording practices.
- The predominant primary crime-type remains drugs, however poly-criminality is identified in most Organised Crime Group (OCG) investigations, and the reporting period has seen some innovative work and good results in the Modern Slavery and Human Trafficking space, and in tackling Youth Violence and Criminal Exploitation.
- Notable results include:
 - OCG principal subject required to forfeit over £1m. The Court determined that this was the amount the subject benefited from their part in a Class A drug trafficking conspiracy.
 - Unrelated OCG principal subject sentenced to 14 years imprisonment for Conspiracy to Supply Class A.
 - Fourteen vulnerable victims of Human Trafficking for sexual exploitation were identified across Europe. Each victim received a safeguarding visit from national Human Trafficking experts. Norfolk Constabulary planned and co-ordinated this activity with the assistance of EUROPOL. A Hungarian-based OCG was dismantled, and five principal subjects were imprisoned at Norwich Crown Court for the offences of Human Trafficking and Participating in the Activities of an Organised Crime Group (the first conviction for this offence in the Eastern Region), and Money Laundering.
 - A principal OCG subject and a peripheral subject were found guilty of offences under the Animal Welfare Act (Unnecessary Suffering and Animal Mutilation). This resulted in an immediate life ban on keeping animals. This activity was a £100k per-year income stream for the principal subject.
 - A principal OCG subject was prosecuted for Contempt of Court for breaching a Financial Restraint Order by selling an identified asset worth £1m. The proceeds of the sale of this property were recovered and restrained.

5.8 *Fraud Investigation update*

- Norfolk Constabulary will be assessing the benefit of a new Fraud Assessment Unit to provide investigative support for serious and complex offences, and to triage and advise on volume offences. Norfolk will continue to embed the Fraud Investigation Model (FIM) and strive to improve outcomes for victims.
- The Constabulary's response to High Harm Fraud is victim focussed, with all who consent receiving support from the Level 1 National Economic Crime Victim Care Unit (NECVCU) service. Victims identified as vulnerable receive additional support through Operation Bodyguard, however this will soon be provided by the NECVCU Level 2 enhanced support service.
- A national campaign regarding Courier Fraud is supported within Norfolk under Operation Radium. This involves treating courier fraud reports as a priority with a dedicated planned response, co-ordinated media strategy, agreed Banking Protocol and regional working to identify offenders. A national courier fraud operation, Operation Duper, involving an intensification period commencing 15th May 2023 is also being supported.

Objective 3: Delivering an effective response to the county lines threat affecting Norfolk's communities and the vulnerable

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	21	18	Data not available	16.7%	Not applicable
	Possession with intent to supply - arrests	278	288	301	-3.5%	-7.6%
	Concerned in supply of controlled drugs - arr	326	294	360	10.9%	-9.4%

Table 14: Closed County lines and Possession with Intent to Supply and Concerned in the Supply of Controlled Drugs arrests

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 5.9 There has been a 69% decrease in the number of active county lines in Norfolk since November 2019, in contrast to a 17% increase in county lines activity nationally year-on-year over the same period.
- 5.10 In Norfolk there are fewer active lines operating, however by analysing communications data we have been able to identify previously undetected lines and advance our enforcement work even further, thus maintaining robust charge and conviction rates. To date, 75 lines have been terminated and 83 people convicted of running lines in Norfolk, resulting in sentences totalling over 319 years in custody, with cash seizures of over £145,000.
- 5.11 The long-term reduction in lines closed reflects the positive picture in Norfolk which is reflected in lower figures for drugs supply arrests based on the long-term average. The Constabulary continues to proactively identify and target lines in the county and take every opportunity to disrupt and dismantle the organised crime networks behind them.
- 5.12 Between January and March 2023, five more county lines have been closed, with charges being laid in four cases to date.
- 5.13 Norfolk Constabulary continues to work closely with partners to reduce drug use and deaths, prevent the exploitation of children and vulnerable adults, and minimise the opportunity for the drugs market to drive other crime types such as Human Trafficking, Burglary, Robbery, and Serious Violence. This work reduces the impact of county lines on communities in Norfolk.
- 5.14 Positive press reporting in the EDP of note: [Norfolk County Lines drugs kingpins jailed for 300 years | Eastern Daily Press \(edp24.co.uk\)](#)

Objective 4: Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	131	188	275	-30.3%	-52.4%
	Farm machinery thefts	25	29	30	-13.8%	-16.7%
	Livestock worrying incidents	10	12	10	-16.7%	0.0%

Table 15: Hare coursing, Livestock worrying incidents and Farm machinery thefts. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 5.15 There have been further reductions in reported incidents of hare coursing during this period reflecting the ongoing work of the Operation Randall team. The figures support anecdotal evidence that we have seen a reduction in groups coming to Norfolk to offend.

- 5.16 The Police Crime Sentencing and Courts Act 2022 introduced the new offence of Going Equipped for Hare Coursing, Norfolk Constabulary have one such offence under investigation.
- 5.17 We continue to have an active role both regionally and nationally, attending Operation Galileo (national operation tackling hare coursing and poaching) Working Groups.
- 5.18 Farm machinery theft figures reflect a continuing reduction in thefts across the county. We continue to work with partners to both prevent and detect offences.
- 5.19 We are working in collaboration with prominent suppliers to optimise crime prevention opportunities, methods, and advice. In addition, we have attended several engagement events to further develop our knowledge and understanding of agricultural crime so that we can deliver more effective preventative responses.
- 5.20 Further reductions in reported incidents of livestock worrying have been noted over the last period, which may be seasonal, however work continues to highlight the issue and pursue where appropriate. The Constabulary has raised awareness of these incidents via newsletters and social media, as well as collaborating with partners such as the Norfolk Archeological Trust.
- 5.21 Other notable activity this period includes:
- Several arrests made were made in relation to suspected illegal hunting activity in the Hingham area, receiving significant press interest.
 - Operation Seabird training has been provided to several RSPB Volunteer Wardens.
 - The Operation Randall team attended the Euston Game and Country Show, the first of several well-attended rural shows.
 - We have commenced work with partners to better understand and deal with Heritage Crime in the County. A multi-agency approach has seen the formation of the Heritage CRAG (Community Rural Advisory Group), hosted by the Op Randall team.

6. Pillar 4 – Strategic Priority of ‘Prevent Offending’

6.1 Under Pillar 4 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Develop and deliver effective diversionary schemes for offenders (high harm and volume crime)

6.2 Norfolk Integrated Offender Management (IOM) Scheme update:

- Between the beginning of January and the end of March 2023 there were an average of 134 offenders on the Norfolk IOM scheme. This number fluctuates due to people being added or removed at a four weekly multi-agency case conference.
- 90% of the offenders were male, with the greatest number of them being in the 25-49 age bracket. 46% of the cohort were in custody, with the other 54% being managed in the community.
- During this period, 19 people were de-registered from the scheme with these individuals achieving an average of 71% reduction in their Crime Harm score, based on the score calculated for a year in the community prior to their adoption on the scheme (using the Office of National Statistics Crime Severity Scoring System.)
- Nine of these people had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. Five had reached the end of their statutory period under Probation supervision, with no immediate concerns of continuing criminality.
- During the same period, of the people managed on the Norfolk IOM scheme, 22% of them were charged with 185 further offences (Note: the offences may not have been committed during this period).
- 19% of people on the scheme had Breach Action taken against them by the Probation Service due to having committed further offences or showing unacceptable levels of risk.

Objective 2: Work in partnership to safeguard vulnerable adults and children

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,301	1,578	Data not available	-17.6%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,470	2,559		-3.5%	
	Open Child exploitation cases - High Risk	53	68	63	-22.1%	-15.9%
	Open Child exploitation cases - Medium Risk	314	321	335	-2.2%	-6.3%
	Child Exploitation screenings	677	783	834	-13.5%	-18.8%

Table 16: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

6.3 The number of Section 47 Child Protection strategy discussions and Section 42 Adult Protection planning discussions have both decreased slightly compared to the previous twelve months, but not by an amount that should be viewed as statistically significant.

6.4 Multi-agency Child Exploitation screening is now a mature process in Norfolk and the past year has seen a near 19% decrease in the total number of children screened. The number of both high and medium risk open cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having an impact in reducing risk.

6.5 Countywide Community Safety Partnership (CCSP)

In the last quarter Norfolk Constabulary worked with its partners:

- To develop a series of updates to the Domestic Abuse & Sexual Violence Group on how different sectors of the partnership address domestic abuse.
- Carry out a partnership wide survey to understand the range of domestic abuse training that is being delivered across Norfolk.
- To identify funding for a countywide Exploitation of Vulnerable Adults training program.

6.6 Norfolk Safeguarding Children Partnership (NSCP)

In the last quarter Norfolk Constabulary worked with partners:

- To finalise the delivery plan for the Central Great Yarmouth Neighbourhood Project (financed by the Youth Endowment Fund).
- To help develop a multi-agency Concealed/Denied Pregnancy Policy.
- To support a data review into child neglect and assist with the development of a revised Child Neglect strategy.

6.7 Norfolk Safeguarding Adults Board (NSAB)

In the last quarter Norfolk Constabulary worked with its partners to:

- Deliver a joint scrutiny exercise of the Multi-Agency Safeguarding Hub (MASH) with the NSCP.
- Develop a new Strategic Plan for NSAB covering 2023 to 2026.
- Support the Norfolk Fire & Rescue Service with a number of Fatal Fire Reviews, thus supporting learning and the development of fire safety improvements for the future.

Objective 3: Work in partnership to ensure offenders are managed effectively in the community

Area	Indicator	Since inception (Sept'21)
Prevent offending	Perpetrators on DAPPA	14
	Perpetrators referred to Change	184
	Referrals made into DAPPA	13
	Meetings held	255
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	28

Table 17: Perpetrators on Domestic Abuse Perpetrator Partnership Approach (DAPPA), referred to Change, referrals into DAPPA, Meetings held, and DVDs prompted by DAPPA.

6.8 The numbers of new referrals to Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent on a month-to-month basis. The number of open cases and multi-agency meetings have also remained consistent.

6.9 Perpetrator referrals to Change have dramatically increased because of a new process whereby all high-risk cases secondary risk assessed by DAST are automatically referred to Change for further triage around suitability.

6.10 The DAPPA team continue to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order should be

considered. Stalking Prevention Orders rose by 100% once DAPPA began actively supporting (from 7 to 14) and have since risen further (16).

- 6.11 A 3-month pilot is in progress within Safeguarding and Investigations Command, with Police Staff Investigators supporting officers in obtaining Civil Orders, including Stalking Prevention Orders.
- 6.12 Staff retention is an ongoing issue, with the DAPPA Co-ordinator leaving in April 2023 for a permanent post elsewhere. A replacement has been appointed from within the existing team.

Objective 4: Reduce the revolving door of crime by putting in place the support needed to reduce re-offending

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.5%	4.1%	4.5%	0.4p.p	0.0p.p
	Referrals to Diversion schemes (Outcome 22)	0.7%	0.6%	0.6%	0.1p.p	0.1p.p

Table 18: Out of court disposals (Outcomes 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion scheme. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

Area	Out of Court Disposal Type	Jan-23	Feb-23	Mar-23
Prevent offending	Conditional Caution Completed	110	102	126
	CARA/Red Snapper	11	12	13
	ADDER	29	32	47
	Red Snapper Referrals Premium Hub	30	23	45
	Red Snapper Referrals Standard Hub	56	51	65
	Breaches	6	4	4

Table 19: Breakdown of out of court disposals by type (January, February, and March 2023).

- 6.13 The Evidential Review Officer (ERO) pilot was introduced in December 2022 to ensure consistency of the conditions being offered, to centralise the decision-making process, and to improve file and investigation standards.
- 6.14 Since the start of the ERO pilot on 1st December 2022 a total of 702 cases have been sent through for evidential review for Conditional Caution, and a total of 1432 Community Resolutions have been referred for review and consideration of diversionary action and restorative practice.
- 6.15 Of the 353 Community Resolutions referred in February 2023, 165 were referred by the Offender Diversion Team for Red Snapper for diversionary courses. Although not enforceable, the aim is to deliver early interventions to reduce reoffending for lower-level crimes.
- 6.16 The introduction of the two tier + legislation is now estimated for summer 2023. Conditional Cautions will be re-named, Diversionary Cautions, and an additional Community Caution will be introduced. Community Resolutions will remain the same. The new Community Cautions will not be enforceable, however can be used when the Full Code Test is not met.
- 6.17 71 cases have received a Restorative Justice (RJ) referral at their conclusion. In total there are now 43 live cases which are with our Restorative Justice Champions to be resolved/completed. This is in addition to the cases that our advisors are dealing with from other referral routes. As we continue to raise awareness, referrals are increasing each month, which demonstrates the benefits of having the RJ Hub embedded into the Offender Diversion Team as part of the holistic journey for the victim from time of reporting to conclusion, then onward referral for restorative practice.

Objective 5: Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice

Area	Indicator	Last 12 months
Prevent offending	Juveniles referred to Out of court disposal panel	312
	Juvenile outcomes from Out of court disposal panel	
	Returned to Police	2
	Children's services	20
	Other services	10
	Community Resolution	27
	Challenge 4 Change	185
	Youth Caution	19
	Youth Conditional Caution	12
Other outcomes	38	

Table 20: Juveniles referred to Out of court disposal panel and outcomes. The date range for the Last 12 months was 01/04/2022 – 31/03/2023.

- 6.18 The number of young people aged between 10-17 years entering the Criminal Justice System has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than the Eastern Region (131) and lower than the average for all England and Wales (142).
- 6.19 Between 1st April 2022 and 31st March 2023, 545 young people were referred to the Norfolk Youth Justice Service (NYJS) by the police. 312 Young People were then triaged to the NYJS Outcome Panel.
- 185 received a Challenge 4 Change (C4C) diversion outcome and
 - 27 received a Community Resolution.
- 6.20 An established Out of Court Disposal Panel has been developed. It has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- 6.21 NYJS and Police are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes looking at an additional pathway for young people, including those that may be distrusting of the police, to receive diversion input even where they have not accepted responsibility for the offence.

7. Pillar 5 – Strategic Priority of ‘Support Victims’

7.1 Under Pillar 5 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Improving the provision of entitlements set out in the Victim’s Code of Practice

Area	Indicator	Last 12 months
Supporting victims	Receipt of Victim Information Letter being sent when crime was reported	12.5%
	Recording of Needs Assessment	69.2%
	Offer of Referral to Victim Support Service	96.9%
	Provision of information about the investigation and prosecution	88.3%
	Offer of a Victim Personal Statement	26.1%
	Making of a Victim Personal Statement	3.9%
	Provision of information about the trial, trial process & your role as a witness	60.0%
	Provision of information about the outcome of the case and any appeals	67.6%
	Number of complaints received that VCOP rights hadn’t been met	8

Table 21: Victims Code of Practice data, taken from VCOP dashboard. The date range for the Last 12 months is 01/04/2022 – 31/03/2023.

- 7.2 An internal Victims Code of Practice (VCOP) dashboard has been developed which is now being used across the organisation to review each VCOP Right. Compliance levels can be scrutinised down to individual officer level.
- 7.3 Now that we have a fully developed VCOP dashboard, for the first time, the data in the above table has been extracted entirely from this source. Previous reports submitted to the Police and Crime Commissioners Accountability Meeting have included data from a combination of sources, including the VCOP dashboard, the outcome of audits undertaken by Inspectors and dip-sampling carried-out by the Victim and Witness Service. As a result, it has not been possible in this report to provide the previous 12 months data for comparison. This data will be available for the next reporting period.
- 7.4 The new dashboard allows for more accurate reporting and scrutiny over how well we are delivering the VCOP Rights for victims.
- 7.5 Our review and scrutiny processes are in line with priorities from the Victim Sub-Group, and in agreement with the OPCC, incorporating written acknowledgment, Victim Personal Statements, key updates, and Victim Needs Assessment. Low compliance is highlighted by way of an email sent to the officer/staff member concerned and their supervisor.
- 7.6 Presentations have been delivered to leaders and managers across the organisation to encourage them to continually review this dashboard data and compliance figures.
- 7.7 Work is underway to explore the opportunities that exist for improving end-to-end support for victims through the criminal justice process, with collaborative working groups including membership from the Crown Prosecution Service, His Majesty’s Courts and Tribunal Service, and the Probation Service. This group reviews complaints and case studies of inadequate service and identifies causes for concern and patterns, along with solutions and concepts to drive improvement.

- 7.8 Whilst we have seen significant strides in obtaining and analysing quantitative data for VCOP compliance as a result of the dashboard, we are also focussing on qualitative data and how we obtain feedback from victims of crime, and thereafter how we utilise that feedback to shape and improve service. A Home Office study is due to commence nationally this year, but we are also trialling victim feedback calls locally. This is aligned with feedback obtained via partner agencies including Norfolk & Suffolk Victim Care Service and the OPCC.

Objective 2: Deliver high quality investigations to support the right outcomes for victims

- 7.9 In the reporting period the Operation Investigate team have continued to support the Constabulary's County Policing Command development training days for frontline officers. Training is delivered by the team with the objective of ensuring investigations are victim focused and evidence led, to improve outcomes and victim satisfaction. Training in this quarter has also continued to focus on the use of Civil Orders when seeking positive outcomes to obtain justice for victims.
- 7.10 The Operation Investigate team have continued to support the professional development of wider policing teams, with the aim of improving victim satisfaction. Support has included developing training and guidance for the Rapid Video Response team to improve victim satisfaction for victims of domestic related offences.
- 7.11 The Operation Investigate team have developed a training package providing guidance to Police Staff Supervisors, Police Sergeants, and Inspectors to improve supervision of crime and the investigation of missing vulnerable young persons. This training will be delivered to over 250 supervisors across the Constabulary.
- 7.12 County-wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level.
- 7.13 The Operation Converter team has become fully established in this reporting period. The team have significantly increased satisfaction for victims by obtaining over 200 positive outcomes of crimes which have been taken into consideration by offenders at sentencing. This process has provided reassurance to victims of crime that the offender has been dealt with for their crime, and that the police have taken every opportunity to achieve a positive outcome for the crime. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison.

Objective 3: Work in partnership to commission effective services that support victims of high harm crime

- 7.14 The OPCCN continues to work extensively with partners to commission services for victims of crime, including...
- Norfolk and Suffolk Victim Care supporting victims of all crime types
 - Norfolk Integrated Domestic Abuse Service (NIDAS)
 - Norfolk and Suffolk Restorative Justice Hub
 - Support for victims of serious road traffic accidents
 - Support for victims of sexual violence
- 7.15 Service developments since the last update include...
- Widening provision for children who have experienced sexual violence

- Strengthening capability and skills levels amongst the children and young people's element of NIDAS
- Development of a Victim Gateway and Victim Voice App, as a Victim Support (provider) national pilot, for Norfolk and Suffolk Victim Care

Objective 4: Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims

7.16 The first annual report for NIDAS covering the period April 2022 to March 2023 provides the following overview of delivery...

- April 2022 – March 2023 has been an extremely busy year for NIDAS, with a total of 3487 referrals to the service.
- NIDAS received 3033 referrals from professional, with the majority coming from Norfolk Police.
- 454 self-referrals were made, which is positive and means that service users are receiving information about NIDAS and have started to gain confidence in self-referring for support.
- 948 referrals to NIDAS were repeat referrals which equates to 27% of all referrals to NIDAS for the year.
- 254 referrals were for male victims, this equates to 7% of all referrals to NIDAS and highlights the need for additional promotion to be completed around male victims and identifying the barriers to accessing support.
- 838 service users completed outcomes surveys at the end of service during April 2022 to March 2023 and these highlighted that 78% of service users reported improvements to safety and wellbeing and 76% reported increased confidence and self-esteem.
- 121 children were provided with NIDAS support, and of the eighteen service users completing outcomes surveys, 88% reported improved quality of family relationship and 72% reported an improvement in displaying harmful behaviours.
- NIDAS completed the first two full cohorts of the VOICE programme and have scheduled further cohorts.
- NIDAS completed 2 Domestic Abuse Champion Networking events, which included national guest speakers.
- NIDAS provided a schedule of Domestic Abuse, Stalking and Harassment (DASH) training to funding partners which was well received. NIDAS developed an additional four training sessions including stalking and harassment training, male victims and domestic abuse training, technology facilitated training and Honour Based Abuse Training to be delivered to funding partners and the Domestic Abuse Champion Network.

Objective 5: Improving victim's experience of the criminal justice system and raise confidence to report crimes

- 7.17 The current workload of the Victim & Witness Care Team (VAWS) continues to increase. Ongoing issues for the team include:
- 7.18 Trials being delayed or rescheduled at short notice in both the Crown Court and Magistrates Courts. This creates extra work for the team having to rearrange attendance and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- 7.19 Retention of VAWS staff is an ongoing issue. Several posts in the team are temporary appointments, with members of the team regularly moving on to higher paid and permanent positions in the Criminal Justice System.
- 7.20 A recent change to recruitment processes has been successful in attracting a large number of applicants for posts. This has enabled a select list to be kept, so that future vacant posts can be filled more swiftly.
- 7.21 Communication between agencies on case decisions can have a direct impact on victims. Often the VAWS team do not receive timely updates from Courts/CPS on hearing outcomes to enable them to achieve Victim Code compliance and to ensure that victims are informed about the case outcome before it is reported in the media. Regular meetings are being held with partner agencies to reduce incidents of last-minute decisions being made without communication to VAWS.
- 7.22 A Special Measures Advisor (SMA) has been recruited into the VAWS team. This role has been introduced to quality check Special Measures applications within Norfolk and to have direct contact with victims to explain what special measures are available to them to allow them to give their best possible evidence at court. This is a Ministry of Justice/Home Office funded pilot, which has resulted in 23 forces across the UK each receiving funding for a Special Measures Advisor post. The funding is currently only for 12 months.
- 7.23 The SMA collects data on how many MG2s are completed by officers and the Witness Care Officers, for eligible victims or witnesses. They are attending monthly meetings with the other Special Measure Advisors, providing them with the opportunity to network and share good ideas and best practice. They provide feedback to officers and are being contacted regularly by officers for advice on completing the MG2 form to ensure that the application for Special Measures has the relevant details for it to be granted and approved by the Court. They also liaise with the Court and CPS on behalf of Victims, Witness Care Officers, and police officers to ensure that applications are granted within the relevant timeframes.

March 2023 Special Measures data

- Cases Reviewed by SMA - 57
- Cases without MG2s - 36
- Victims contacted - 23
- Applications completed by SMA - 14
- Referrals to IDVA Service and Witness Service by SMA - 22
- Applications chased with CPS and HMCTS for outcomes – 60
- Cases liaised with OIC's for amendments - 40

Objective 6: Safeguarding vulnerable victims of crime and ASB

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	5	16	8	-68.8%	-37.5%
	Domestic abuse crimes - Risk assessment: High	300	362	319	-17.1%	-6.0%
	Domestic abuse crimes - Risk assessment: Medium	6,591	6,481	6,185	1.7%	6.6%
	Domestic abuse crimes - Risk assessment: Standard	2,337	2,905	2,956	-19.6%	-20.9%
	Domestic abuse incidents - Risk assessment: High	70	79	80	-11.4%	-12.5%
	Domestic abuse incidents - Risk assessment: Medium	2,082	2,026	2,008	2.8%	3.7%
	Domestic abuse incidents - Risk assessment: Standard	3,731	4,121	4,307	-9.5%	-13.4%
	Domestic Violence disclosures (Clare's Law)	945	750	649	26.0%	45.6%
	Child sex offender disclosures	138	98	93	40.8%	48.4%
	SARC - ISVA supported clients	808	873	793	-7.4%	1.9%
	No. Domestic abuse cases referred to NIDAS	3,510	Data not available	Data not available	Not applicable	Not applicable

Table 22: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients. Table 22 displays the number of Domestic abuse crimes and incidents by most recent risk assessment. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 7.24 High risk Anti-Social Behaviour (ASB) cases are a standing agenda item on the monthly Operational Partnership Team (OPT) supervisor meeting, chaired by a Community Safety Department Inspector.
- 7.25 All front-line officers have received additional training from the Community Safety Problem-Solving Team for initial safeguarding to be completed when they attend/record a high risk ASB investigation reducing risk at the earliest opportunity.
- 7.26 There is currently one ASB investigation that has remained high-risk following secondary risk assessment conducted by OPT. Safeguarding follow-up work has been completed.
- 7.27 Norfolk Constabulary Legal Services team are delivering training to Operational Partnership Teams and Beat Managers around applying for and enforcing Civil Orders.
- 7.28 The volume of Domestic Violence Disclosures (DVDs) is increasing. This trend is also seen in Child Sex Offender Disclosures (CSODs). This is likely to be as a result of the schemes being made available for application online, as well as increased awareness.
- 7.29 The number of High and Standard Risk domestic abuse crimes fell against the previous twelve months, and long-term averages, whilst Medium risk domestic abuse crimes rose slightly. It is difficult to say why this is, but review has shown that cases are being accurately risk assessed at point of contact and so this could be viewed, with cautious optimism, as a positive trend.
- 7.30 The grading system for Medium risk domestic abuse cases, reported upon previously continues to be a helpful tool to prioritise safeguarding work within the Medium risk domestic abuse cases, allowing for the number of cases awaiting safeguarding support during the first quarter of 2023 to be maintained at a manageable level and for support to be offered within appropriate timescales.
- 7.31 The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was slightly lower than the previous twelve months but still up against the long-term average. This position continues to reflect the increasing number of rape and serious sexual offences being reported to the police as well as the ongoing court backlogs, meaning that victims require support for longer periods.

8. Pillar 6 – Strategic Priority of ‘Stronger and Safer Communities’

8.1 Under Pillar 6 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Supporting Road users to be safer on our roads

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Seriously Injured collisions	394	400	393	-1.5%	0.3%
	Vulnerable Killed/Seriously Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	214	202	210	5.9%	1.9%

Table 23: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

8.2 There has been a very slight increase in Killed or Seriously Injured collisions (KSIs) when compared to the long-term average, however there is a decrease when compared to the previous 12 months.

8.3 There is a slight increase in Vulnerable KSIs compared to the previous 12 months, and long-term average. This quarter has seen thirteen fatal collisions with fifteen fatalities across Norfolk. In January there were seven fatalities, five in February and three in March.

8.4 During this quarter Norfolk Constabulary has taken part in the National Police Chiefs Council (NPCC) led Fatal Four road safety campaign through the national ‘Using a Mobile Phone Whilst Driving’ operation, which was conducted over two weeks between 27th February and 12th March 2023. The campaign saw a total of 94 offences detected. Upcoming campaigns in the next quarter will include the NPCC Global Road Safety Week, focusing on the Fatal Four.

8.5 The new Commercial Vehicle Unit (CVU) was introduced in Norfolk on 23rd January 2023, funded by the Safety Camera Partnership. This team provides specialist enforcement, knowledge, and investigative capability in respect of commercial vehicle activity. It also contributes towards improving the safety of all those using the roads in Norfolk, which has seen a 35% increase in killed and serious injury collisions involving commercial vehicles. The CVU also enhances opportunities to disrupt Organised Crime Groups and serious offences committed by those using commercial vehicles, such as Drug Trafficking and Human Trafficking.

8.6 CVU Results since launch:

2023	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
Jan/Feb	217	155	251	£24,800	30
March	224	171	198	£25,300	38
Total	441	326	449	£50,100	68

Table 24: Fatal 4 – Commercial Vehicle Unit data since 23.01.2023

8.7 Norfolk Constabulary, in conjunction with key road safety partners, is continuing to delivery road safety education to young people with 'blind spot' events, advising vulnerable road user groups of the dangers presented by larger vehicles. The Young Driver Education Coordinator continues to assist with this delivery in addition to Fatal Four education to young people aged 15-19 years, delivering 88 sessions to 2,864 students along with 23 e-scooter presentations to 3,374 students.

Update on Fatal 4 enforcement

2023	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other Traffic Offence Reports (Officer detected)
Jan	118	71	284	3762	672
Feb	66	50	231	4409	636
Mar	157	68	151	4324	663
Total	341	189	666	12495	1971

Table 25: Fatal 4 - Traffic Offence Reports (TORs)

8.8 The table above sets out the number of traffic offence reports issued by uniformed officers which include the work of the Road Casualty Reduction Team (RCRT) during this quarter. This shows a continuation of high levels of enforcement associated to Fatal Four offences, albeit a slight reduction against the previous quarter, as the longer winter nights arrived.

8.9 Continuing into 2023, the Safety Camera Partnership will be incorporating Community Speed Watch data into an interactive computerised system along with other data sources, to better guide and direct enforcement activities around excess speed issues across the county.

Objective 2: Working with partners and communities to prevent crime and harm

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	586	573	892	2.3%	-34.3%
	ASB Nuisance	7,497	7,643	8,600	-1.9%	-12.8%
	ASB Personal	1,863	2,001	2,656	-6.9%	-29.9%
	Burglary Residential	1,286	1,356	1,508	-5.2%	-14.7%
	Solved	133	117	135	13.7%	-1.5%
	- % solved	10.3%	8.6%	9.0%	1.7pp	1.3pp
	Vehicle crime	1,833	1,677	1809	9.3%	1.3%
	Solved	142	161	174	-11.8%	-18.4%
	- % solved	7.7%	9.6%	9.6%	-1.9pp	-1.9pp
	Theft of Vehicle crime	619	605	613	2.3%	1.0%
	Solved	76	85	87	-10.6%	-12.6%
	- % solved	12.3%	14.0%	14.2%	-1.7pp	-1.9pp
	Theft from Vehicle crime	1,054	844	980	24.9%	7.6%
	Solved	49	55	65	-10.9%	-24.6%
	- % solved	4.6%	6.5%	6.6%	-1.9pp	-2.0pp
	Arson and Criminal Damage	7,173	7,302	7,199	-1.8%	-0.4%
	Solved	836	739	837	13.1%	-0.1%
	- % solved	11.7%	10.1%	11.6%	1.6pp	0.1pp
	Robbery	343	344	349	-0.3%	-1.7%
	Solved	64	45	52	42.2%	23.1%
	- % solved	18.7%	13.1%	14.9%	5.6pp	3.8pp
	Hate crimes	1,305	1,436	1,350	-9.1%	-3.3%
Solved	211	162	172	30.2%	22.7%	
- % solved	16.2%	11.3%	12.7%	4.9pp	3.5pp	

Table 26: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime)

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 8.10 During the first lockdown period in April and May 2020 there was an increase in ASB CADs, which now contributes to the higher long-term average figures.
- 8.11 The number of ASB Nuisance and ASB Personal CADs have decreased in the last 12 months compared to the previous 12 months. ASB Environmental has seen a 2.3% increase, from 573 to 586, however all have a decrease against the long-term average. Compared to the previous reporting period (12 months ending December 2022), the volumes of all types of ASB have decreased.
- 8.12 There has been further investment in training of officers engaged in responding to anti-social behaviour and neighbourhood crime. All Operational Partnership Teams (OPTs), Beat Managers and Local Policing Neighbourhood Sergeants have received further training in relation to Civil Orders, increasing opportunities for prevention and early intervention.
- 8.13 Prior to the Covid-19 pandemic, there was an overall decrease in the volumes of neighbourhood crime, most prominent in Residential Burglary, which was also evident nationally. The volume of Residential Burglaries has continued to decrease in the last 12 months, being -5.2% against the previous 12 months and -14.7% compared to the long-term average. This decrease is also evidence since the last reporting period (12 months to December 2022). In addition, the solved rate from the last 12 months is 1.7pp higher than the previous 12 months and 1.3pp above the long-term average.
- 8.14 There was a pronounced decrease in vehicle crime during 2020, however in the last 12 months volume is increasing (9.3% compared to the previous 12 months and 1.3% to the long-term average), although the rate of increase is slowing in comparison to the last reporting period to December 2022.
- 8.15 Volumes of Arson and Criminal Damage show a decrease of -1.8% in the last 12 months compared to the previous 12 months, also being 0.4% below the long-term average. The last 12-month volume is also relatively stable against the last reporting period (12 months to December 2022).
- 8.16 Robbery volumes remain very stable both year-on-year and against the long-term average. It continues to be a rare, though very impactful, crime in Norfolk. It is encouraging to note that the solved rate of robberies continues to increase. The last 12 months shows a 5.6pp and 3.8pp increase relative to the previous 12-months, and long-term average respectively.
- 8.17 Volumes of Hate Crime increased following the commencement of social restrictions related to Covid-19, and while volumes have fluctuated since, they have started to return to pre-pandemic levels. Police officers and Police Staff continue to encourage reporting from victims of 'hidden' crimes, and those from parts of the community who may not typically report crime. Hate crimes are often linked to community tensions. Scoping by police and partners is managed through a partnership Community Relations and Prevent Strategic Group (CRPSG).
- 8.18 The rate of Hate Crimes with a 'positive' solved outcome in the last 12 months has increased 30.2% compared to the previous 12 months, and 22.7% against the long-term average. These increases are 3.3pp and 5.5pp above the last reporting period to December 2022. This is really pleasing to note and demonstrates the value of the additional scrutiny being focused on this area of policing.

Objective 3: Early identification and diversion to the appropriate agencies for those suffering with mental health issues

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	197	157	142	25.5%	38.7%
	Athena investigations tagged for MH team to review	10,724	9,021	Data not available	18.9%	Not applicable
	Persons detained under sec 136 <i>Data to February 2023</i>	446	605	561	-26.3%	-20.5%
	Section 135 warrants executed	67	61	Data not available	9.8%	Not applicable

Table 27: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issues. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 8.19 Section 136 Mental Health Act detentions in the past 12 months have seen a significant reduction of 26.3%.
- 8.20 The Police Mental Health Team are delivering a training programme to all frontline officers which is due to be completed in August 2023. Inputs have been provided on the new crisis alternative pathways including the five Wellbeing Hubs around the County and the Mental Health Joint Response Cars. Officers have also been reminded of their responsibilities to ensure that a medical professional is consulted prior to the decision being made to detain someone under Section 136, where practicable. This has seen an increase in consultations from 54% in August 2022 to 82% in March 2023.
- 8.21 The Mental Health team have also collaborated closely with partner agencies to implement a process to highlight those individuals who are being repeatedly detained under Section 136 to ensure that they are receiving the correct treatment and support to reduce the number of people going into crisis. All these measures have undoubtedly led to the reduction in Section 136 detentions in the past year.
- 8.22 Mental Health Act assessments in police custody suites have continued to increase over the past 12 months. This is a focus for attention over the coming months to identify if more appropriate pathways can be identified at an earlier stage without the need to come into police custody and to ensure that those who do come into custody are swiftly assessed and if necessary, found a bed as quickly as possible. This is being reviewed as a part of a specific work group involving a multi-agency approach within the Urgent and Emergency Care Steering Group.
- 8.23 The Police Mental Health Team continue to review an increasing number of police (Athena) investigations to ensure that early intervention opportunities are identified, and people are appropriately signposted for support to the relevant agency before they reach crisis.

Objective 4: Promote crime prevention initiatives

- 8.24 Continued, new or planned crime prevention initiatives supported by Norfolk Constabulary during this reporting period include:
- In response to an increase in catalytic converter thefts, a prevention and awareness raising campaign has been implemented. Activity has included press releases, social media posts and specific crime prevention and target hardening measures at identified vulnerable locations. This work continues under Operation Postern.
 - The Operation Bodyguard Police Support volunteers continue to support fraud victims across the county, including through the ongoing offer of fraud awareness talks to community groups. Alongside the Op Bodyguard work, Norfolk victims of

fraud and scams will be supported via the National Economic Crime Victim Care Unit (NECVCU) Level 2 service, when it goes live in May 2023.

Objective 5: Increasing volunteering opportunities within the community to help policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments (monthly average)	171	178	184	-3.9%	-7.1%
	Special Constabulary hours	44,581	41,156	48,498	8.3%	-8.1%
	Special Constabulary duties	6,585	6,089	6,833	8.1%	-3.6%
	Special Constabulary events	660	409	556	61.4%	18.7%
	Police support volunteers establishments (monthly average)	113	120	125	-5.8%	-9.6%
	Police support volunteers hours	10,728	9,795	9,899	9.5%	8.4%
	Police support volunteers duties	2,552	2,453	2,472	4.0%	3.2%
	Police support volunteers events*	Data not available			Not applicable	

Table 28: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers.

*Police support volunteer events are not recorded. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise noted. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

Area	Indicator	Last 12 Months
Safer and stronger communities	Cadet establishments (monthly average)	118
	Cadet hours	645
	Cadet duties	246
	Cadet events	62

Table 29: Establishments, hours, duties, and events for Cadets.

Area	Indicator	March 2023	March 2022
Safer and stronger communities	Community Speed watch - Schemes (current number)	102	93
	Community Speed watch - Members (current number)	857	837
Area	Indicator	Last 12 months	Previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	16,433	18,781

Table 30: Community Speed watch: Schemes, members and letters issued.

8.25 Cadets

- This year (April 2022-Mar 2023) has seen a steady increase in the number of Cadets, with some Units maintaining high numbers and others doubling the number of Cadets. We have said goodbye to several Cadets due to age, and some for other reasons.
- By adopting a more engagement focused and 'fluid' approach to Cadet recruitment we have seen an increase in referrals from targeted Youth Support Services and Children Services. This has had a positive impact on those young people's lives, with a number staying on beyond any trial period that was initially arranged.
- Norfolk Police Cadets have remained consistent with its seven Units offering one 2-hour session weekly during term time. Some Units have had to cancel sessions when the Leader's capacity has been too low to operate. An uplift of Leaders has occurred over the past 12 months, and this is still ongoing.
- Norfolk Cadets have attended multiple community events and shows in the past 12-months and are quickly becoming recognised as a reliable group of volunteers.

- Events attended in the last quarter included a Joint Emergency Services training exercise at Carrow Road, with the Cadets role playing as match-goers and casualties. The Cadets helped to identify several areas for improvement for the multi-agency response which will help to keep people safer if a real-life situation were to occur.
- Cadets have received training in orienteering and took part in an all-day activity to navigate themselves around Whitlingham Country Park.
- Cadets have assisted Local Policing Teams with their campaigns, delivering important messages to shops on the laws and dangers of selling alcohol, tobacco and vapes to those who are underage.
- The Cadets continue to build active networks with youth organisations and youth workers to not only receive engaging workshops to learn from, but also offer these services their feedback through participation, and ideas to improve.
- By linking with youth groups across Norfolk we have achieved engagements across the county that has provided Scouts (Cubs, Beavers, and Squirrels) and Youth Advisory Boards the chance to have tours around stations, meet officers and be shown different departments. The aim for this engagement is to build relationships and trust between and these communities and officers. Similarly, it can have a positive impact on officers when they are engaging with young people and responding to situations that involve young people.
- Future activities will involve all Cadets shaping the Serious Violence Duty work with the OPCC and recruiting two High Sheriff Cadets for the year 2023/2024. Cadets will play an active role in the Anti-Social Behaviour Awareness Week, Op Sceptre (national knife crime campaign), Pride, Royal Norfolk Show, Run Norwich, and the SEND Festival.

8.26 *Special Constables*

- The establishment of the Special Constabulary has reduced due to the Uplift programme for regular officers. Further induction courses are planned during the 2023/24 financial year.
- Recruitment of new Special Constables is a continual programme due to expected turnover. The Constabulary recruitment events are continuing to receive interest from members of the public. Bi-monthly interactive information recruitment events have received positive feedback, giving excellent insight into the Special Constabulary.
- In this reporting period, these officers have performed 44,581 hours for the constabulary, an increase from 41,156 hours in the previous reporting period.
- Notable events supported by the Special Constabulary in the past 12 months include the Commonwealth Games, Sandringham duties following the death of HM Queen Elizabeth, Sandringham Winter Court, and a range of community events.
- The Special Constabulary is looking forward to supporting the public in a number of summer events, including The Royal Norfolk Show, Run Norwich, Lords Mayor procession and many other concerts and events across the county.

8.27 *Police Support Volunteers (PSV)*

- Our Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities including scam awareness talks to the public, wellbeing dogs, monitoring town centre CCTV systems, providing administrative support for Norfolk Neighbourhood Watch, and looking after our Force Heritage collection. Other key functions include supporting the work of our Broads Beat Team and role playing in Police Officer training exercises.
- Whilst the number of registered Police Support Volunteers has fallen slightly the number of hours and duties that our PSVs have delivered has increased in this reporting period.

8.28 *Community Speed Watch*

- The number of Community Speed Watch (CSW) volunteers continues to increase, with 857 members registered at the end of March 2023 compared with 837 at the end of March 2022. In the same period the number of schemes across the county also increased from 93 to 102.
- Our Community Speed Watch volunteers have deployed on 2429 occasions over the year, conducting 2576 hours of activity and 18930 speed checks.
- As a result of the work of these teams, 17146 warning letters were sent out to motorists during financial year 2022/23.
- The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.
- There was a high level of engagement from the CSW teams for the National Police Chiefs Council (NPCC) Road Safety Week in November 2022, with 54 teams volunteering, resulting in 681 warning letters being sent and CSW teams committing to 114.5 hours of volunteering. There are plans to include CSW volunteers in similar future events during 2023.

**Police and Crime Commissioner (PCC) for Norfolk's 2024/25 budget
consultation**

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

The Panel is asked to consider an overview of the PCC's 2024/25 budget consultation and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The PCC's budget consultation, which will seek the views of Norfolk residents on expenditure plans for 2024/25, is scheduled to run from Monday 4 September 2023 to Friday 24 November 2023. The PCC will present his final precept proposal for 2024/25 to this Panel when it meets on 6 February 2024.

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 PCC's approach to public consultation and ask him about the main issues he will be considering before making a final decision on his precept proposal.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** describes the PCC's approach to public consultation.
- 2.3 Panel members will be provided with a link to the consultation as soon as it has been launched.

3. Suggested approach

- 3.1 After the PCC has presented his report, the Panel may wish to question him on the following areas:
 - a) The approach to this year's budget consultation and how the PCC will reach communities across Norfolk;
 - b) The format of his consultation, which in previous years has included a document setting out the financial challenges facing the Constabulary in the context of the current medium- to long-term financial strategy, and the council tax options being considered;

- c) Implications arising from the national and global economic outlook;
- d) Anticipated impact of an autumn Budget Statement;
- e) Progress with delivering savings arising from previous Government austerity programmes, collaboration and local efficiency reviews;
- f) The forecast budget position at the end of the current Medium Term Financial Plan period (the next four years);
- g) Current pressures (increasing costs and increasing demands on the Constabulary);
- h) How further potential efficiency savings will be balanced against the risks to service delivery;
- i) The opportunities and challenges this presents for delivering the Norfolk Police, Crime and Community Safety Plan 2022-24;
- j) Any implications for partnership working and the PCC's commissioning strategy.

3.2 The PCC will be supported by members of his staff together with the Chief Constable (subject to operational commitments).

4. Action

4.1 The Panel is asked to consider an overview of the PCC's 2024/25 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.



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

**Office of the Police & Crime Commissioner:
Budget Consultation 2024/25**

Summary

The PCC is required to consult on his expenditure plans for 2024/25 and his proposal for the police precept.

The arrangements for this reflect the wider and extraordinary policy and fiscal context in which plans are being developed and the implications for the police precept.

This year the engagement will be extensive, with a longer consultation period and starting at an earlier point than before, allowing for more interaction to take place with a greater number of participants, to raise people's awareness and gain their views.

1. Background

1.1 The Police Reform and Social Responsibility Act 2011 stipulates that PCCs must make arrangements, after consulting the chief officer of police, for obtaining the views of the community on policing, including;

- arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of —

(a) the people in that police area, and

(b) the relevant ratepayers' representatives, on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

1.2 The PCC for Norfolk develops their arrangements to obtain views on expenditure for the following financial year on an annual basis to reflect a number of dynamic factors, including...

- OPCC/Norfolk Constabulary performance and financial planning processes.
- National Government's treasury management processes.
- Policy developments.
- Inspection results/reports.
- Ongoing major incidents and events; international, national and local.

1.3 In designing the consultation methodology, the PCC adheres to the four Gunning Principles...

1. Proposals are still at a formative stage.
 2. There is sufficient information to give 'intelligent consideration'.
 3. There is adequate time for consideration and response.
 4. 'Conscientious consideration' must be given to the consultation.
- 1.4 For a number of years, external events and factors have made adherence to these principles challenging, including a General Election in December 2019, the Covid 19 pandemic and the timing of the police financial settlement (due to a number of extraordinary factors). The timing of the police financial settlement is still estimated to be announced late December 2023.
- 1.5 Nevertheless, the PCC will utilise best practice to overcome these barriers and successfully and demonstrably engage with residents and stakeholder in the county on expenditure proposals and subsequent precept requirements and levels.
- 2. Consultation on expenditure proposals 2024/25**
- 2.1 The methodology for the 2024/25 consultation predicated around the Government indicative figure for Year 3 of the Comprehensive Review period, meaning that financial projections, planning and proposals are available but based on estimates at this stage.
- 2.2 However, the multiple and complex factors impacting upon police resources are placing greater constraint on Norfolk Constabulary and the OPCC; effecting expenditure for the foreseeable future and therefore the Police precept set by the PCC, therefore need early consideration. These include...
- New requirements for policing.
 - Pay settlements, the pay award for police staff is still outstanding for 2023 at the time of writing this report.
 - Costs for supplies and services.
 - Inflationary pressures with inflation figure not dropping as anticipated by Government
 - The volume of high risk, high harm crimes, such as domestic abuse and sexual violence, which are multifaceted and require a high skilled, high tech, multi-agency, resource intensive response to successfully process and investigate; whilst providing the highest possible standard of care and support to the victim.
 - The socio-economic impact of the cost of living on crime.
 - Delays in the criminal justice system because of the Covid 19 pandemic.

2.3 Therefore, the arrangements for consulting on expenditure plans will cover the 2024/25 financial year and set these in the context of the medium-term financial plan (the next four years). This includes the PCC's precept proposal to sustain Norfolk Constabulary throughout the period of his Police and Crime Plan.

2.4 For 2024/25, the consultation will start earlier, last longer, and employ a range of channels and media to raise the awareness and knowledge of the issues facing Norfolk Constabulary and the OPCC, and the PCCs expenditure plans and precept proposal, which will be a direct response to meeting these challenges. The consultation will adopt best practice from participatory budgeting and be biggest, most interactive and insightful budget consultation conducted by a PCC in Norfolk.

3. Details of arrangements

3.1 The consultation will commence on Monday 4th September and close on the Friday 24th November; lasting twelve weeks.

3.2 The consultation will take the form of...

- An extensive programme of engagement events, supported by the PCC and Chief Constable, in which people will be able to interact and give their views. These events will cover the whole county and include a diverse range of groups and stakeholders.
- A communications campaign to raise awareness of the consultation and to signpost people to the events and the OPCC website where more information will be available, and consultees will have the opportunity to respond.
- The greater use of video, which can be utilised by a range of stakeholders to engage in the consultation.
- Accessible formats to ensure inclusivity.
- Collating people's views on wider proposals and the PCC's precept proposal for 2024/25 and future years.

4. A longer conversation

4.1 The 2024/25 budget consultation will be the start of a long-term conversation between the PCC, Chief Constable and residents and stakeholders across Norfolk, in which people can understand and learn about the benefits of previous investments in the constabulary and the impact this is having on preventing crime, bringing criminal gangs and perpetrators to justice and support victims to get justice and cope and recover for their experiences.

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

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

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 23 August 2023, 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 23 August 2023, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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

services, custody, transport, finance, HR and ICT.

The PCC meets with Suffolk’s Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. 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 previous Panel report:

Date	Activity
20 April 2023	Association of Police and Crime Commissioners (APCC) Transparency Portfolio Meeting
20 April 2023	APCC Review Working Group
27 April 2023	APCC General Meeting
4 May 2023	Ministry of Justice/APCC Briefing for PCCs on Victims and Prisoners' Bill
4 May 2023 – 5 May 2023	National Police Chiefs’ Council (NPCC) and College of Policing Mental Health Conference
9 May 2023	Independent Office for Police Conduct (IOPC) meeting with Croydon Interim Regional Director
11 May 2023	Executive Board – Norfolk and Suffolk Criminal Justice Board
18 May 2023	Embrace Trustees Meeting - Peterborough
12 June 2023	Transparency Portfolio meeting with NPCC Ethics Lead
13 June 2023	APCC Review Meeting
14 June 2023	Norfolk and Suffolk Criminal Justice Board
15 June 2023	Local Criminal Justice Board Chairs’ Meeting
16 June 2023	PCC Briefing and Reception – No. 10
19 June 2023	APCC Working Group
19 June 2023	Conservative PCC Group Meeting
21 June 2023	Conservative Policy Forum
27 June 2023	APCC Review Working Group
3 July 2023	Transparency Portfolio Meeting
7 July 2023	APCC/IOPC Roundtable - PCC Complaints
7 July 2023	Conservative Reception – Attorney General
12 July 2023	APCC Annual General Meeting
17 July 2023	Conservative PCC Meeting
24 July 2023	IOPC Review Reference Group
28 July 2023	Conservative Reception
16 August 2023	Transparency Portfolio Meeting

f) Other engagement activity since the previous Panel report:

Date	Activity
12 May 2023	'Time to Talk' session (virtual)
9 June 2023	Face-to-face meeting, Great Yarmouth Library
18 August 2023	'Time to Talk' session (virtual)

g) Audit Committee

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

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

- Response to the policing recommendation contained within the March 2023 HMICFRS inspection report on [values and culture in fire and rescue services](#).
- Response to the recommendations contained within the April 2023 HMICFRS inspection report on [how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children](#)
- Response to the recommendations contained within the May 2023 HMICFRS inspection report on the [Eastern Regional Response to serious and organised crime](#)
- Response to the recommendations contained within the June 2023 HMICFRS' [Annual Assessment of Policing in England and Wales 2022](#)

i) Emergency services collaboration.

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

The following Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting:

- [Cabinet 7 August 2023](#): Norfolk Fire and Rescue Service Statement of Assurance 2022/23 (Item 9) and Norfolk Fire and Rescue Service – HMICFRS Improvement Plan Update (Item 10)

3. Suggested approach

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

4. Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since taking office. It may also wish to put questions about any matters relating to decisions and activity by the previous PCC.



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

PCC's Decisions

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

Sustain Norfolk Constabulary

[Section 22A Collaboration Agreement for Joint Protective Services Command](#)

Decision 2023-04

The Chief Executive for the Office of the Police and Crime Commissioner authorised to execute the collaboration agreement on behalf of the PCC to enable Joint Protective Services Command function to progress.

[Contract Extension for the Provision of Custody Healthcare in Norfolk and Suffolk](#)

Decision 2023-05

The PCC granted approval to extend the contract with CRG Medical Ltd for a period of one year.

[Seven Force Collaboration Agreement](#)

Decision 2023-07

The PCC granted approval to enter the Fifth Collaboration Agreement relating to the policing areas of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

[Wide Area Network \(WAN\) Services Contract for Norfolk and Suffolk Constabularies](#)

Confidential Decision 2023-15

The PCC approved a new services contract to provide continuity of WAN Services to both Norfolk and Suffolk Constabularies and to provide upgrades of circuits as and when required across the duration of the contract. This paper is confidential as it contains commercially sensitive information.

Visible and Trusted Policing

[Independent Custody Visiting Association \(ICVA\) - Membership Subscription 2023/24](#)

Decision 2023-09

The PCC approved the decision to subscribe to the Independent Custody Visiting Association (ICVA) for the period 2023/24 for £1000.

Prevent Offending

[Foundations Service - St Martin's Housing Trust funding](#)

Decision 2023-03

The PCC supported allocation of funding to St. Martin's Housing Trust to provide person-centred support to prison leavers in Norfolk.

[Wonder Plus Contract Extension](#)

Decision 2023-08

The PCC granted approval for the extension of the contract with St. Giles Trust for a period of one year.

[Bystander Intervention Programme](#)

Decision 2023-12

The PCC agreed a one-year extension to the programme until the end of the summer school term 2023/24 (Friday 19 July 2024).

Support Victims

[Norfolk and Suffolk Victim Care Service Contract Extension](#)

Decision 2023-06

The PCC granted approval to extend the contract with Victim Support for a period of two years.

[Norfolk Integrated Domestic Abuse Services \(NIDAS\) - Contract Uplift](#)

Decision 2023-10

The PCC granted approval to vary the NIDAS contract to reference the Family Worker salary uplifts and additional training requirements. Accessible.

(Decisions 2023-11, 2023-13 and 2023-14 not yet published)

Summary of the PCC's activity

[PCC questions Chief Constable about visible policing in Norfolk](#)

Visible policing came under the spotlight at Norfolk Police and Crime Commissioner's second accountability meeting of 2023.

20 April 2023

[Norfolk Black History Month remembers Stephen Lawrence](#)

Norfolk Black History Month hosted an event on Friday (21 April) at The Forum in Norwich to remember the death of Stephen Lawrence and to celebrate his legacy

21 April 2023

[PCC announces vital funding for victims of sexual abuse in Norfolk](#)

Victims and survivors of sexual abuse are continuing to receive vital help and support thanks to funding from the Office of the Police and Crime Commissioner for Norfolk (OPCCN)

27 April 2023

[Norfolk's PCC comments on latest crime statistics](#)

Norfolk's Police and Crime and Crime Commissioner (PCC) has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of National Statistics (ONS).

28 April 2023

[PCC's pledge to Panel to focus on visible policing](#)

Visible and trusted policing was the focus of Police and Crime Commissioner, Giles Orpen-Smellie's second Norfolk Police and Crime Panel of 2023.

2 May 2023

['Time to Talk' to your Police and Commissioner - May 2023](#)

Residents of Norfolk are being invited to meet with Police and Crime Commissioner Giles Orpen-Smellie to discuss any issues they may have about crime and policing in Norfolk.

3 May 2023

[Families get new funding to address harmful behaviours](#)

Funding to help families where children and adolescents are abusive or violent towards their parents or carers has been secured by the Office of the Police and Crime Commissioner for Norfolk.

25 May 2023

[Delayed publication of Statement of Accounts for 2022/23](#)

Notice of Delay to Publication of the Unaudited Draft Statement of Accounts 2022/23 and Public Inspection Period.

31 May 2023

[Volunteers thanked for their commitment to ensuring the welfare of police detainees in Norfolk](#)

As national Volunteers' Week begins Norfolk's Police and Crime Commissioner says a special thank you to the team whose job it is to check on the welfare of police detainees.

1 June 2023

[Residents invited to meet Police and Crime Commissioner](#)

Residents are being invited to meet with Police and Crime Commissioner Giles Orpen-Smellie to discuss any issues they may have about crime and policing in Norfolk.

2 June 2023

[Norfolk residents invited to pose policing and crime questions to the Chief Constable](#)

Police and Crime Commissioner, Giles Orpen-Smellie is inviting residents of Norfolk to submit questions on policing and crime, ready for his PCC Accountability Meeting which will take place on Wednesday, 5 July at 10am.

9 June 2023

[New digital tool gives Norfolk residents clearer picture of crime](#)

A new crime information pack which aims to give residents a clearer picture of crime in their local area has been launched nationally.

13 June 2023

[Older Person Independent Domestic Violence Adviser](#)

It is a false assumption that domestic abuse ceases beyond a certain age and those aged 61+ have historically been considered 'hidden' victims.

19 June 2023

[PCC publishes Annual Report 2021-22](#)

The Office of the Police and Crime Commissioner for Norfolk has published its latest annual report which covers the period 1 April 2021 to 31 March 2022 and shines a light on the progress made against the county's Police and Crime Plan.

20 June 2023

[Vital work to change attitudes about violence against women and girls continues](#)

Students across Norfolk have been learning how best to tackle attitudes, behaviours, and misconceptions around misogyny and sexual violence thanks to funding by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

21 June 2023

[Royal Norfolk Show proves success for emergency services - with special thank you from Prince William](#)

Thousands of people visiting the Norfolk Show this week popped into the emergency services village to meet with police, fire, ambulance and other emergency personnel to find out more about the vital work they do in the county.

30 June 2023

[Police and Crime Commissioner welcomes The Road Victims Trust to the Royal Norfolk Show](#)

The [Road Victims Trust's](#) new support services for Norfolk were launched at the Royal Norfolk Show this week.

30 June 2023

[Norfolk Community Safety Partnership shows support for ASB awareness week 2023](#)

Norfolk Community Safety Partnership has joined a national campaign to tackle anti-social behaviour (ASB) and keep people in Norfolk safe.

3 July 2023

[Residents invited to one-to-one chat with Police and Crime Commissioner](#)

Residents of Norfolk are being invited to meet with Police and Crime Commissioner Giles Orpen-Smellie to discuss any issues they may have about crime and policing in Norfolk.

7 July 2023

[PCC questions Chief Constable about hit-and-run incident](#)

Following extensive coverage from the local media concerning two Norfolk Constabulary officers involved in a hit-and-run incident on 5 March 2022, the PCC's Accountability Meeting focused on the investigation and the action taken by Norfolk's Chief Constable, Paul Sanford.

7 July 2023

[Modern slavery victims to be supported and heard in Norfolk](#)

Victims of modern slavery and exploitation in Norfolk are to receive immediate specialist help and support thanks to a project funded by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

13 July 2023

[PCC responds to the latest crime statistics](#)

Norfolk's Police and Crime Commissioner (PCC) has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of National Statistics (ONS).

21 July 2023

[Police and Crime Commissioner for Norfolk asks Norfolk residents for their views on crime and anti social behaviour](#)

The Home Office has invited all Police and Crime Commissioners to bid for vital funding to tackle anti-social behaviour and crime. This is the fifth round of the Government's Safer Streets Fund and, to inform Norfolk's bid, the Office of the Police and Crime Commissioner needs to know residents' views. Everyone in Norfolk is invited to complete a survey before Friday 11 August.

25 July 2023

[Norfolk residents invited to meet with PCC Giles Orpen-Smellie](#)

Norfolk's Police and Crime Commissioner Giles Orpen-Smellie is inviting residents to take part in the latest of his 'Time to Talk' sessions to discuss any issues they may have about crime and policing in Norfolk.

2 August 2023

Item 12, Annex C

List of items discussed at the most recent PCC Accountability Meetings

Date: 5 July 2023	
Subject	Summary
Public agenda	
Public Questions	Verbal update
Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 & 6 of Pillar 2 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Supporting Victims'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Emerging Operational/Organisational Risks	Verbal update.

Private agenda
None

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

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

The next PCC Accountability Meeting is scheduled to take place on 17 October 2023. There will be a public questions and answers segment at this meeting.

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

A Norfolk and Suffolk Collaboration meeting took place in private on the 25th July 2022.

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

List of items discussed at the most recent Audit Committee meetings

Date: 4 July 2023	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2023/24 Audit Plan	Report from Head of Internal Audit
Annual Report for the Audit Committee	Report from Chair and Chief Finance Officer
Accounting Policies	Report from Chief Finance Officer
Update to Risk Policy and Procedures (OPCCN)	Report from Chief Finance Officer
Draft Terms of Reference (Norfolk Joint Audit Committee)	Report from Chief Finance Officer
Forward Work Plan	Report from Chief Finance Officer
Private agenda	
Fraud update	Report from Chief Finance Officer (not published)
Audit of Accounts update	Verbal update

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

The next Audit Committee meeting is scheduled to take place on 29 August 2023.

Norfolk Police and Crime Panel Funding

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

1. Consider the 2022-23 expenditure;
2. Consider the 2023-24 grant allocation; and
3. Consider expenditure during 2023-24.

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. 2022-23 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 2022-23.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Appendix 1** of this report. Individual Panel Member’s expenses can be found on relevant councils’ websites. The Panel will note that the total grant was not claimed, with a variance of £4,405.70. This was because the majority of Panel Members have claimed minimal expenses, largely owing to new ways of working implemented following the covid pandemic.

3. 2023-24 grant allocation

- 3.1 The Home Office has confirmed its grant allocation to Norfolk County Council for 2023-24, which will remain the same (up to £64,340).
- 3.2 Payment will continue to be made in arrears during 2023-24, with similar Home

Office requirements to provide payment request returns twice during the year.

4. 2023-24 expenditure

- 4.1 The Panel will wish to note that the Panel Arrangements (paragraph 4.1) state that “it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel.”
- 4.2 The Panel has previously agreed that it would be beneficial to be a member of the Eastern Region Police and Crime Panel Network, convened by Frontline Consulting. The annual subscription, purchased for 2023-24 for £420, includes:
- Two meetings a year for two or three representatives of each Panel – usually the Chair and/or Vice-Chair and the Support Officer of each Panel. Panels may send substitutes.
 - A ‘helpline’ facility (by telephone or e-mail) supported by Dave Burn, (Director and Police, Fire and Crime Panel Lead), to answer queries and provide advice.
 - A 10% discount on any learning and development sessions that Panels engage Frontline Consulting to deliver.

The next meeting is scheduled to take place on 19 September 2023 (in person, venue to be confirmed).

- 4.3 Panel Members have also found the following events to be extremely valuable:
- LGA annual workshop for PCPs (details to be confirmed);
 - 12th Annual PCP conference: 8 and 9 November 2023, Scarman House, Warwick Conference Centre.
- 4.4 Details of these events will be circulated in due course and Panel Members asked to indicate whether they wish to attend.

5. Action

- 5.1 The Panel is recommended to:
1. Consider the 2022-23 expenditure;
 2. Consider the 2023-24 grant allocation; and
 3. Consider expenditure during 2023-24.

ANNEX B**OUTTURN STATEMENT - APRIL 2022 TO MARCH 2023**

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

Grant Recipient: Norfolk County Council

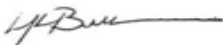
Grant Stream: Police and Crime Panels

Expenditure Category:	Actual Resource Expenditure (£)	Actual Capital Expenditure (£)
Administration costs	£59,517.50	£0.00
Councillor expenses	£416.80	£0.00
TOTAL EXPENDITURE:	£59,934.30	£0.00
TOTAL GRANT PROVIDED:	£64,340.00	£0.00
VARIANCE: total Grant provided minus total resource expenditure	£4,405.70	£0.00
Reason for variance:		
The majority of Councillors have claimed minimal expenses in relation to the Norfolk Police & Crime Panel this year, largely owing to new ways of working implemented following the covid pandemic.		

FINANCE OFFICER CERTIFICATION

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

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

Signature:			
Name (printed):	Harvey Bullen	Date:	07/06/2023
Position:	Director of Strategic Finance		

PROJECT MANAGER CONFIRMATION

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

- The information provided is correct, and all activities claimed have been completed as described, and
- The Eligible Expenditure has been incurred only for the purposes set out in

the Grant Agreement for the specified Grant scheme.

Signature:	<i>J Martin</i>		
Name (printed):	Jo Martin	Date:	05/04/23
Position:	Democratic Support & Scrutiny Manager, NCC		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

Note 1: If, at the end of the Funding Period, the total Grant claimed exceeds the value of the Grant Amount, in accordance with Clause 4.1 the Authority may not liable for this excess expenditure.

Note 2: If, at the end of the Funding Period, the total Grant claimed is greater than the Recipient's Eligible Expenditure, in accordance with Clauses 6.13 and 6.14, the Authority may offset the surplus against any future payment(s) due or recover the surplus as part of the Annual Review financial reconciliation process described in Schedule 3.

Note 3: In all instances, any expenditure deemed ineligible will be recoverable by the Authority

ANNEX A – GRANT CLAIM FORM

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panels (17)
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Period From: 1 September 2022 To: 31 March 2023	Resource (£)	Capital (£)
(1) Total funding received for this financial year	£23,782.84	N/A
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).	£36,151.46	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
(3) Funding request for this period	£36,151.46	N/A
(4) Total funding received and requested (1+3)	£59,934.30	N/A

MONITORING INFORMATION REQUIREMENTS

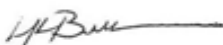
Where monitoring information, as set out in Schedule 3, is a requirement for the period the payment is requested for, please confirm what has been attached to this payment request form.

<p>Progress reporting:</p> <ul style="list-style-type: none"> - Breakdown of expenditure for the period 1 September 2022 to 31 March 2023. - Value for Money update. - Update against Key Performance Indicators. <p>Management Letter, Norfolk Audit Services – audit clearance.</p>
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SENIOR FINANCE OFFICER CERTIFICATION

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

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

Signature:			
Name (printed)	Harvey Bullen	Date:	07/06/2023
Position:	Director of Strategic Finance		

(signed electronically)

PROJECT MANAGER CONFIRMATION

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

- a) The information provided is correct, and all activities claimed have been completed as described, and
- b) The Eligible Expenditure has been incurred only for the purposes set out in the Grant Agreement for the specified Grant scheme.

Signature:	<i>J Martin</i>		
Name (printed):	Jo Martin	Date:	05/04/23
Position:	Democratic Support & Scrutiny Manager, NCC		

(signed electronically)

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

Note 1: For payments in arrears. If, over the Funding Period, the total Grant claimed exceeds the value of the Grant Amount, in accordance with Clause 4.1, the Authority may not be liable for this excess expenditure.

Note 2: For payments in Advance of Expenditure. If, over the Funding Period, the total Grant received is greater than the Recipient's expenditure, in accordance with Clauses 6.13 and 6.14, the Authority will offset the surplus against any future payment(s) due or recover the surplus as part of the Annual Review financial reconciliation process described in Schedule 3.

Note 3: In all instances, any expenditure deemed ineligible will be recoverable by the Authority.

SCHEDULE 3 – GRANT CLAIM FORM

Progress reporting

Breakdown of expenditure (items)	£(0.000s)
Period from 1 September 2022 to 31 March 2023	
Administration	
Staff salary re-charges	£33,484.65
Training and development	£1,495.00
Audit fees	£639.90
Printing & postage (agenda and training materials)	£226.71
Member expenses	£305.20
Total:	£36,151.46

Value for Money

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

Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest. During 2022-23 the Panel has benefitted from attendance at Eastern Region PFCP Network meetings as well as the annual national PFCP Conference, both convened by Frontline Consulting. In addition, Panel Members have had the opportunity to attend LGA's annual webinar for Panels as well as Home Office webinars without charge.

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

The Vice-Chair regularly attends National and Regional meetings, networking with other panels and the National Association of Police, Fire and Crime Panel's Chair as opportunities arise.

Although our public meetings must take place in person, we will continue to make good use of smarter working practices and arrange remote informal pre-meetings, briefings and working group meetings where appropriate.

Key Performance Indicators

a) The number of public meetings held

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

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

Agendas (each includes a forward work programme) 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

Named district council officers are provided with copies so that their respective local authorities are aware of the Panel's activity. The Panel's main support officer also supports the Norfolk Countywide Community Safety Partnership Scrutiny Body, which helps to ensure that both sets of members are kept informed of each other's activity and provides a common point of contact for the PCC's Chief Executive, who is Chair of the Norfolk Countywide Community Safety Partnership.

Letters from the Panel's Chair to the PCC, formally reporting the outcome of special functions (such as review of the PCC's 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 considered its own annual report for 2022-23 when it met on 27 April 2023. A copy has been published on the Panel's webpage.

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

Public engagement

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

which includes:

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

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

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

In July 2014 the Panel agreed that it wished to introduce a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the PCC 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 Chair, Vice-Chair 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 Accountability Meetings, public Q&A sessions and other events, and are alerted when PCC responses to HMICFRS reports have been published.

PCC conduct complaints

No PCC conduct complaints have been received during the period of the grant agreement.

Forward Work Programme

Date	Item	Attendees
11am, 30 October 2023, County Hall	<p>PCC's 2022-23 Annual Report (Police, Crime and Community Safety Plan 2022-24 performance monitoring 4th quarter)</p> <p>Independent Custody Visitor Scheme Annual Report 2022-23</p> <p>PCC Complaints Monitoring Report</p> <p>Complaints Policy Sub-Panel – update</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
January 2024 (To be confirmed)	Panel Member briefing – review of PCC's precept proposal	
11am, 6 February 2024 County Hall	<p>Review the PCC's proposed precept for 2024-25 (the Panel must review and report by 8 February 2024)</p> <p>Police, Crime and Community Safety Plan 2022-24 performance monitoring</p> <p>Information bulletin – questions arising to the PCC</p> <p>National Police and Crime Panel Conference 2023</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
11am, 21 February 2024 County Hall	Reserve date – to review a revised precept for 2024-25, if vetoed (the Panel must review and report by 22 February 2024)	Commissioner, supported by members of the Commissioner's staff and Chief

		Constable (subject to operational commitments)
18 March 2024	<p>Police and Crime Commissioner for Norfolk's end of term report</p> <p>Information bulletin – questions arising to the PCC</p> <p>PCC Complaints Monitoring Report</p> <p>Complaints Policy Sub-Panel – update</p> <p>Norfolk Police and Crime Panel Annual Report 2021-22</p> <p>Recruitment of Co-opted Independent Member (To consider the recruitment process and suggested timetable, and appoint a selection panel.)</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
May 2024	PCC and Local Elections	
June/July (to be confirmed)	Private informal meeting with newly elected PCC	
June/July 2024, County Hall (to be confirmed)	Private induction/refresh session for Panel members	
July 2024, County Hall (to be confirmed)	<p>Election of Chair and Vice-Chair</p> <p>Balanced Appointment Objective</p> <p>Panel Arrangements and Rules of Procedure – Review</p> <p>Introduction from the newly elected Police and Crime Commissioner</p> <p>Police, Crime and Community Safety Plan 2022-24 performance</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

	<p>monitoring</p> <p>Information bulletin – questions arising to the PCC</p> <p>Norfolk Police and Crime Panel funding</p> <p>Forward Work Programme</p>	
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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 2022-23: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (Chair), Cllr Mike Smith-Clare

Date of last meeting: 14 March 2023

Next meeting: 7 September 2023

PCP training and network events

- Eastern Region PCP Network: 19 September 2023 10am-1pm (in person, venue to be confirmed).
- 12th Annual Conference for P(F)CPs: Wednesday 8 and Thursday 9 November 2023.

For information

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

- 28 September 2023
- 7 December 2023

PCC Accountability Meetings are due to take place on the following dates and will include a public question and answer segment (details will be made available via OPCCN’s website):

- 17 October 2023

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.