

Norfolk Police and Crime Panel



Date: **Thursday 27 June 2022**

Time: **11am**

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

Panel Members are invited to a pre-meeting at 10am on 27 June 2022 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 Gordon Bambridge	Cllr Lynda Turner	Breckland District Council
Cllr Jonathan Emsell	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Stuart Dark	King’s Lynn and West Norfolk Council
Cllr William Richmond	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Tim Adams	Cllr Steve Riley	Norfolk County Council
Cllr Sarah Butikofer	Cllr John Toye	North Norfolk District Council
Cllr Cate Oliver	Cllr Paul Kendrick	Norwich City Council
Cllr James Easter	Cllr Margaret Dewsbury	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

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

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

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 meetings held on 21 April 2022

(Page **6**)

5. **Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

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

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

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

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

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

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

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

District Council 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 Friday 17 June 2022.**

8. Balanced Appointment Objective (Page **13**)

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 **19**)

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

10. Police and Crime Commissioner (PCC) Review Part Two (Page **62**)

To consider local implications arising from the Review.

11. Overview of PCC Commissioned Services (Page **67**)

To consider an overview and update from the PCC.

12. Information bulletin – questions arising to the PCC (Page **80**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.

13. PCC Complaints Monitoring Report (Page **90**)

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

14. Norfolk Police and Crime Panel Funding (Page **92**)

To consider the Panel's 2020-21 expenditure and 2022-23 Home Office grant allocation.

15. Work Programme (Page **103**)

To review the proposed work programme.

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 17 June 2022



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.



Norfolk Police and Crime Panel

Minutes of the Meeting held on 21 April 2022 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 Tim Adams	Norfolk County Council
Cllr Gordon Bambridge	Breckland District Council
Cllr Sarah Butikofer	North Norfolk District Council
Cllr Graham Carpenter	Norfolk County Council
Cllr Jonathan Emsell	Broadland District Council
Cllr James Easter	South Norfolk Council
Mr Peter Hill	Co-opted Independent Member
Cllr Cate Oliver	Norwich City Council

Officers Present:

Paul Sanford	Chief Constable for Norfolk (CC)
Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Committee Officer, Norfolk County Council, NCC
Karen Haywood	Democratic Services Officer
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Mike Smith-Clare and Cllr Colin Manning.

2. Minutes

- 2.1 The minutes of the meeting held on 1 February 2022 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.

6. Police and Crime Plan for Norfolk 2016-2021 – performance monitoring

6.1. The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2022 (Priority 2: Support Rural Communities and Priority 3: Improve Road Safety).

6.2 The Chair highlighted that this was the final performance report on the Commissioner's exiting Police and Crime Plan. The Panel had noted the publication of the new Police, Crime & Community Safety Plan on 31st March and looked forward to monitoring progress during future meetings.

6.3 In introducing the report, the PCC made the following points.

- The PCC drew attention to page 28 of the agenda and work that had been carried out regarding Operation Randall, Operation Galileo (hare coursing), Operation Huff (theft of GPS technology on agricultural vehicles) and Operation Seabird (protection of nesting seabirds and seals).
- The continuing development of drones mentioned on page 26 and the past investment made in drone technology would potentially pay dividends amongst the uncertainty of the National Police Air Service. The Constabulary were fortunate as the past investment meant they had credible air capability throughout any future uncertainty.
- With regards to road safety, the focus had been reducing the number of casualties, and the trend appeared to be downwards but there could be a post-covid upturn.
- The PCC highlighted on page 35 the excellent work carried out by Speedwatch volunteers. The level of participation within those groups reflected the level of concern about road safety within communities. The PCC reported that, with reference to page 34/35, the Constabulary was only one part of criminal justice system, so enforcement actions needed to be underpinned by sanctions. The disruption of the driver awareness courses arisen from the Covid pandemic had not helped. The PCC was also concerned at the delay of getting those more serious cases into court.
- Through the engagement carried out with public, the PCC had noted the speeding in residential areas and rural areas, and the perception of that speeding and the concern of the speeding were a constant theme of the engagement with the public. It is a deeper issue of anti-social behaviour which affected the lives of others in the community where those speeders were living.

6.4 During the discussion, the following points were raised;

- 6.4.1 The Panel asked the PCC what more work he envisaged would be carried out around supporting rural communities, what his strategic outlook was and what he would like to see being done on issues regarding the seals, especially the mistreatment. The PCC reassured that this issue was on the radar and recognised that there was an issue as it was reported regularly. However, he had to adopt a hard-line view as to where it sat as a priority amongst others and what resources could be attributed to it. The CC added that he was very much aware of it and was one of many demands he and the Constabulary faced. They offered their full support when the disturbance to seals hits the threshold of triggering Royal Society Prevention Cruelty to Animals (RSPCA). There was a broader challenge of working on the communications campaign and awareness, balancing advertising the beauty of those places with attracting more contact with those creatures.
- 6.4.2 In answer to a question regarding Operation 'Huff' and the work around the theft of agricultural machinery, the PCC explained that engineering a way out of the problem would probably have greater effect than preventing people from stealing. The PCC had no direct engagement but was aware that the insurance industry was having a lot of engagement with National Farmers Union (NFU). The CC added that through National Policing Lead of Vehicle Crime, there had been various engagements with industry of providers. Modern, high-cost equipment was retrospectively being installed into old machinery vehicles which had no security. From an investigate perspective the knowledge and understanding of the market of these products was improving constantly leading to bespoke operations to try and target the dealers of these units.
- 6.4.3 The Panel reported that as elected members they were regularly approached by members of their communities with regards to speeding and road offences. Although these concerns were often particular to an area, they were also issues that affected the whole of the county. The PCC was asked whether a reduction of speed limits could be part of the problem. The PCC reported that he heard those concerns daily, and it wasn't just a matter of speeding, but anti-social behaviour and it was a priority for him. The possible solution of reducing speed limits would start with Highways as that was where the responsibility lay for setting the limits. Where the Constabulary had data regarding the speed limit for a particular location, it would be in their favour to support the reduction. Although there was funding available to Norfolk County Council, it was not enough to share between 540 parishes who all had an issue. It was important to address the fundamental problem of speeding motorists whether this be through education or to design out the problem with future inventions such as driverless cars. Unfortunately, it was just human nature. It was high on the PCC's radar, but currently there was no solution. The CC added that he too regularly heard the issue. In 2020, 4.59 billion miles were driven on Norfolk roads. Norfolk had one of the biggest road networks across the country with a huge amount of activity on the roads. There were 46,000 speeding enforcements last year through various means and over 1000 vehicles ceased. The enforcement funds further investment through the Countywide Safety Partnership which enabled the Constabulary to increase the rural speeding vans from 4 to 6. All the enforcement available would not solve the problem and he agreed with the PCC that through designing out the problem, through the roads would help, but more importantly to change the mindset of drivers and to just make it unacceptable.

- 6.4.4 The Chair reported that in 2023/ 2024 that the Norfolk County Council Road Safety Fund would be focusing on the Breckland and South Norfolk areas which may have an impact on the highway and the speed limits.
- 6.4.5 The PCC would keep road safety high on the agenda and would continue to have conversations with the CC and relevant organisations including NCC.
- 6.4.6 The Panel highlighted that in other areas of Europe, icons were used to signify where people had died because of road traffic accidents. This was used with the aim of reducing speeding and reminded drivers that speeding could cause fatalities. A longer-term view was needed to reduce casualties on the Norfolk roads, and drivers needed to be influenced and educated at the point of speeding. This would not only prevent speeding, but prevent individuals from entering the criminal justice system, keep people out of courts, keep speeding fines down and prevent them from adding to the statistics. The PCC was interested in any way he could influence and educate drivers. There had been a similar suggestion made at a recently attended Road Safety Conference by the PCC and CC. Road Safety was part of his Police and Crime Plan and the OPCCN had been looking at how messages could be given out across the County.
- 6.4.7 The Panel asked if there was a correlation between the falling numbers of subscribers to the Operation Randall newsletter mentioned on page 29 of the agenda and less rural crime being reported mentioned on page 30. The PCC explained that the last rural forum attended by the PCC had been poorly attended. This was assumed to be positive and that farmers didn't feel as though they had issues to report and therefore didn't attend. A change in a new system of the newsletter and the GDPR obligations had created the fall in subscribers. Not everyone had re-subscribed. The figure relating to the number of hours spent on rural policing was a post-Covid correction. Due to people being furloughed, they had more hours available to work as a Special Constable. With people returning to work this availability had now returned to pre-Covid levels. The CC added that he was more concerned with the future than the past in terms of the rural crime figures. With the rising costs of living and particularly fuel, it could cause a rise in the rural crime. The 'NFU Mutual Annual Crime Survey' metric mentioned on page 26 gave the Constabulary real insight to the crime they could be expecting and had alerted them to thinking that they may have to put extra resources into this area, which they had started to do. The CC agreed with the rationale given by the PCC with regards to the crime policing but it had also been a case of scaled back training for Specials due to the covid restrictions. Investment was now being made into recruitment and training to increase the number of Specials.
- 6.4.8 The CC reported that in the last year 55% of those who had left the Specials had joined the Constabulary as a regular officer. Over 200 officers were being recruited over the next 3-year period. The CC was optimistic that the number of Specials would revert to where the CC wanted them to be. There was also an offer to join the special in a specialist role, which might appeal if there was of particular interest to them.
- 6.4.9 The PCC explained that engagement with younger people did happen in ways such as Operation Impact Team who demonstrated with a very badly crashed vehicle that had been involved with a road traffic accident. This engagement was easier to do with bigger cohorts such as schools and colleges, but not as easy with

the smaller groups. It could also be a role that could be carried out by a partner which would mean the Constabulary were not relied on so heavily and this was a debate that needed to be had on a national level.

- 6.4.10 In principle, the Constabulary did not object to a reduction in the speed limit and the response to each application was decided on a case-by-case basis. There could be scenarios that the Constabulary may decide that the resources would be better spent elsewhere, as there would be the expectation that there would then be enforcement of that reduced speed limit.
- 6.4.11 The PCC explained that 'Operation Randall' was a 'shop front' to the patrolling of the rural community. The PCC had been looking at the expansion of the reach of the operation such as giving extended training to other officers. The number of officers limited to rural policing was not exclusive to Operation Randall. The PCC would attend, for instance, meetings of the National Farmers Union, and would bring back points to the Constabulary to be researched and answered to those who asked them. The CC added that Operation Randall was led by an officer who was a former farmer so had extensive experience in both arenas. The drone team (made up of eight people), when not flying drones would patrol at the officer's instruction. There were also officers deployed from other areas, who patrolled in response to the crime data. This number varied daily dependant on the demands of the radio and the crime data.
- 6.4.12 The CC reported that he had officers trained in wildlife crime offences and there was a wide range of offences seen such as egg thefts and dog breeding. Unfortunately, it wasn't near the top of the priority list and policing could not meet all the demands that came its way. Other priorities such as sexual abuse, child exploitation was where the resources had to be assigned. However, there were several trained officers who worked well with the organisations such as RSPCA when needed.
- 6.4.13 The PCC explained that Norfolk had one of the best developed drone kits in the Country. The UK air space was a crowded air space and the opportunity given by the Civil Aviation Authority (CAA) to take part in the 'Beyond Visual Line of Sight' pilot was a huge step forward. The CC added that he was delighted to have been selected to be one of the pilot teams involved. It was a 2–3-year programme and excited to be at the front end of the project. Drones were a fantastic addition to the Constabulary, having used them 1745 times in the last calendar year and this project was about convincing the CAA that policing could fly drones responsibly and carefully.
- 6.5 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2022. The Chair reminded the Panel that the PCC had previously agreed to provide the Panel with a briefing on the format of his new performance monitoring reports. This would hopefully be combined with a visit to the Constabulary's new training centre at Hethersett and current Panel members would be advised of the date as soon as possible.
- 6.6 At this point in the meeting, the Chief Constable left the meeting.

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 During the discussion, the following points were noted;
- 7.3 The PCC reported that his recent visit to RAF Barnham was his first visit there. He had met Tim Passmore (PCC for Suffolk), and they had looked at training taking place there and viewed the site and what it offered. There was a lot of interest in the site due to its potential. The Ministry of Defence were currently talking about leasing the site but hadn't confirmed anything. Due to the events in Ukraine, there could be a need for an expansion of defence which could be an obstacle in taking negotiations forward.
- 7.4 The Panel asked, with reference to page 44 of the agenda, if terms such as 'boost' of funding could be expanded to give more detail for the Panel.
- 7.5 With reference to the 'Time to Talk' session on page 44-46 of the agenda, the Panel questioned if there had been significant take up by residents and if there were any issues that had been raised with the PCC. From the PCC's perspective, they had been very successful, and all three sessions had been over-subscribed. All sessions had raised at least one issue that had been followed up by the Chief Constable. Going forwards, the sessions might need to be managed to ensure availability for the public as some places had been taken up by Parish Councils who were offered their own separate sessions. Overall, the sessions had been successful, and some had identified individuals who would be useful in other capacities. They were additional opportunities to face-to-face meetings to engage.
- 7.6 The PCC reported that NIDAS (Norfolk Integrated Domestic Abuse Service) was settling nicely. It was led by Leeway, and supported by five of the seven district councils, with discussions continuing with the other two who hoped to be part of it soon. The key to the partnership was providing resource and it now had £6.5 million available to it over 5 years. By concentrating the resource, it had made the funds go further. It was now signposting more for alleged perpetrators, so they could be supported as well, in terms of counselling etc. The Director for Policy and Commissioning also explained that with regards to the 'Enough is Enough' campaign all the partners were also involved in the Community Safety Partnership. It was using resources awarded through the safer street fund and information was being disseminated throughout the county. All partners involved were those that sat in the community safety arena. There had been three rounds of 'Safer Streets' funding, with the fourth round now in progress. The third round was focused on violence against women and girls and OPCCN were awarded funding for a campaign to affect the behaviour of men and boys, as well as funding to undertake a bystander campaign in the education sector and wider work in the night-time economy. They were working with NCC school's teams to develop the bystander campaign. The PCC acknowledged that it was important to recognise the wider work of the OPCCN who were carrying out great work with all partners.
- 7.7 The Panel asked how the figures relating to the arrests on the back of the drink-driving campaign had related to the previous year. In the absence of the CC, the figures were not known but they would be included in a future report. The PCC was

concerned that a greater problem seemed to be drug driving, and this was more complex and more difficult to capture due to the lesser technology involved.

7.8 The Panel **NOTED** the report.

8. **Complaints Policy Sub Panel – Update**

8.1 The Panel received the report giving an update from the Complaints Policy Sub Panel.

8.2 The Chair of the Sub Panel had no updates to the report.

8.3 The Panel **NOTED** the update.

9. **Norfolk Police and Crime Panel Annual Report 2021-22**

9.1 The Panel received the report which set out the Panel's activity during the past year.

9.2 The Chair would ask 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.

9.3 The Panel **AGREED** the draft annual report and **APPROVED** publication of the Panel's annual report 2021-22.

10. **Work Programme**


10.1 The Panel received the work programme for the period June 2022 – April 2023.

10.2 The date for the visit to the training facilities in Hethersett and private Panel briefing would be circulated once it was agreed.

10.3 The Panel **AGREED** the work programme.

Meeting ended 12.30pm

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

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

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 2022, the number of places in each political group across the county is as follows:

Conservative - 218
Labour - 68
Liberal Democrat - 58
UKIP - 1
Green - 18

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

- 6 Conservative
- 2 Labour
- 2 Liberal Democrat

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

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

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

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

4. Co-opted independent members

- 4.1 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.



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.

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

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

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

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

Panel Arrangements and Rules of Procedure - Review

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

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

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 2022-23.

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 2022-23.

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

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

2.4.3 Meetings have been scheduled to take place at the following times:

- 2pm, Wednesday 6 July 2022
- 10am, Monday 7 November 2022
- 10am, Tuesday 14 March 2023

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

3. Action

3.1 The Panel is recommended to:

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



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.

Norfolk Police and Crime Panel

Panel Arrangements

1. Background

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

2. Functions of the Police and Crime Panel

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

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

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

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

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

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

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

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

2.8 The PCP must:-

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

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

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

3. Operating Arrangements

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

4. Financial Arrangements

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

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

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

5. Membership – Appointed Members

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

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

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

6. Membership – Independent Members

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

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

7. Casual Vacancies

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

8. Resignation of Appointed Members

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

9. Resignation of Independent Members

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

10. Removal of Appointed Members

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

11. Removal of Independent Members

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

12. Amendments to Panel Arrangements

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

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

13. Interpretation

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

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

14. Promotion of the Panel

14.1 The Panel Arrangements shall be promoted by:

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

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

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

Norfolk Police and Crime Panel

Rules of Procedure

1. General

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

2. Chair of the Police and Crime Panel

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

3. Meetings of the Police and Crime Panel

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

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

4. Quorum

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

5. Work Programme

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

6. Sub-Committees and Task and Finish Groups

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

7. Reports from the Police and Crime Panel

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

8. Police and Crime Commissioner and Officers Giving Account

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

9. Attendance by Others

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

10. Special Functions

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

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

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

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

11. Police and Crime Plan

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

11.2 The PCP must

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

12. Annual Report

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

13. Proposed Precept

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

Or

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

14. Appointment of Chief Constable

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

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

15. Senior Appointments

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

16. Appointment of an Acting Police and Crime Commissioner

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

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

17. Complaints

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

18. Suspension of the Police and Crime Commissioner

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

19. Suspension and Removal of the Chief Constable

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

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

20. Decision-making and Rules of Debate

20.1 Principles of Decision-making

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

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

20.2 Voting

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

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

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

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

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

20.3 Rules of Debate

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

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

20.3.2 No debate or vote until motion seconded

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

20.3.3 Right to require motion in writing

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

20.3.4 Secunder's speech

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

20.3.5 Content and length of speeches

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

20.3.6 When a member may speak again

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

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

20.3.7 Amendments to motions

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

20.3.8 Alteration of motion

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

20.3.9 Withdrawal of motion

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

20.3.10 Motions which may be moved during debate

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

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

20.3.11 Closure motions

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

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

20.3.12 Point of order

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

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

20.3.13 Personal explanation

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

21. Minutes

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

22. Record of attendance

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

23. Members' Conduct

23.1 Speaking

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

23.2 Chair Standing

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

23.3 Member not to be heard further

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

23.4 Member to leave the meeting

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

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

23.5 General disturbance

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

24. Disturbance by the public

24.1 Removal of member of the public

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

24.2 Clearance of part of meeting room

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

25. Interest of Members in contracts and other matters

Norfolk County Council and Co-opted Independent Members

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

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

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

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

District Council Members

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

26. Suspension and Amendment of Committee Procedure Rules

26.1 Suspension

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

26.2 Amendment

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

27. Adjournment of Panel Meetings

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

28. Questions from the Public

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

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

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

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

29. Interpretation

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

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

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

Detailed Guidance

1. Introduction

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

2. Role of Police and Crime Panel under the Regulations

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

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

3. Key concepts

The legislation contains a number of key definitions:

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

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

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

4. Evidence threshold

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

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

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

5. Appropriate Police and Crime Panel

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

6. Recorded Complaints and Conduct Matters

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

7. Conduct matters

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

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

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

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

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

8. Conduct matters occurring outside England and Wales

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

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

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

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

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

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

By telephone: (01953) 424455

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

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

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

10. Recipients' duties on receipt of a complaint

Direct complaints to the Panel

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

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

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

Direct complaints to the PCC and DPCC and preservation of evidence

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

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

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

Direct complaints to individual members of the Police and Crime Panel

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

Direct complaints to the IOPC

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

Direct complaints to the police

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

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

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

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

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

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

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

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

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

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

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

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

13. Taking no action on a recorded complaint

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

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

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

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

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

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

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

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

The Panel must refer the following to the IOPC:

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

Call-in by the IOPC

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

Referral

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

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

Referral-back

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

Duty to provide information

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

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

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

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

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

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

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

16. Resolution of other (non-criminal) complaints

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

Informal resolution

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

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

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

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

Apologies

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

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

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

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

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

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

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

Timescale

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

17. Provision and recording of information

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

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

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

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

18. Withdrawn and discontinued complaints

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

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

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

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

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

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

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

19. Right of appeal

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

Complaints Policy Sub Panel

Terms of Reference

1. Role and Purpose of the Complaints Policy Sub Panel

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

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

2. Scope of the Complaints Policy Sub Panel

Objectives:

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

3. Method

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

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

4. Membership

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

5. Outcomes

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

Background

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

Further information about the process can be found online:

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

Police and Crime Commissioner Review Part Two

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the local implications arising from the Review, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Government set out a commitment in its 2019 manifesto to expand and strengthen the role of Police and Crime Commissioners (PCCs). An internal review (“the Review”) by the Home Office, in two parts, has now been completed.
- 1.2 On 16 March 2021 the Home Secretary made a Written Statement to the House [Concluding Part One of the Police and Crime Commissioner Review](#).
- 1.3 On 7 March 2022 the Home Secretary made a Written Statement to the House setting out an [Update on Part Two of the Police and Crime Commissioner Review](#).
- 1.4 In addition, on 18 May 2022 the Government published its White Paper on [Reforming our Fire and Rescue Service](#). In respect of Governance, it says that the Government wishes to transfer fire functions to a single, elected – ideally directly elected – individual who would hold their operationally independent Chief Fire Officer to account. This person could be: a mayor who could delegate day-to-day oversight to a deputy mayor; or a council leader who could delegate to a cabinet member or a police, fire and crime commissioner. This effective political oversight would maintain and enhance public accountability.
- 1.5 Related to this, as part of the Government’s [Levelling Up Plan](#), Norfolk has been invited to seek a County Deal. Put simply it would be an agreement which would see the Government devolve some of its powers to local councils alongside a simplified, long-term funding settlement. Delivering the Levelling Up mission on Crime (By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas) and the implications for Police and Crime Commissioner functions will form part of continuing discussions.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to enable the Panel to consider the local implications arising from the Review.
- 2.2 The Panel's Chair and Vice Chair agreed that, three months on, it would be helpful to hear from the PCC how those Recommendations are being taken forward and his views on the local implications.

3. Suggested Approach

- 3.1 The Written Statement by the Home Secretary on 7 March 2022 included a series of Recommendations that aim to better equip PCCs to reduce crime and protect the public, solidify their position within the criminal justice system and make it easier for the public to hold PCCs to account. These Recommendations are attached at **Annex 1**.
- 3.3 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of his staff together with the Chief Constable. The Panel may wish to question him on the following areas:
 - a) How his role in offender management will be cemented;
 - b) How the way he works in partnership with others to fight crime and support victims will be improved;
 - c) How public confidence in policing will be improved;
 - d) How the PCCs role in the criminal justice system will be strengthened;
 - e) His views on governance proposals in the Fire Reform White Paper;
 - f) Implications for the Police, Crime and Community Safety Plan 2021-24;
 - g) The impact of national policy changes on the Office of the Police and Crime Commissioner for Norfolk.

4. Action

- 4.1 The Panel is recommended to:
 - 1) Consider the local implications arising from the Review, and;
 - 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

Annex A – Police and Crime Commissioner Review (PCC) Review Part Two: Recommendations

Part Two of the PCC Review provided an opportunity to ensure that PCCs have the ability to work across the Criminal Justice System to cut crime, drugs misuse and antisocial behaviour, whilst continuing to strengthen their accountability to the public. The full list of the recommendations from Part Two is below. Any recommendations that require primary legislation will be implemented when parliamentary time allows.

Offender Management

We want to see greater PCC involvement in the management of offenders and to improve how PCCs and the Probation Service work together, given their shared priorities. The Home Office will therefore:

- Legislate to introduce a new reciprocal duty for PCCs and Regional Probation Directors to consult one another when developing priorities for their Policing and Crime Plans and Regional Reducing Reoffending Plans respectively, and to introduce a duty for them to collaborate, where appropriate.
- Work with the Association of Police and Crime Commissioners (APCC) and Her Majesty's Prison and Probation Service (HMPPS) to develop guidance on the co-commissioning of services by Regional Probation Directors and PCCs.
- Encourage HMPPS and the APCC develop a memorandum of understanding on the relevant data to support the reduction of reoffending, to provide confidence in local data sharing.
- Work with the Ministry of Justice and HMPPS to produce guidance on the PCC role in unpaid work, including how they work with Community Safety Partnerships (CSPs) to canvass community views on opportunities for unpaid work. This builds on the new statutory duty being placed on the Probation Service through the Police, Crime, Sentencing and Courts Bill to consult PCCs when designing and delivering unpaid work schemes.

Crime and Justice Partnerships

We want to give PCCs the levers to bring together criminal justice partners to effectively tackle crime, antisocial behaviour (ASB) and drugs misuse. Therefore, the Home Office will:

- Work with the Ministry of Justice and other criminal justice partners that sit on Local Criminal Justice Boards (LCJBs) to develop options for legislation to put these boards on a statutory footing. This will include defining the role of the PCC as Chair and setting out the expected membership (including the Crown Prosecution Service, Her Majesty's Courts and Tribunals Service and the Probation Service). We will do this in a way which fully respects and recognises the independence of these partners. To underpin this, the Home Office will work with the Ministry of Justice to strengthen supporting guidance on LCJBs.
- Update the existing Violence Reduction Unit (VRU) guidance to provide greater clarity on the role of the PCC within the VRU, including the role they should play in chairing the VRU governance board and providing strategic direction. This

guidance should also recommend the identification of a dedicated VRU liaison officer within the office of the PCC.

- Consider moving away from one-year funding cycles for VRU towards multi-year funding following the 2022/23 Spending Review. Longer-term funding certainty could allow greater development of preventative strategies and instill greater confidence in partners around the longevity of VRUs.
- Undertake a full review of CSPs to initially improve their transparency, accountability, and effectiveness, before assessing their position within the wider landscape of local partnerships across England and Wales.
- Through the review of CSPs, consider introducing a new duty for CSPs to report on local ASB strategy and delivery to PCCs and legislating to set out the PCC role in the ASB Community Trigger process.
- Amend the core PCC guidance (in development following Part One of the Review) and share existing good practice to help PCCs understand how they can leverage strong local partnerships to tackle drug misuse and supply, in conjunction with the APCC and National Police Chiefs' Council.
- Clarify the existing legislation on PCC representation on local government committees, in order to facilitate greater collaboration between PCCs, local government leaders (including combined authority mayors) and Local Enterprise Partnerships. To support this, the Home Office will develop guidance to help facilitate closer engagement between PCCs and those charged with responsibility for economic regeneration within the core PCC guidance.

Public Confidence

We want to help PCCs to work with their local communities to foster greater public confidence in the police. The Home Office will:

- Encourage the College of Policing to work with the APCC to assess what enables PCCs to build public confidence and engage communities, highlighting what works, and include this evidence within the 'what works' compendium (a recommendation from Part One of the PCC Review).
- Amend the core PCC Guidance to reflect the PCC role in securing and maintaining public confidence in policing and tackling crime and anti-social behaviour. The guidance will outline the importance of, and provide advice on, the PCC's role in holding the Chief Constable to account for their responsibility to understand and act to build public confidence. We will also set out how PCCs should reach out and engage diverse communities across their local area, in order to help close the confidence gap.

Data

Data sharing between PCCs and criminal justice agencies can be difficult and inconsistent, acting as a barrier to agencies tackling local issues collectively and blocking PCCs from assessing the performance of their local force within the criminal justice landscape. To remove these barriers, the Home Office will:

- Support PCCs to secure effective policing in their area by working with Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

and wider criminal justice partners to improve the quality of, and PCC access to, performance information against the National Crime and Policing Measures.

- Support PCCs to secure an efficient police force in their area by working with HMICFRS and the wider policing sector to develop a police efficiency dataset and improve their ability to interpret differences between forces to help drive efficiencies.
- Support the College of Policing to hold regular learning and development events that support the development of analytical capability and data literacy within PCCs' offices.
- Work with the Ministry of Justice, the Information Commissioner's Office, and other criminal justice partners to develop national guidance on data sharing between criminal justice partners, including PCCs. At a local level, this will be reinforced by work led by the APCC and supported by the Home Office and Ministry of Justice, to bring together good practice examples of local data sharing. These examples will be used by the APCC and the Government to develop a template memorandum of understanding for local data sharing between local partners.

Police and Crime Panels

We want to ensure that PCCs are scrutinised effectively and consistently on behalf of their communities, by driving up the standard of scrutiny applied to them by Police and Crime Panels. To make these improvements, the Home Office will:

- Work with the Local Government Association (LGA) and the Welsh LGA (WLGA) to improve the process for recruiting and retaining independent members, to build upon the knowledge and expertise that independent members bring to panels, help boost interest in the role and enhance the calibre and diversity of those individuals.
- Work with the LGA and WLGA to develop and assess options for how a regional panel support secretariat could work within the existing grant funding envelope, to improve professionalism, quality and consistency of support and research for panels by support officers.

Complaints

It is important that the public can complain about their PCC if needed and know that their complaint will be handled effectively and consistently. The Home Office will further consider the processes for how complaints of criminal misconduct are handled, and the scope to align a new code of conduct with the regime for mayors and councillors in local government. This will also consider how to address the problems of vexatious and political motivated complaints, especially those which stem from disagreements with the political views of the Commissioner, or complaints which are nothing to do with policing.

Overview of PCC Commissioned Services

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the overview of PCC Commissioned Services, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Police and Crime Commissioners (PCCs) have the power to commission services and to award grants to assist them in delivering the priorities of the Police and Crime Plan.
- 1.2 Following publication of the Police, Crime and Community Safety Plan 2022-24 (“the Plan”), the Panel’s Chair and Vice Chair agreed that it would be helpful to receive an update from the PCC to better understand what services and projects he is funding and how they are supporting his Plan.

2. Purpose of today’s meeting

- 2.1 The purpose of the item on today’s agenda is to enable the Panel to consider the overview and update from the PCC.

3. Suggested Approach

- 3.1 The services and interventions funded by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) through the commissioning budget and Ministry of Justice grants are set out in the report at **Annex 1**.
- 3.2 The net 2021/22 commissioning budget is £1 million.

Category	£000	Description
General	1,044	
Victims' services	1,056	Supporting victims of crime to cope and recover.
Total	2,100	
Less:- Ministry of Justice (MOJ) grant	1,056	
Total (Net)	1,044	

3.3 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of his staff together with the Chief Constable. The Panel may wish to question him on the following areas:

- a) The PCC's approach to deciding which services and interventions will be commissioned, which existing services or interventions will be updated and which new services or interventions will be created;
- b) Current commissioning priorities, intentions and commitments;
- c) How the PCC is contributing to local strategic partnerships and integrated commissioning, to achieve sustainable, stable and consistent provision;
- d) OPCCN's success in identifying and securing external funding streams;
- e) Any issues arising from the regular monitoring and evaluation of services and interventions;
- f) How feedback from service users informs the evaluation;
- g) The impact of national policy developments and draft legislation.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the overview of PCC Commissioned Services, 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 & Crime Commissioner: Commissioning Overview

Summary

The Police and Crime Commissioner (PCC) and the Office of the Police and Crime (OPCCN) are commissioning bodies, that work in partnership to provide interventions and services to prevent crime, reduce re-offending, make communities safer and provide support to victims to help them cope and recover from their experiences.

The PCC's priorities and the outcomes he is seeking to achieve are set in the Police, Crime and Community Safety Plan, and commissioning responsibilities both inform these and directly support their delivery.

The Police, Crime and Community Safety Plan is the commissioning strategy for the PCC/OPCCN and drives all commissioning activity.

To deliver the plan, the PCC/OPCCN deliver a wide range of interventions, activities, and services to meet these are detailed.

1. Background

- 1.1 The PCC has an extensive commissioning role, ranging from policing to crime reduction, community safety and the provision of services for victims of crime.
- 1.2 Through statute, the PCC has the power to award grants to reduce crime in Norfolk, and this responsibility is managed strategically through the Police, Crime and Community Safety Plan and wider partnership commissioning activity.
- 1.3 In addition, responsibility for commissioning services for victims of crime sits with the PCC and is funded predominantly through devolved funding from the Ministry of Justice (MOJ). There are strict criteria governing use of these resources that restrict spend to...
 - the mandatory provision of a victim assessment and referral service for all victims of crime in Norfolk
 - domestic abuse and sexual violence services
 - the mandatory provision of a restorative justice service for victims
 - single point of contact for major criminal incidents
 - market development
 - commissioning support.

- 1.4 The requirements for victims' commissioning are devised centrally by the Ministry of Justice; to strategically drive and deliver central government priorities, including violence against women and girls.
- 1.5 The range of responsibilities and funding for victims' services (over £1.25m) make the PCC, the largest commissioner of victim specific services in the county.
- 1.6 Currently a number of pieces of legislation, government plans and guidance affect the nature and scale of the responsibilities placed on the PCC including...
 - Beating Crime Plan.
 - Domestic Abuse Act 2021.
 - Domestic Abuse Plan.
 - Victims Bill.
 - Victims Code of Practice.
 - Rape Review.
 - PCC Review Parts 1 and 2.
 - Modern Slavery Act 2015.
- 1.7 This is not restricted to victims commissioning and has a commensurate impact on the response to preventing crime, reducing re-offending and community safety. Some of the main drivers include...
 - Homelessness Reduction Act (2017).
 - Women in Criminal Justice Strategy (MOJ 2018).
 - Education and Employment Strategy (MOJ 2018).
 - Police, Crime, Sentencing and Courts Bill.
 - PCC Review proposal to lock in a duty to collaborate for PCCs the National Probation Service.

2. Evidence Based Commissioning

2.1 The Police, Crime and Community Safety Plan sets the overarching framework for commissioning activity at the OPCCN, and this is further refined and informed by...

- National policy, strategy, and practice.
- Local policy, strategy and practice.
- Local police, crime, and community safety data.
- Victim Needs Assessment including the Domestic Violence Needs Assessment the Sexual Violence Needs Assessment.
- Reducing Offending Strategic Needs Assessment.
- Lived experience and user voice.
- Best practice and learning both nationally and internationally.

2.2 As a result, commissioning priorities and activity reflect the victimology, crime and offending profile for Norfolk and integrate with the strategies and plans of a range of strategic partners including Norfolk Constabulary, Norfolk County Council, Health, and District and Borough Councils.

3. Current Commissioning Priorities and Intentions

3.1 The current commissioning priorities, intentions and commitments, and the Police, Crime and Community Safety Plan priorities they support are as follows...

Priority	Priority/Intention/Commitment
Tackling Crime and Preventing Offending	
<ul style="list-style-type: none"> • Domestic Abuse Perpetrators 	Cautioning Adult Relationship Abuse (CARA) Domestic Abuse Perpetrator Partnership Approach (DAPPA)
<ul style="list-style-type: none"> • Support pathways to reduce re-offending 	<ul style="list-style-type: none"> • Community Chaplaincy Norfolk (support for prison leavers) • Pathways Project (accommodation/wrap around support) • Foundations Project (accommodation/wrap around support)

• Women in criminal justice	WONDER Service
• Children affected by adult imprisonment (significant adverse childhood experience)	Detailed programme in development
• Children and Young People	Norwich City Community Foundation – Positive Futures Programme
Support Victims	
• Victim assessment and referral	• Norfolk and Suffolk Victim Care
• Domestic Abuse Services	• Norfolk Integrated Domestic Abuse Service
• Support for victims of sexual violence	• Sue Lambert Trust • One-to-One Service King's Lynn • Daisy Project Rowan Service • Fresh Start New Beginnings (11-18 years old)
• Victim lead restorative justice service	• Norfolk and Suffolk Restorative Justice Hub
• Support for victims of road traffic accidents	• Proposals in development
• Support for victims of modern slavery	• Proposals in development

4. OPCCN Services

4.1 Norfolk and Suffolk Victim Care <https://www.nsvictimcare.org/> ...

- Commissioned jointly with the Office of the Police and Crime Commissioner for Suffolk (OPCCS) and provided by Victim Support.
- Service covers Norfolk and Suffolk.
- All victims are entitled to support and (unless a victim declines) are referred to the service by the police forces within 24 hours.
- The service is a victim assessment, support, and referral service for all victims of crime and their families and must be provided free of charge.
- The delivery model is designed to improve outcomes for service users through:
 - ✓ enhanced case management and independent victim advocacy.

- ✓ a single point of contact/support principle; enabling relationships and trust to be built with a client's support worker
- ✓ digital resources and online self-referral channels, including counselling support
- ✓ dedicated support for domestic abuse victims assessed as standard risk of harm.

4.2 **Norfolk and Suffolk Restorative Justice (RJ) Hub...**

- Commissioned jointly with the Office of the Police and Crime Commissioner for Suffolk.
- Provided by Norfolk and Suffolk Constabulary Joint Justice Unit.
- Gives those involved in crime a chance to explain/hear the impact of the harm caused through safe communication, support, and encouragement.
- Victims can explain how it made them feel, describe the consequences, ask questions, receive an explanation, and seek an apology if they wish.
- Offenders can take responsibility for their actions, offer an explanation, and take steps to repair the harm.

4.3 **Integrated Domestic Abuse Service (NIDAS) <https://nidasnorfolk.co.uk/> ...**

- OPCCN lead commissioner for a partnership comprising Norfolk County Council, Norwich City Council, Broadland District Council and South Norfolk District Council.
- NIDAS is a single county wide domestic abuse service, designed using learning from best practice and survivor voice and providing consistent high-quality support across the whole of the county.
- NIDAS is a major development in the creation and implementation of whole system support for domestic abuse victims and survivors.
- The service provides;
 - community based services for victims of domestic abuse over the age of 16 and the children of victims in service, who are assessed as being at high or medium risk of further harm
 - specialist support for children and young people
 - holistic support through integration with local authority early help hubs and community-based assets
 - recovery programmes
 - sanctuary measures to secure the accommodation of victims and reduce the risk from perpetrators

- the Norfolk Domestic Abuse Champion Network to maintain and develop a community-based points of advice, disclosure, and support, with a strong focus on education and health settings
- services accessible to all demographic groups
- training to professionals to enable them to respond to and support victims of domestic abuse more effectively
- support for victims of perpetrators engaged in perpetrator programmes
- specialist support for victims of stalking
- support for victims of police officers being investigated by Norfolk Constabulary for the misuse of police powers
- improved data to inform the strategic commissioning framework for domestic abuse services in the county
- comprehensive data on cope and recovery outcomes for service users based on Safelives best practice.

4.4 **Women Of Norfolk Diversion, Engagement and Rehabilitation (WONDER) Service** <https://www.stgilestrust.org.uk/what-we-do/womens-services/> ...

The WONDER+ service is a whole system Approach (WSA) to rehabilitating female offenders and supporting women at risk of offending, funded by the Ministry of Justice, Norfolk Police and Crime Commissioner, Norfolk County Council Public Health and the Norfolk and Suffolk Community Rehabilitation Company (NSCRC).

4.5 **Sexual Violence Therapeutic Support Services...**

- **Sue Lambert Trust** <https://www.suelamberttrust.org> provides:
 - kind, safe, supportive help in Norfolk to those who have ever experienced sexual abuse including domestic abuse
 - a range of services including one to one counselling, support, and group work; as well as information and resources
 - services to anybody aged 11+ for, in most cases, up to 12 months
 - counselling and support work face to face in Norwich and Great Yarmouth and remotely via telephone and Zoom
 - services in line with the British Association for Counselling and Psychotherapy (BACP) Ethical Framework.

- **One-to-One** <https://www.121help.org/> provides...
 - services across King's Lynn, West Norfolk and North Norfolk
 - support for women and men, and boy and girls above the age of 12, that have been victims of sexual abuse, violence, and rape
 - the support provided is a combination of one-to-one counselling and group work.

- **Rowan Project** <https://www.daisyprogramme.org.uk/sacounselling> provides...
 - specialist counselling support for women, men and those identifying as male or female, young people (boys and girls) aged 16 years and over who have been victims of sexual abuse/violence/rape and/or current/historic child sexual abuse living in Breckland.

4.6 **CARA...**

- Project CARA (Conditional Cautioning and Relationship Abuse) developed and run by Hampshire Constabulary and The Hampton Trust, with the permission of the Director of the Public Prosecution (DPP), allows the Police to use out of court disposals, conditional cautions for reported first-time domestic abuse incidents. The perpetrator must comply with attending a short rehabilitative awareness programme which addresses abusive relationship behaviours. If the offender fails to comply, then they may face prosecution for the original offence. Acceptance to the DA Conditional Cautioning scheme must meet specific criteria as set by the Director of the Public Prosecution (DPP) and the Crown Prosecution Service (CPS).
- The key objectives of Project Cara are to provide an intervention designed to raise awareness of domestic abuse as part of a conditional cautioning outcome.
- This is part of an evidence based, early intervention response for domestic abuse between intimate partners only. The project, managed by The Hampton Trust has been running since 2012.
- Offenders are required to attend two domestic abuse workshops that use motivational interviewing to engage offenders to reflect on what led to their arrest.
- The ethos behind CARA is that it is very much a positive opportunity to support offenders in addressing their actions and attitudes in order to prevent recidivism and repeat victimisation.
- Victim safeguarding is paramount during the workshops to ensure they are not subject to repeat victimisation.

4.7 **Domestic Abuse Perpetrator Partnership Approach (DAPPA...**

- The DAPPA team based in Norfolk Constabulary work in partnership with key stakeholder using an evidence-based approach to identify those perpetrators who would benefit from engagement with this programme.
- The DAPPA programme aims to assist a positive change in attitudes and associated behaviour and in turn reduce the risk of repeated abusive behaviour amongst service users.
- The programme provides dedicated integrated emotional, behavioural, and practical support services for perpetrators of domestic abuse and their partners who are victims of crime matched to the individual's circumstances and level of risk and for those who want to stop being abusive towards intimate partners.

•

4.8 **Foundations Project...**

- An innovative partnership with Norwich City Council and Broadland Housing to provide stable accommodation for prison leavers – as well as support to tackle the issues which make them vulnerable to reoffending.
- Helps prison leavers to reintegrate back into Norfolk's communities, reducing the likelihood they will reoffend or become homeless.
- Workers make sure that everything is ready as soon as clients move in, including all white goods and furnishings.
- Provides support from a health navigator who works alongside the clients to help them to attend appointments. Often long-term health conditions are masked by a chaotic lifestyle. Once a person becomes settled in their accommodation, it is not uncommon for health problems come to the fore, so it is crucial that people are supported into getting the treatment they need.
- Set up at the start of the pandemic, is part of wider project with Norwich City council to provide decent homes for people so they are no longer on the street.

4.9 **Pathway Out...**

- Pathway Out is a community-based service that works with people who have a lived experience of the criminal justice system and with issues caused by addiction to Class A drugs.
- Pathway Out provides one-to-one tailored support for up to three months. Before support into employment and training can begin, support workers motivate and empower clients to engage in activities that will improve their ability to manage their lives independently.
- Referrals to Pathway Out are received via DWP Work Coaches for those identified as 'work ready' and those who are also assigned to the wider Project

ADDER* (Addiction, Diversion, Disruption, Enforcement and Recovery) programme, and so are receiving support for drug addiction.

5. Strategic Partnerships and Integrated Commissioning

- 5.1 The PCC and OPCCN have both sole commissioning responsibilities, and partnership responsibilities, in order to meet a range of outcomes to prevent crime, safeguard the most vulnerable in our county and support victims to cope and recover.
- 5.2 However, regardless of the responsibility, the PCC and OPCCN can only deliver the outcomes of the Police, Crime and Community Safety Plan and address the complex causes of crime and response required to support victims by working and commissioning in partnership with a range of statutory, voluntary and community and private sector partners.
- 5.3 Taking a whole system, multi-agency approach to a range of priorities (as demonstrated above) ensures that the most effective and efficient solutions are put in place, which deliver value for money.
- 5.4 Therefore, a significant proportion of time of the Commissioning function at the OPCCN is engaged in leading and working across strategic partnerships to enable this and these include (not exclusively)...
 - Norfolk Constabulary Strategic Groups.
 - Norfolk and Suffolk Criminal Justice Board.
 - Norfolk County Community Safety Partnership.
 - Norfolk Adult Safeguarding Board.
 - Health and Wellbeing Board.
 - Children and Young People Strategic Alliance.
 - Norfolk Reducing Offending Board and Women in Criminal Justice Strategy Group.
- 5.5 This ensures that the OPCCN is aligned, connected and operational at a multi-agency level and achieving the benefits of being so.

6. External Funding Streams

- 6.1 To maximise the resources available to support the delivery of the Police, Crime and Community Safety Plan and associated commissioning priorities and activity, the OPCCN has robust processes, resources, and expertise in place to identify, apply for and operationalise external funding streams on behalf of the PCC, OPCCN, Norfolk Constabulary and strategic partners.
- 6.2 The OPCCN has a track record of optimizing the use of external funding streams and this is reported through the budget reports to the Police and Crime Panel.

6.3 In the current financial year, the OPCCN is in receipt of a number of external funding streams including...

- Home Office Safer Streets Funding.
- Ministry of Justice Domestic Abuse and Sexual Violence Service Funding.

7. Procurement Policy and Processes

7.1 In a traditional commissioning cycle, procurement of supplies, good and services is a key stage, and as the OPCCN does not directly deliver any services, it is required to procure a range of services to reduce crime and support victims as set out above.

7.1 OPCCN procurement is conducted in line with all statutory requirements through the regional 7 Force Procurement Team and all associated policy and practice. The team provide end to end support, ranging from market engagement to specification development to relationship management and contract management.

8 Monitoring and Evaluation

8.1 The OPCC has robust monitoring and evaluation processes in place for all commissioning activity. This is informed by the nature, funding source and scale of the activity and associated performance and outcome frameworks.

8.2 All commissioning supports the delivery of the Police, Crime and Community Safety Plan and therefore high-level outcomes measurement is conducted through the associated performance framework.

8.3 Each service, project and intervention are also measured using a range of specific outcome and service delivery performance metrics.

8.4 All services, projects and interventions are reviewed on a quarterly basis, with robust contract and grant monitoring processes in place, linked to the payment structure and support by the 7 Force Procurement Team in line with legal and good practice.

8.5 Testing of commissioning policy and practice is undertaken by the organisation's internal auditors on an annual basis, who also conduct an assurance review of all Ministry of Justice grant funded services.

9 Transparency and Decision Making

9.1 The PCC is required to publish his commissioning intentions in the Police, Crime and Community Safety Plan as a requirement of MOJ victims service funding.

9.2 This can never be a definitive list due to the nature of the document and the dynamics of need, policy development and the emergence of new funding streams. For example, since the publication of the Police, Crime and Community Safety Plan in March, the Ministry of Justice, Home Office and Department for Levelling Up and Communities have announced new legislative requirements, national plans and fundings streams across a range of priorities, that require a response, bids for

funding and the procurement of new interventions and services. These are, however, all in line with and supportive of the priorities in the plan and the achievement of specific outcomes. For example, the current round of bids to the Home Office Safer Streets 4 funding round, focusing on violence against women and girls in the nighttime economy; addressing new and emerging concerns about the prevalence and impact of spiking.

- 9.3 Furthermore, the Specified Information Order placed on the OPCCN requires the publication of all decisions and grants awarded by the PCC. This information is published on the OPCCN website and can be accessed through the following links...

<https://www.norfolk-pcc.gov.uk/key-information/transparency/decisions/> .

<https://www.norfolk-pcc.gov.uk/services-we-provide/grant-funding/> .

All decisions made to deliver interventions and provide services to reduce crime and support victims, clearly set out how they support the aims and objectives of the Police, Crime and Community Safety Plan, the rationale behind the decision making, procurement and award processes, the nature, and details of the service and full costs. Where a grant is made and wherever possible, the agreement is available through the links above.

- 9.4 All commissioning decisions are made through the corporate decision-making process and authorised by the Monitoring and Section 151 Officers, to ensure that all legal requirements and principles are met.

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

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

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 17 June 2022, 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 17 June 2022, 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 and IT.

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

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

Date	Activity
6 April 2022	Norfolk & Suffolk CJB Executive Group meeting
25 April 2022	Norfolk & Suffolk Criminal Justice Board
26 April 2022	APCC Transparency portfolio Meeting
27 April 2022	APCC General Meeting
28 April 2022	APCC General Meeting
12 May 2022	Annual PCC-National Crime Agency Engagement Day
18 May 2022	Norfolk & Suffolk Criminal Justice Board Executive Group meeting
19 May 2022	National Drugs Summit
25 May 2022	NPAS National Strategic Board
26 May 2022	APCC Transparency portfolio Meeting
26 May 2022	Home Office - Trust and Confidence in Policing
27 May 2022	APCC Levelling Up working group

f) Audit Committee

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

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

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

- h) Emergency services collaboration.

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

On [3 May 2022](#) Cabinet considered the Norfolk Fire and Rescue Service Community Risk Management Plan (CRMP 2023-24) Development Plan and the PCC attended to contribute to the discussion.

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](#).

Decision notices published since the previous meeting are listed below.

Support Victims and Reduce Vulnerability

[Domestic Abuse Change Champions](#)

Decision 2022-25

The Police and Crime Commissioner supports the delivery of this project to be delivered and managed by Norfolk County Council, Children's Services as Lead Commissioner.

[Children Impacted by Adult Incarceration](#)

Decision 2022-26

The PCC for Norfolk supports the allocation of funding to Elaine Bennett to produce the research report and findings, which is pivotal for any future funding application for the provision of services and or interventions going forward.

[Pathway Out Project Underspend](#)

Decision 2022-28

The PCC for Norfolk supports the allocation of Norfolk Public Health's under-spend to St Giles Trust to enable the creation of training resource (Conflict Management and Emotional Regulation), which will be of benefit to the ADDER client group in helping them take steps towards employment.

[Additional Provision for IDVAs and ISVAs](#)

Decision 2022-30

The PCC is in support of the additional Family Independent Domestic Abuse Advisors (IDVA) and Independent Sexual Violence Advisor (ISVA) posts set out within this Decision Notice.

Other

[Section 22A Collaboration Agreement for Joint People Directorate](#)

Decision 2022-23

The Chief Executive of the Office of the Police and Crime Commissioner authorised the collaboration agreement on behalf of the Police and Crime Commissioner, to enable the Joint People Directorate (formerly Joint HR) function to progress

[Variation to the Joint Communications Department](#)

Decision 2022-24

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

[Independent Custody Visiting Association \(ICVA\) - Membership Subscription 2022-23](#)

Decision 2022-27

The PCC has approved the subscription to ICVA for the period 2022/23 at a cost of £1000.

(Decision 2022-07 not yet published)

Summary of the PCC's activity

[Vital funding helps ensure education to end violence against women and girls in Norfolk](#)

Students across the county have been taking part in special workshops aimed at highlighting attitudes, behaviours, and misconceptions around sexual violence against women and girls.

8 April 2022

[New policing facility brings specialist expertise under one roof](#)

A brand-new specialist policing centre is one step closer to opening after contractors completed the roof section on the facility – set to serve the communities of Broadland and beyond.

26 April 2022

[The Police and Crime Panel - 21st April](#)

Residents of Norfolk had the opportunity to attend or live stream on YouTube the Norfolk Police and Crime Panel which took place on Thursday (21st April) at County Hall.

27 April 2022

[PCC responds to latest crime statistics for Norfolk](#)

PCC responds to latest crime statistics for Norfolk.

29 April 2022

[PCC and Police Chief bring partners together to tackle road safety in Norfolk](#)

Norfolk's Police and Crime Commissioner reinforced his commitment to road safety in the county at a special conference last week.

29 April 2022

[Partnership working proves vital way to keep Norfolk women out of criminal justice system](#)

Vulnerable women in danger of entering the criminal justice system (CJS) are being given a helping hand to turn their lives around thanks to a strong partnership approach led by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

2 May 2022

[Norfolk's PCC and Chief Constable address policing and crime issues](#)

The Police and Crime Commissioner's quarterly meeting on accountability took place earlier this week, enabling local residents to ask questions to Norfolk Constabulary's Chief Constable.

5 May 2022

[Norfolk's PCC marks a year in post](#)

The PCC reflects on his first twelve months in office and looks ahead to the coming year.

13 May 2022

[Norfolk residents urged to have their say about police 101 and 999 services](#)

Residents across Norfolk are being asked to take a few minutes to tell police chiefs about their experiences of the 101 and 999 services, as well as preferences for future modes of contact.

19 May 2022

[Foundations project gives people the stability to grow](#)

Foundations, an award-winning project which supports prison leavers to reintegrate back into Norfolk's communities, is leading the way on how the criminal justice housing system could work.

20 May 2022

[Pathway Out: building futures for people affected by drugs](#)

A project that aims to provide training skills and employment opportunities to people with an offending past celebrated its first year this month. Giles Orpen-Smellie, Norfolk's Police and Crime Commissioner (PCC), visited [St Giles Trust](#) in Norwich on Monday, 16 May, to find out how Pathway Out has helped people since its launch.

24 May 2022

['Time to Talk' to your Police and Crime Commissioner](#)

Residents across the county 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.

26 May 2022

[PCC responds to 999 performance data](#)

Norfolk's Police and Crime Commissioner has today responded to the release of performance data setting out how long it takes police forces around the country to answer 999 calls.

31 May 2022

[PCC joins walk to highlight the need to end violence against women and girls](#)

Norfolk's Police and Crime Commissioner (PCC) joined members of a Norwich-based charity on a special walk through the city to raise awareness of Violence Against Women and Girls (VAWG) in the county and beyond.

1 June 2022

[Audit Committee publish annual report](#)

A committee of experts whose job is to provide advice on good governance and principles to the county's Police and Crime Commissioner (PCC) and Chief Constable, have published their annual report.

8 June 2022

Annex C

List of items discussed at the most recent PCC Accountability Meetings

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

Date: 3 May 2022	
Subject	Summary
Public agenda	
Police Accountability Meeting (PAM) Public Questions	Verbal update
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan.</p> <ol style="list-style-type: none"> 1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for end of year based on figures from 28 February 2022. 2. A high-level update on the Estates Programme is included. 3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included. <p>Budget Monitoring Report 2021/22 (based on period to 28 February 2022):</p> <p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan.</p> <ol style="list-style-type: none"> 1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for end of year based on figures from 28 February 2022. 2. A high-level update on the Estates Programme is included. 3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included. <p>Estates Update</p> <p>This paper updates the Police and Crime Commissioner for Norfolk (PCC) on the latest position with the impact of COVID-19 on estates and facilities services and the status of Norfolk Horizons estates plan projects.</p> <p>Recommendation</p> <p>The PCC is asked to note the reports.</p>
Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'	This paper provides an update to a previous public facing report submitted to the Police and Crime Commissioners Office in March 2021 around the

	<p>introduction of a Domestic Abuse Perpetrator Partnership Approach (DAPPA) approach in Norfolk.</p> <p>This briefing provides:</p> <ul style="list-style-type: none"> • A reminder of the rationale around establishing the trial • An update on the current position • Outline of the next step approach in Norfolk. <p>Recommendation The PCC is asked to note the report.</p>
Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'	<p>An Update on the change programme progress within the Norfolk Contact and Control Room (CCR)</p> <p>This report will outline –</p> <ul style="list-style-type: none"> • An overview of the necessity to consider updating work processes within the CCR. • Progress to date and the key changes made • Next steps <p>Recommendation To note the report.</p>
Emergency Services Collaboration Group Update	<p>The report outlines the Constabulary's collaborative work with:</p> <ul style="list-style-type: none"> • Suffolk Constabulary (as part of the preferred partnership) • The seven-force collaboration programme • National Programmes <p>Recommendation 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://www.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 2 August 2022. 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

The Collaboration Panel met in private on 3 November 2021 and a Norfolk/Suffolk PCCs and Chief Execs Meeting took place on 1 December 2021.

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

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

Items considered at the 12 April 2022 meeting were considered by the Panel when it met on 21 April 2022.

The next Audit Committee meeting is scheduled to take place on 5 July 2022.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to consider the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

1. Background

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

2. Purpose of today's meeting

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

3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that no complaints have been received since the Panel received its last monitoring report, when it met on 1 February 2022.

4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, four FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
 - Grant Funding
 - Precept Queries
 - Costs of the office
 - Research carried out and associated costs

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

5. Complaints and FOI requests relating to the Panel

5.1 Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

6. Action

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



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.

Norfolk Police and Crime Panel Funding

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

1. Consider the 2021-22 expenditure;
2. Consider the 2022-23 grant allocation; and
3. Consider expenditure during 2022-23.

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. 2021-22 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 2021-22.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. Individual Panel Member’s expenses can be found on relevant councils’ websites. The Panel will note that the total grant was not claimed, with a variance of £7,401.58. This was because the majority of Panel Members have claimed minimal expenses, largely owing to Covid restrictions and reduced travel to Panel meetings and external events.

3. 2022-23 grant allocation

- 3.1 At the time of writing, the Home Office has not confirmed its grant allocation to Norfolk County Council for 2022-23, but we anticipate that it will remain the same (up to £64,340).

3.2 We expect that payment will continue to be made in arrears during 2022-23, with similar Home Office requirements to provide payment request returns.

4. 2022-23 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 2022-23 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 Frontline Consulting, usually by Dave Burn, our Lead on Policing, Fire and Crime, to answer queries and provide advice.
- A 10% discount on any learning and development sessions that Panels engage Frontline Consulting to deliver.

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

- LGA annual workshop for PCPs (details to be confirmed)
- Eastern Region PCP Network meetings: 15 September 2022 10am-1pm (aiming for a face-to-face meeting) and 2 March 2023 10am-1pm (virtual meeting).
- 11th Annual PCP conference: 10 and 11 November 2022, 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 2021-22 expenditure;
2. Consider the 2022-23 grant allocation; and
3. Consider expenditure during 2022-23.



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.

ANNEX B

OUTTURN STATEMENT - APRIL 2021 TO MARCH 2022

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	£56,483.27	£0.00
Councillor expenses	£455.15	£0.00
TOTAL EXPENDITURE:	£56,938.42	£0.00
TOTAL GRANT PROVIDED:	£64,340.00	£0.00
VARIANCE: total Grant provided minus total resource expenditure	£7,401.58	£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 Covid restrictions.		

FINANCE OFFICER CERTIFICATION

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

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

Signature:			
Name (printed):	Harvey Bullen	Date:	28/04/22
Position:	Director of Financial Management		

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:	04/04/22
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 be 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)
---	--

Period From: 1 September 2021 To: 31 March 2022	Resource (£)	Capital (£)
(1) Total funding received for this financial year	£23,673.90	N/A
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).	£33,264.52	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	£33,264.52	N/A
(4) Total funding received and requested (1+3)	£56,938.42	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 2021 to 31 March 2022. - Value for Money update. - Update against Key Performance Indicators. <p>Management Letter, Norfolk Audit Services – audit clearance.</p>
--

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:	28/04/22
Position:	Director of Financial Management		

(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:	04/04/22
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 2021 to 31 March 2022	
Administration	
Staff salary re-charges	£31,440.50
Training and development	£550.00
Audit fees	£424.58
Printing & postage (agenda and training materials)	£394.29
Member expenses	£455.15
Total:	£33,264.52

Value for Money

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

Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The 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.

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 six times.

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

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

https://norfolkcc.cmis.uk.com/norfolkcc/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/47/Default.aspx

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

Letters from the Panel's Chair to the PCC, formally reporting the outcome of special functions (such as review of the PCC's draft Police and Crime Plan, Chief Constable confirmation hearing 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 is scheduled to consider its own annual report for 2021-22, when it meets on 21 April 2022.

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.

Forward Work Programme

Date	Item	Attendees
12 September 2022	<p>Panel Member visit to the Constabulary's training centre at Hethersett Old School, to include a briefing on performance monitoring of the Police, Crime and Community Safety Plan 2022-24.</p> <p>(Timings and programme to be confirmed.)</p>	
11am, 19 September 2022 County Hall	<p>PCC's 2021-22 Annual Report</p> <p>Independent Custody Visitor Scheme Annual Report 2021-22</p> <p>Police, Crime and Community Safety Plan 2022-24 performance monitoring</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
11am, 16 December 2022 County Hall	<p>PCC's 2023-24 Budget Consultation</p> <p>Police, Crime and Community Safety Plan 2022-24 performance monitoring</p> <p>Complaints Policy Sub Panel - update</p> <p>Information bulletin – questions arising to the PCC</p> <p>National Police and Crime Panel Conference 2022</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

January 2023 (To be confirmed)	Panel Member briefing – review of PCC’s precept proposal	
11am, 2 February 2023 County Hall	Review the PCC’s proposed precept for 2023-24 (the Panel must review and report by 8 February 2023) Police, Crime and Community Safety Plan 2022-24 performance monitoring PCC Complaints Monitoring Report Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
11am, 20 February 2023 County Hall	Reserve date – to review a revised precept for 2023-24, if vetoed (the Panel must review and report by 22 February 2023)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
11am, 27 April 2023 County Hall	Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2021-22 Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
June 2023, County Hall	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review	Commissioner, supported by members of the Commissioner’s staff and Chief Constable

	<p>Police, Crime and Community Safety Plan 2022-24 performance monitoring</p> <p>Information bulletin – questions arising to the PCC</p> <p>PCC Complaints Monitoring Report</p> <p>Norfolk Police and Crime Panel funding</p> <p>Forward Work Programme</p>	
--	---	--

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

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

Date of last meeting: 23 March 2022

Next meeting: 6 July 2022

PCP training and network events

- Eastern Region PCP Network: 15 September 2022 10am-1pm (aiming for a face-to-face meeting) and 2 March 2023 10am-1pm (virtual meeting).
- 11th Annual PCP Conference: 10 and 11 November 2022, Scarman House, Warwick Conference Centre.

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):

- 9 June 2022
- 22 September 2022
- 8 December 2022

Police 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):

- 2 August 2022

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.