

Norfolk Police and Crime Panel



Date: **2 July 2019**

Time: **10am**

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

Panel Members are invited to a pre-meeting at 9.15am on 2 July 2019 in the Colman Room at County Hall.

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

Membership

Main Member	Substitute Member	Representing
Mrs Alison Webb	Mr Mark Robinson	Breckland District Council
Mr Stuart Clancy	Mr Peter Bulman	Broadland District Council
Mr Mike Smith-Clare	Ms Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsburgh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Dr Edward Maxfield	Norfolk County Council
Mr Tim Adams	Mr John Toye	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Mr Michael Edney	Mr James Easter	South Norfolk Council

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

**For further details and general enquiries about this agenda
please contact the Committee Officer:**
Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

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

To confirm the minutes of the meeting held on 30 April 2019.

(Page **5**)

5. **Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

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

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

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

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

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or

- One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

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

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

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

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

7. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Monday 24 June 2019**.

8. Balanced Appointment Objective

(Page **11**)

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

9. Panel Arrangements and Rules of Procedure - Review

(Page **16**)

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 Plan for Norfolk 2016-2020 – performance monitoring

(Page **59**)

To consider an update from the PCC.

11. PCC Complaints Monitoring Report

(Page **84**)

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

12. Information bulletin – questions arising to the PCC

(Page **86**)

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

13. Norfolk Police and Crime Panel Funding

(Page **98**)

To consider the Panel's 2018-19 expenditure and 2019-20 Home Office grant allocation.

14. Work Programme

(Page **105**)

To review the proposed work programme.

Date Agenda Published: Monday 24 June 2019

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 30 April 2019 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr W Richmond (Chairman)	Norfolk County Council
Mr Martin Storey	Norfolk County Council
Mr Nigel Dixon	North Norfolk District Council
Dr Christopher Kemp (Vice-Chairman)	South Norfolk Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr Kevin Maguire	Norwich City Council
Mr Mike Smith-Clare	Great Yarmouth Borough Council
Mr Frank Sharpe	Breckland District Council
Mr Francis Whymark	Broadland District Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt	Co-opted Independent Member

Officers Present:

Mr Greg Insull	Assistant Head of Democratic Services, Norfolk County Council (NCC)
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC

Others Present

Mr Simon Atherton	Independent Custody Visiting Scheme Administrator, OPCCN
Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Ms Sharon Lister	Director of Performance and Scrutiny, OPCCN
Mrs Jill Penn	Chief Finance Officer, OPCCN
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies had been received from Mrs Sarah Butikofer and Mr Timothy Adams.

2. Members to Declare any Interests

- 2.1 There were no interests declared.

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

- 3.1 The Chairman announced with sadness that former Councillor and Chairman of the Norfolk Police and Crime Panel, Alec Byrne had passed away. He had been Chairman from the establishment of the Panel in 2012 until 2017 following his decision not to stand for re-election. Alec was a dedicated servant of the county and would be greatly missed. The Panel and observers stood for a moment of silence in his memory.

4. Minutes

- 4.1 The minutes of the meeting held on 5 February 2019 were agreed as an accurate record and signed by the Chairman.
- 4.2 The minutes of the meeting held on 25 February 2019 were agreed as an accurate record subject to adding the following at 4.6g:
“The Member from Broadland District Council praised the candidate for her good work at Broadland District Council and commented that she was highly regarded in her current role and would be a great loss.”

5. Public Questions

- 5.1 No public questions had been received.

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

- 6.1 The Panel received the annexed report (6) which provided an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan 2016-2020, since its publication in March 2017. The report also provided the Panel with the latest metrics for the two strategic priorities; priority 1 (increase visible policing) and priority 6 (prevent offending).
- 6.2 In response to Panel Members’ questions, the following points were noted:
 - a. The work that had been done by Police Officers in Great Yarmouth was appreciated and had made a big impact. To enhance the already good work being done, there needed to be education to prevent the issues arising initially, and an increase in community sessions. The PCC confirmed that there was currently a push to recruit more Special Constables in the Great Yarmouth and Gorleston areas.

- b. The PCC explained that his involvement in the partnership working, referred to at page 111 of the agenda had been focused on prevention activity. The police and his office could not tackle crime by themselves and were encouraged by the increasing recognition that agencies needed to work together, to tackle the socio-economic factors that meant perpetrators were often victims too. The Director of Policy and Commissioning added that the PCC's commissioned services stemmed from OPCCN's successful youth fund bid, such as; supporting improvements to the Multi Agency Safeguarding Hub (MASH), funding a programme manager for the Child Sexual Exploitation programme, the Pathway Out programme and police involvement with the youth work team had just gone live. There was a drive for initiatives that linked into schools.
- c. Public engagement and support is being promoted throughout the County through engagement days with the Constabulary and agencies such as Pandora. A question and answer session with the Chief Constable continued to take place every six weeks, in different locations around the county. There was now a community engagement officer in each District and more visible policing than there was three years ago despite the end of Police Community Support Officers. The Panel stressed the importance of the PCC's public engagement, in creating a link between the police and local communities and suggested that this was a pivotal area that the PCC might develop.
- d. The hate crime figures were increasing, and the PCC explained that he was addressing this by actively reaching out to the groups to quietly try to address the situations. The Constabulary were being notified of any particular groups that felt uneasy. There was concern that it was not perceived as a crime and this needed to be addressed.
- e. With reference to page 113 of the agenda, it was confirmed that a formal response by the Association of Police and Crime Commissioners (APCC) to the recent report by the Chief Inspector of Probation was being prepared. Panel members would be provided with a copy, which would also be published on the OPCCN website. The PCC only had a statutory duty to respond to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections.
- f. With reference to the performance metrics set out at pages 121 and 124 of the agenda, the PCC agreed to provide a district council level break down for the Panel in future.
- g. With reference to page 132 of the agenda and the planned intervention for women, the PCC confirmed that he had made clear during regular meetings with Government Ministers that county resources were not sufficient. Police Forces were working with local commissioners through the 7 Force arrangement to source effective mental health support and broader support for domestic abuse victims. He was seeking additional funding for more case workers.
- h. The PCC advised that in his personal opinion the crime which had the most impact on communities of Norfolk was domestic abuse. The PCC informed the Panel that 50/60 calls per day related to domestic abuse. This was where he saw the greatest hidden need. Reflecting on the fact that performance metrics indicated it took up to

24 hours for some domestic abuse cases to receive a police threat, risk and harm process, and should an individual be in immediate danger an immediate response would be deployed. Many calls related to historic incidents.

- i. The Panel noted the PCC was developing a business crime strategy, which was due to be launched before the summer.
- j. The Panel noted that the number of active county lines had diminished, and it was highlighted that during the last national co-ordinated activity week, there were 89 arrests for county lines offences across the eastern region.

- 6.3 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020 and **AGREED** the following recommendation to the PCC;
- That the PCC should be asked to attend a meeting at each district council, at least once a year.

7. Independent Custody Visiting Scheme – Annual Report 2018-19

- 7.1 The Panel received the annexed report (7) which provided an overview of the scheme and its performance from visits between 1 April 2018 and 31 March 2019.
- 7.2 In response to Panel Members' questions, the following points were noted:
- a. The main issues raised by the volunteers who visit the detainees were around access to work, arrangements to look after family or pets and ensuring they have had access to a drink whilst they had been detained.
 - b. The volunteers had to log who they visited. Wymondham Police Investigation Centre was the busiest and the numbers reflected this. There was a 2-hour window to complete visits due to time constraints on the Custody sergeant. This could then in turn provide mis-leading figures as it would show that the visits had not been completed in full at Wymondham.
 - c. Occasionally there were times where a detainee could not be visited, but the Scheme Administrator confirmed that he and volunteers were satisfied with the reasons given why a detainee could not be visited. If a volunteer was not satisfied they would challenge the reason.
 - d. The Independent Custody Visiting Scheme was a statutory requirement to ensure that the Constabulary were following Code C of the Police Act. It was a quick check to ensure the wellbeing of detainees whilst in custody. Regrettably, it was not an opportunity to understand more about their circumstances.
 - e. The statistics of the visits varied nationally, and from the report the number appeared to be lower than the previous year. However, the Scheme Administrator was content that a satisfactory job was being carried out.
 - f. The volunteers were recruited by various methods but predominantly by word of mouth and campaigns. Retention was quite difficult due to the nature of the role and because it was a volunteering role. They were continually supported by the

line manager throughout.

- 7.3 The Panel **NOTED** the ICV Scheme Annual Report for 2018-19.

8. Complaints Policy Sub-Panel - Update

- 8.1 The Panel received an update from the Chairman of the Complaints Policy Sub-Panel.
- 8.2 There was concern at the broader definition of a police complaint and the implications of this which the Panel would need to be alert to.
- 8.3 The Panel **AGREED**:
- 1) That a Complaints Policy Sub Panel should be reconstituted at the Panel's AGM, comprising nominated panel members for handling PCC conduct complaints, to continue to monitor the PCC's implementation of the police integrity reforms.
 - 2) That the Sub Panel's Chairman should review the current Terms of Reference, to ensure they remain relevant.
 - 3) That the current procedure for handling PCC conduct complaints should continue.
 - 4) That the text introducing PCC conduct complaints on the Panel's webpage should be amended, as set out at Appendix 1 of the report.
 - 5) That the following factual amendments should be made to the procedural document:
 - references to the Independent Police Complaints Commission (IPCC) to be changed to Independent Office for Police Conduct (IOPC).
 - the inclusion of an additional paragraph (19) to explain that there is no right of appeal, as set out at paragraph 2.9 (e) of the report (p150 of the agenda).

9. Information Bulletin – questions arising to the PCC

- 9.1 The Panel received the information bulletin which summarised both the decisions taken by the PCC and the range of his activity since the last Panel meeting.
- 9.2 The PCC reported that for the fourth year running, the OPCCN had received a prestigious national award for openness and transparency. The OPCCN is one of 27 PCC offices to have been awarded the Open and Transparent Quality Mark 2019 by CoPaCC (a national organisation which monitors police governance). He praised their hard work which was often unseen.
- 9.3 The PCC reported that the Fire and Rescue Authority (FRA) had invited him to attend and take part in necessary discussions following his decision relating to Fire Governance. His request for membership of the FRA was due to be considered by Norfolk County Council

as part of its new governance arrangements and it was agreed that a short update report should be presented to the Panel at its July meeting.

9.4 The Panel **NOTED** the information bulletin.

10. Work Programme

10.1 The Panel **NOTED** the Chairman and Vice-Chairman had approved the renewal of the annual subscription to regional network for 2019-20, at a cost of £500 plus VAT.

10.2 The Panel **AGREED** the proposed work programme.

10.3 The Chairman highlighted that the Panel's membership might change following the forthcoming local elections and thanked all Members for their contribution to the Panel's work, wishing well those who were not standing for re-election.

Meeting ended at 11.55pm

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



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Balanced Appointment Objective

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to consider whether the balanced appointment objective is being met and endorse the independent member appointments for 2019-20.

1. Background

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

2. Purpose of today’s meeting

- 2.1 During May and June 2019 each council (the Borough, City, County and District Councils) appointed members to the Panel with a view to ensuring that the ‘balanced appointment objective’ is met, so far as is reasonably practicable.
- 2.2 The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
- (i) represent all parts of the police area;
 - (ii) represent the political make-up of the relevant authorities (when taken together);
 - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.
- 2.3 This is an opportunity for the Panel to consider whether the balanced appointment objective is being met.

3. Suggested approach

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

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

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

Following the May 2019 local elections, the number of places in each political group across the county is as follows:

Conservative - 213
Labour - 77
Liberal Democrat - 66
UKIP - 1
Green - 11

Consequently, the composition of the Panel's 10 appointed members has changed to:

- 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.

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

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

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

4.0 Action

- 4.1 The Panel is recommended to consider whether the balanced appointment objective is being met and endorse the independent member appointments for 2019-20.



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

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

The Panel is recommended to:

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

1. Background

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

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

2. Purpose of today's meeting

2.1 Panel Arrangements

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

2.2 Rules of Procedure

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

2.3 PCC conduct complaints

The Panel is recommended to review and endorse the recently refreshed 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 2019-20.

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 2019-20.

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. The Chairman has reviewed them. While they remain relevant in respect of the original task, it is worth highlighting that the Panel has subsequently agreed to add the following additional functions:

- To consider a regular report on police super-complaints.
- To 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.

Once the original task has been completed, the Sub Panel may wish to

revise its Terms of Reference and convert to a standing group that will continue to monitor the impact of police integrity reforms. This would enable a pool of members to develop and maintain specialist knowledge on complaints matters and advise the Panel accordingly.

- 2.4.3 A meeting has been scheduled to take place at 10am on 31 July 2019. The Sub Panel will agree a timetable of informal meetings with OPCCN at which decisions about the local implementation of the police complaints model will be discussed. No minutes will be taken. A summary of the Sub Panel's deliberations and conclusions will be reported to the Panel.

3.0 **Action**

3.1 The Panel is recommended to:

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



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Norfolk Police and Crime Panel

Panel Arrangements

1. Background

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

2. Functions of the Police and Crime Panel

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

2.3 The PCP must

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

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

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

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

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

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

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

2.8 The PCP must:-

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

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

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

3. Operating Arrangements

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

4. Financial Arrangements

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

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

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

5. Membership – Appointed Members

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

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

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

6. Membership – Independent Members

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

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

7. Casual Vacancies

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

8. Resignation of Appointed Members

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

9. Resignation of Independent Members

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

10. Removal of Appointed Members

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

11. Removal of Independent Members

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

12. Amendments to Panel Arrangements

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

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

13. Interpretation

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

14. Promotion of the Panel

14.1 The Panel Arrangements shall be promoted by:

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

committee meeting papers, press releases and other publications; and,

- (ii) The issuing of regular press releases about the panel and its work; and,
- (iii) The local authorities will include information about the PCP on their websites, and will also include a link to the PCP website.

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

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

Norfolk Police and Crime Panel

Rules of Procedure

1. General

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

2. Chairman of the Police and Crime Panel

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

3. Meetings of the Police and Crime Panel

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

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

4. Quorum

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

5. Work Programme

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

6. Sub-Committees and Task and Finish Groups

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

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

7. Reports from the Police and Crime Panel

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

8. Police and Crime Commissioner and Officers Giving Account

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

9. Attendance by Others

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

10. Special Functions

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

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

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

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

11. Police and Crime Plan

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

11.2 The PCP must

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

12. Annual Report

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

13. Proposed Precept

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

Or

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

14. Appointment of Chief Constable

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

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

15. Senior Appointments

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

16. Appointment of an Acting Police and Crime Commissioner

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

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

17. Complaints

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

18. Suspension of the Police and Crime Commissioner

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

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

19. Suspension and Removal of the Chief Constable

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

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

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

20. Decision-making and Rules of Debate

20.1 Principles of Decision-making

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

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

20.2 Voting

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

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

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

20.3 Rules of Debate

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

20.3.1 No debate or vote until motion seconded

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

20.3.2 Right to require motion in writing

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

20.3.3 Secunder's speech

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

20.3.4 Content and length of speeches

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

20.3.5 When a member may speak again

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

- a) on a point of order; and
- b) by way of personal explanation.
- c) to demand a recorded vote
- d) to move a resolution under paragraph 20.3.10 of these Rules;
- e) to move the suspension of these procedural rules.

20.3.6 Amendments to motions

a) An amendment to a motion must be relevant to the motion and will either be:

- 1) to leave out words;
- 2) to leave out words and insert or add others; or
- 3) to insert or add words.

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

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

20.3.7 Alteration of motion

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

20.3.8 Withdrawal of motion

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

20.3.9 Motions which may be moved during debate

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

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

20.3.10 Closure motions

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

5. To adjourn a meeting

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

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

20.3.11 Point of order

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

20.3.12 Personal explanation

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

21. Minutes

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

22. Members' Conduct

22.1 Speaking

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

22.2 Chairman Requiring Silence

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

22.3 Member not to be heard further

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

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

22.4 General disturbance

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

23. Disturbance by the public

23.1 Removal of member of the public

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

23.2 Clearance of part of meeting room

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

24. Suspension and Amendment of Procedure Rules

24.1 Suspension

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

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

24.2 Amendment

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

25. Adjournment of Panel Meetings

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

26. Questions from the Public

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

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

27. Interpretation

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

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

1. Introduction

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

2. Role of Police and Crime Panel under the Regulations

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

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

3. Key concepts

The legislation contains a number of key definitions:

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

complaint being made and must be notified to the 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 Head of Democratic Services (HDS), in consultation with a nominated member of the Panel.

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

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

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

Apologies

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

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

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

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

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

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

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

Timescale

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

17. Provision and recording of information

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

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

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

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

18. Withdrawn and discontinued complaints

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

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

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

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

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

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

19. Right of appeal

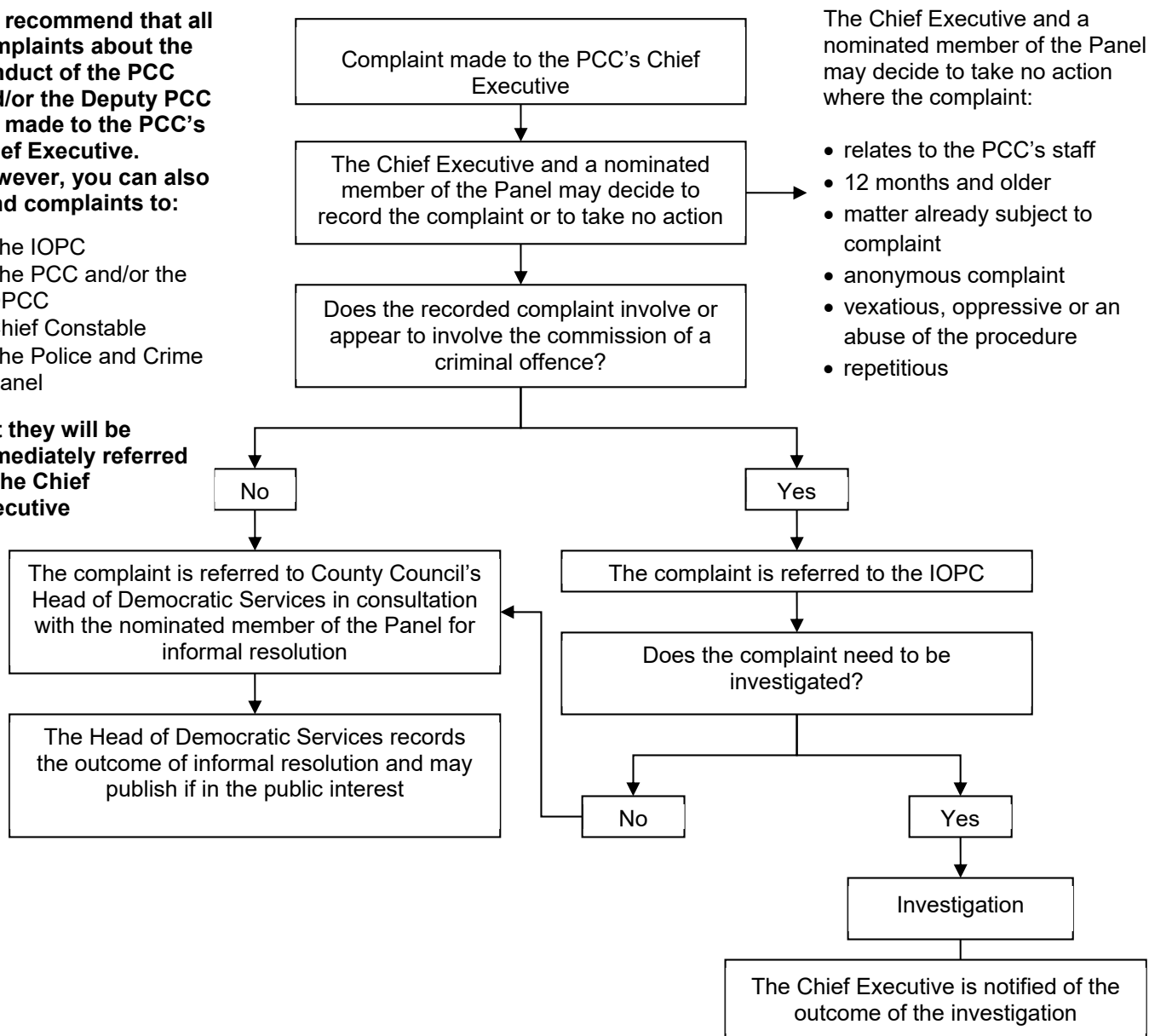
There is no right of appeal against the decisions taken following receipt of a complaint, either by the PCC's Chief Executive or Norfolk County Council's Head of Democratic Services (both in consultation with nominated Panel members). If a complainant is unhappy about the way their complaint has been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

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

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

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

But they will be immediately referred to the Chief Executive



Norfolk Police & Crime Panel
Terms of Reference for review of: Complaints handling
Scrutiny by a sub-Panel / task and finish group
Membership of sub-Panel / task and finish group <i>During 2018-19 appointed Panel members were:</i> <i>Mrs Sarah Bütikofer, Norfolk County Council</i> <i>Mr Peter Hill, Co-opted Independent Member</i> <i>Dr Christopher Kemp, South Norfolk Council</i> <i>Air Commodore Kevin Pellatt, Co-opted Independent Member</i> <i>Mr Mike Smith-Clare, Great Yarmouth Borough Council</i> Also to attend: Mark Stokes, Chief Executive, OPCCN Sharon Lister, Performance & Compliance Officer, OPCCN Support Officer: Jo Martin, NCC
Background & reasons for review <p>In May 2015 the Queen's Speech included proposals for a Police Reform and Criminal Justice Bill, which would continue the reform of policing and enhance the protection of vulnerable people.</p> <p>Prior to publication of the Bill (anticipated in early 2016), the Government ran a detailed consultation on proposed changes to the police complaints system. OPCCN participated in Home Office workshops and during 2015 kept the PCP updated on likely changes to the handling of police complaints, including the potential impact on both OPCCN and the PCP.</p> <p>When the Panel met in October 2015, it agreed that Dr Kemp and Mr Sommerville should work with OPCCN to consider how the police complaints process might work in practice once the legislation was published. On the 8 December 2015, the Panel described this more formally as a sub-Panel / working group to consider the implications of the new functions once further information had been provided by the Home Office (following a workshop on 12 January 2016).</p> <p>The Government also launched a consultation on managing PCC complaints on 17 December 2015.</p> <p>To ensure consistency across complaints systems, it seemed appropriate for the Sub-Panel to also discuss the potential impact of proposed changes to PCC complaints on both OPCCN and the PCP.</p>

Purpose and objectives

- 1) To discuss how the handling of police complaints might work in practice, and the likely impact of new PCC functions on both OPCCN and PCP resources.
- 2) To discuss the impact of the Government's proposed changes to PCC complaints handling, and the likely impact on both OPCCN and PCP resources.

Issues and questions to be addressed

Handling police complaints

- The police complaints model set out in draft Police and Criminal Justice Bill.
- New PCC duties set out in the draft Police and Criminal Justice Bill.
- Norfolk PCC's preferred local model for handling police complaints.
- How the local model will work in practice.
- The likely impact on both OPCCN and PCP resources
- Likely amendments that will need to be made to the PCP Rules of Procedure.

Handling PCC complaints

- The proposed changes to managing PCC complaints set out in the Government consultation
- Responses to the consultation questions.
- The likely impact of changes on both OPCCN and PCP resources
- Likely amendments that will need to be made to the PCP Rules of Procedure.
- New PCP duties set out in future legislation.

Planned outcomes

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

Style and approach <ul style="list-style-type: none"> • Sub-Panel / Task & Finish Group meetings as required, following the timetable and publication of legislation and / or statutory guidance. • Regular update reports and recommendations to be made to the PCP. 	
Deadlines and timetable <p>Depending on the timetable and publication of future legislation and / or statutory guidance, it is anticipated that the following interim reports will need to be made to the PCP:</p> <p>2 February 2016 - suggested responses to the consultation on managing PCC complaints (deadline is 10 March 2016).</p> <p>22 March 2016 - update</p> <p>15 June 2016 – update</p>	
Terms of reference	Date
Agreed by sub-Panel / task and finish group	19 January 2016
Endorsed by the PCP	2 February 2016

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

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

The Panel is recommended to:

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

1. Background

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

need. Any variations should be reviewed by the Panel.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the Plan, since its publication in March 2017.
- 2.2 At the Panel's 10 September 2018 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3 Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 2: support rural communities (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 27 November 2018).
 - b) Priority 3: improve road safety (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 27 November 2018).
- 2.4 In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

- 3.1 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 3.2 After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 2: Support rural communities

- a) How rural crime is being prioritised, including:
 - The benefits arising from participation in the National Rural Crime Network.
 - The impact of the cross-border concordat on rural crime.
 - Progress in delivering the Rural Policing Strategy and outcomes arising from it.
- b) How a greater commitment to new ideas and joined-up approaches is being achieved, including:
 - Progress with the development of the Community Safety Neighbourhood Policing Team and how this is improving engagement with rural communities.
 - How the Operation Randall Team, and the wider force, is supporting

- rural communities.
 - Outcomes arising from the Special Constabulary Strategy and progress with recruitment.
 - Whether the number of hours spend on rural policing by Special Constabulary has increased.
 - How the Community Rural Advisory Group is impacting rural crime
 - Progress with the creation of a partnership plan to prevent and tackle heritage crime.
- c) How the confidence of rural communities is being measured, and whether it is evident this is increasing.
- d) Whether crime reporting in rural communities is increasing, including:
- Progress with the development and expansion of the Rural Crime Taskforce.
 - The impact of local social media campaigns targeted at rural communities and participation in national campaigns.
- e) The development of a rural crime dashboard and the latest data.
- f) The percentage of rural emergencies responded to within target time.
- g) Whether rural communities are feeling more supported because of the focus on rural crime being led by the PCC.
- h) Whether the levels of service satisfaction being reported by victims of rural crime are increasing.


Priority 4: Improve road safety

- a) How education and enforcement are tackling dangerous driving, including:
- Outcomes arising from the PCC's #Impact campaign.
 - The impact of participation in national and other local road safety campaigns.
- b) How speeding in rural communities is being reduced, including:
- The impact of speeding reduction campaigns being funded by the PCC in villages across the county.
 - Progress with expanding Community Speedwatch.
- c) The impact that partnership work is having on levels of killed and serious injury collisions.
- d) How the PCC is taking forward his commitment to embolden his partnership work in this area, having accepted that as a recommendation from the Panel last year (following consideration of the PCC's Annual Report).

4. Action

4.1 The Panel is recommended to:

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

 The logo for 'IN TRAN' features the word 'IN' in a bold, sans-serif font above the word 'TRAN' in a larger, bold, sans-serif font. To the left of 'TRAN' is a stylized graphic of two triangles pointing towards each other. Below 'TRAN' is the tagline 'communication for all' in a smaller, lowercase, sans-serif font.	<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>
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Office of the Police and Crime Commissioner
Norfolk Police and Crime Plan 2016-2020
Performance Monitoring Report

Summary:

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

1. Background

- 1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under review.

2. Norfolk Police and Crime priorities

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

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

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

2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and Norfolk Constabulary.

2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.

- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

3. Monitoring progress against plan priorities

- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums (PAFs) and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Support rural communities
 - b) Improve road safety
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

4. Support Rural Communities

- 4.1 The new Rural Policing Strategy Annual Report is being prepared and will be finalised in preparation for publication prior to the Norfolk Show. Last year's report recognised the need to improve in areas of engagement and reassurance and also to diversify activity in line with the National Rural Crime Strategy. Highlights of progress recorded against the respective areas are as follows:
- **Key crime types & trends** – Having agreed the offences that will be reported against under the nine priority areas, the Rural Crime Dashboard has been created to provide real time data for officers to identify changes in crime patterns and trends to promote early intervention and a preventative approach. The report will provide a year on year comparison across these areas. The Key Performance Indicators will now be added to the Rural Communities Newsletter.

- **Our Policing Model** – There has been growth across the organisation in regards to the staff and resources that are supporting our rural communities. These include:
 - The new Community Safety Neighbourhood Policing Team brings together as a group shared knowledge and skills, thereby eliminating previous single points of failure. The three crime prevention officers have also been aligned to these priorities and together this move has increased the force capability and capacity to undertake highly visible, proactive and preventative work in areas such as rural crime, drone operations and unauthorised encampments
 - Increased number of drone pilots that are conducting training in rural areas and supporting rural communities through a variety of operations.
 - 24 additional Wildlife Crime Officers were trained in 2018 to compliment the 10 already embedded in local policing.
 - A multi-agency drone will be based at Wells which will be accessible to Police, Norfolk Fire & Rescue Service and Coastguard.
 - The three dedicated rural beat managers in West Norfolk, North Norfolk and South Norfolk are embedded and working cohesively with the Op Randall team. We are exploring opportunities to expand this role.

4.2 There has been strong progress in all areas of the strategy (Prevention, Intelligence, Enforcement and Reassurance). Details of this activity will be outlined in more detail in a forthcoming report.

4.3 The Operation Randall team and wider rural neighbourhood policing officers will look to build on the positive activity of the past 12 months and remain focussed on reassurance, engagement and a preventative approach to build trust and confidence in the rural community. This will include:

- Unauthorised encampments officer - The introduction of the role to the Community Safety Neighbourhood Policing Team that will work closely with partner agencies to manage unauthorised encampments across the county. The officer will also lead on Gypsy, Roma, Traveller matters and support engagement officers across the county to deliver positive engagement and enforcement.
- Suicide prevention - The farming and agricultural community are a high risk group for suicide. The mental health team will be working with Public Health and representatives from the farming community to identify ways of supporting farming communities to preventing the risk of suicide.
- Heating oil and fuel theft - As national leads for this portfolio, we will continue to develop the national working group to combat the threat and share good practice.

- Hare coursing - Working in partnership with Lincolnshire Constabulary, we will be taking a more intelligence led approach to hare coursing with consideration that they are treated in line with any other Organised Crime Group.
- Engagement Events – We will continue to hold dedicated rural engagement events across the county to promote opportunities for rural communities to engage with policing and receive updates and crime prevention advice.
- Arson reduction – We will work jointly with Norfolk Fire and Rescue Service to deliver fire prevention advice in our rural communities and promote greater partnership working through patrols, targeted activity and multi-agency events.
- Cross border activity – To continue to diversify the cross border activity across the region to ensure wider rural crime is targeted.

4.4 An outline of cross border activities over the last two years and the impact of any operations.

The main focus of cross border activity has been to target hare coursers as they move across county boundaries. In line with the concordat agreement between Suffolk, Cambridgeshire and Lincolnshire, a series of ongoing hare coursing events have taken place on a bi-monthly basis.

There has been a move towards wider rural action days in the past couple of months with poaching, rural thefts and hunt saboteurs being targeted. For example, a recent increase in livestock theft in Norfolk and Suffolk has promoted an intelligence led operation across both counties with Eastern Region Serious and Organised Crime Unit and the use of drones to target specific sites.

The outcome of this cross border activity has seen a reduction in the number of hare coursing incidents in Norfolk during the last season and less activity crossing from one county to the other.

There has also been and notable rise in the sharing of intelligence between forces that has allowed us to be more proactive in the right areas.

4.5 Activity to increase visibility and improve confidence in policing in rural areas and evidence on the successes of such operations.

The Operation Randall Team have increased visibility across the rural communities in a number of ways, however, the greatest emphasis has been on engagement with farmers and the wider community. A recent visit to a North Norfolk farmer highlights this work when he commented on the positive

difference in the farming community's perception of the Constabulary and our activity around rural policing. He stated that communication was key to achieving this.

- **Rural engagement events** – In the past 7 months the Operation Randall team supported by Architectural Liaison Officers and Rural Beat Managers, have held 14 specific events that have focussed on engaging and supporting rural communities with more than 500 people attending. Feedback from these events has been positive and they will continue.
- **Visits and support** – The Op Randall Team and rural beat managers regularly carry out targeted and random visits to victims of crime and community groups in affected areas to understand the concerns of the community and provide relevant advice and guidance on crime prevention.
- **High visibility patrols** – The development of the new Community Safety Neighbourhood Policing Team has increased the capacity and capability for the team to conduct high visibility patrols in hotspot areas. The team's specialisms in drones, rural policing, scrap metal, crime prevention, unauthorised encampments and problem solving enhances the range and quality of prevention and enforcement activity. This work is supported by dedicated rural beat managers and Specials that work closely with the Operation Randall Team.
- **Drone operations/training** - The Operation Randall Team have permission from the Forestry Commission and a large number of landowners and farms to conduct drone training on their land. Locations are focused in line with hotspot activity to provide a visible deterrence and reassurance whilst conducting essential training for drone pilots. The introduction of two new dedicated Specials to the drone pilots has increased capacity and seen additional activity conducted.
- **Specials** - The licensing Specials are regularly tasked with additional rural patrols in the course of their duties thereby increasing our footprint and overall visibility.
- **Rural communities newsletter** (previously Op Randall newsletter) – The newsletter has undergone an update to be more reflective of community needs based upon feedback from the community. This will include how to get advice in areas such as mental health illness, partnership work (such as Norfolk Fire and Rescue activity to reduce stack fires) and how to contact other agencies (e.g. the Environment agency for fly tipping).

Subscriber numbers to the newsletter continue to increase:

- There are 4,564 current subscribers
- The newsletter is also disseminated through a number of partner platforms thereby increasing the reach across the rural community. The list continues to grow but includes:
 - National Farmers Union (NFU)
 - Country Land and Business Association (CLA)
 - Diocese
 - Norfolk County Farmers
 - Norfolk Young Farmers
 - Parish Councils
- **Social media** – We continue to use available social media platforms to share information and engage with rural communities. The team have four established 'Fast SMS' groups across the county.
- **Police and partnership operations** – The Op Randall Team and wider rural policing teams have conducted a number of partnership events that have targeted a series of issues in the rural community. These have included:
 - Op Galileo (Hare Coursing) – 2 events each month since Sept 2018
 - 5 rural action days in different parts of the county focussing on local crime trends and wildlife issues. These events are supported by a range of partners.
 - Op Cronos (Heritage crime) – Targeted activity is completed across the county in partnership with English Heritage.
- **Mental health awareness** – Nurses from the Police Mental Health Advice Team have provided training to Young Farmer and Countryside Groups across the county to raise awareness around mental health.

4.6 The impact of the Raise the Alarm campaign on theft from and damage from heritage sites including churches

A full analysis of the 'Raise the alarm' campaign has been requested through the Constabulary's Joint Performance and Analysis Department in preparation for a meeting with the Diocese in May. This will allow us to assess the strengths and weaknesses of the activity so far and to plan what additional work can be completed in relation to the other churches on the list.

4.7 Demonstration that the Constabulary is identifying and adopting best practice in rural policing from other rural counties.

The Operation Randall team are working closely with regional colleagues and are sharing best practice in a number of areas to improve the service provided to rural communities.

Hare Coursing – We have explored opportunities to utilise alternative legislation to deal with Hare Coursing, with activity in Cambridgeshire being

monitored through the use of Civil Injunctions and North Yorkshire through the use of Criminal Behaviour Orders.

We are in discussions with Lincolnshire Constabulary to explore the concept that Hare Coursers should be treated as an Organised Crime Group. This will improve information sharing and cross border activity across the region.

Crime Prevention Volunteers – Our volunteer co-ordinator is exploring with Derbyshire how their rural crime team have introduced volunteers to carry out crime prevention visits to working farms in the Derbyshire Dales.

- 4.8 A report on the Community Rural Advisory Group (CRAG) activity over the last twelve months and planned activity in 2019-2020.

The CRAG continues to provide an excellent platform for information sharing and promoting a greater understanding of the challenges facing all attending agencies and rural communities. It is held on a quarterly basis with regular attendance from the following agencies/partners:

- National Farmers Union (NFU)
- Country Land and Business Association (CLA)
- Trading Standards
- Environmental Agency
- Farm Watch
- Norwich Diocese
- Local Authorities

We have recently secured the support of The Forestry Commission to understand the challenges they face on the 50,000 acres that they manage. They have agreed to attend and support all future meetings

The CRAG is also attended by one of the Constabulary's Architectural Liaison Officers and a rural officer/beat manager for the respective area where the meeting is held.

The activity that has been discussed and progressed in the past 12 months is as follows:

- **Prevent** - Members were provided with a presentation around animal rights activity in rural communities and linked to 'Prevent' in line with recommendations from the Counter Terrorist Local Profile document.
- **Norwich Cattle Market** – Emerging issues affecting the farming community are discussed. PC Armstrong maintains contact with Norwich officers who manage the demonstrations and has recently enabled contact with an NFU complainant. This subsequent engagement has provided clarity and understanding on the policing operation.

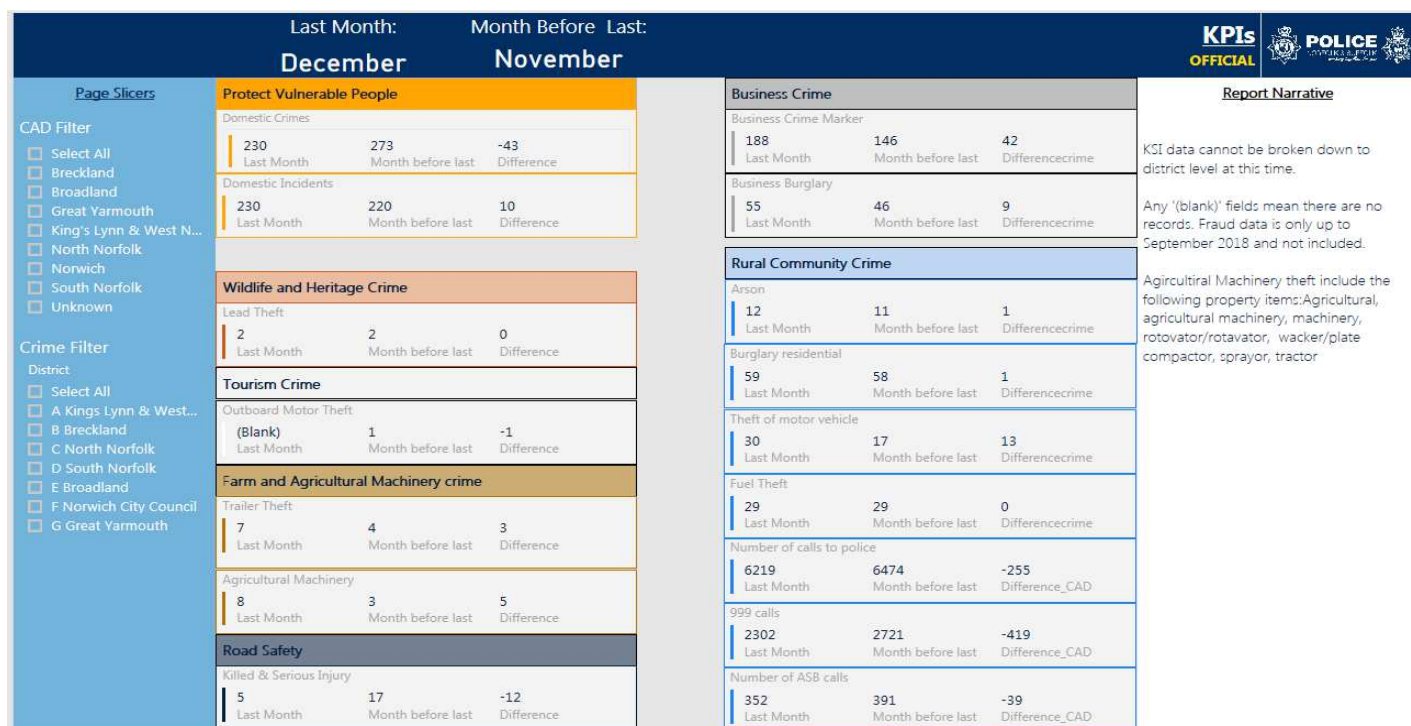
- **Hare Coursing** – Discussion and updates regarding the use of Criminal Behaviour Orders and Community Protection Notices to target offenders and prevent re-offending.
- **Rogue Traders** – A wider understanding of the current threats is shared and links in to the work being supported by the Norfolk Against Scams Partnership (NASP) and Operation Bodyguard.
- **Church Lead Theft** – The diocese provide updates on any related matters and crime prevention advice and guidance is provided with site visits considered in line with Architectural Liaison Officer attendance.
- **Fly Tipping** – An ongoing matter discussed at each meeting by all agencies. This has promoted wide ranging support for the development of the Norfolk Waste Management Group that is supported by all district councils. The media launch of the group took place on 5th February 2019 with 2 members of the Op Randall Team playing an active part. Police will be supporting and attending future quarterly meetings and ongoing operations.

4.9 An update on the development of the rural crime dashboard and the latest data.

The rural crime dashboard has been developed using 'Power Bi' which provides interactive visualisations and data with an interface that allows officers to analyse data taken from a number of systems and then presented in a usable format. The technology is new and the dashboard is still being developed, however, it provides performance data on the key measures set out in the Norfolk Rural Crime Strategy and National Rural Crime Strategy. The data is provided from a number of systems, notably, Athena, Webstorm, AccsMap for accident data, and Action Fraud. The dashboard distinguishes between crimes from rural and urban communities using Office for National Statistics (ONS) data. The dashboard currently provides information in the following areas:

- Key Performance Indicators (KPIs)
- Domestic Crimes and Incidents
- All Crime
- Anti-Social Behaviour
- Rural calls
- Fuel Theft
- Outboard Motor theft
- Lead Theft
- Trailer theft
- Agricultural Machinery
- Killed or Seriously Injured collisions
- Hate Crime
- Action Fraud

The image below provides a screen shot of one slide from the dashboard.



5. Performance Measures

5.1 The following table outlines the performance metrics for 2016-2020:

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages (3 yrs)	Difference
Support rural communities	Number of subscribers to Operation Randall Newsletter	4,564	N/A	
	Number of hours spent on rural policing by Special Constabulary	2,218	N/A	
	% of rural emergencies responded to within target time	87.3%	90.4%	-3.1%

- The number of hours spent on rural policing by the Special Constabulary and Op Randall newsletter subscribers started being recorded in 2016, so a long-term (3 year) average is not currently available.
- The number of subscribers to the newsletter has increased from 1,583 in March 2016 to 4,564 in January 2019. The newsletter is just one way method used by the constabulary to engage with rural communities.

- An average of 185 hours a month was spent on rural policing in 2018 with peak activity involving attendance at rural events such as the Royal Norfolk Show.
- The number of rural emergencies responded to within target time has fallen when compared to the long-term average. A part of this may be down to the increase in the volume of immediate response (Grade A) incidents in rural areas.
- A performance dashboard focussed on rural crime has been created to aid the Community Safety Neighbourhood Policing Team. The key performance indicators will be included in future Operation Randall newsletters.

6. Improve Road Safety

- 6.1 The numbers killed on the Norfolk road network has decreased over the last year. Between February 2018 and January 2019 there were 25 fatalities from 25 collisions, representing a 26.5% decrease from the previous year (34 fatalities).
- 6.2 There were 391 Killed and Serious Injury (KSI) collisions recorded between February 2018 and January 2019. Table 1 shows that total KSI collisions have remained fairly static over the past 5 years, with a slight increase in 2016 due to the 'CRASH effect' (see 5.1 for details).
- 6.3 As a percentage of all KSI collisions, those classified as fatal accounted for 6.4%, a 19.4% decrease from the previous year.
- 6.4 Table 1 below shows Killed and Serious Injury Collisions and Fatality % by Rolling Year:

Rolling Year (01/02 – 31/01)	Fatal Collisions	Serious	Total KSI	Fatal KSI as %
2014/15	33 (38 fatalities)	324	357	9.2%
2015/16	33 (34 fatalities)	294	327	10.1%
2016/17	32 (35 fatalities)	344	376	8.5%
2017/18	31 (34 fatalities)	351	382	8.1%
2018/19	25 (25 fatalities)	366	391	6.4%

- 6.5 The Office of National Statistics indicates that there has been a year on year increase in the number of licensed cars in Norfolk. Figure 1 shows Department for Transport data relating to the number of millions of miles travelled in Norfolk. It highlights that this is continuing to increase. Figure 2

and Table 2 shows that when the number of KSIs is looked at compared to the distance travelled, Norfolk's rate has remained stable since 2013.

Figure 1: Number of million miles travelled

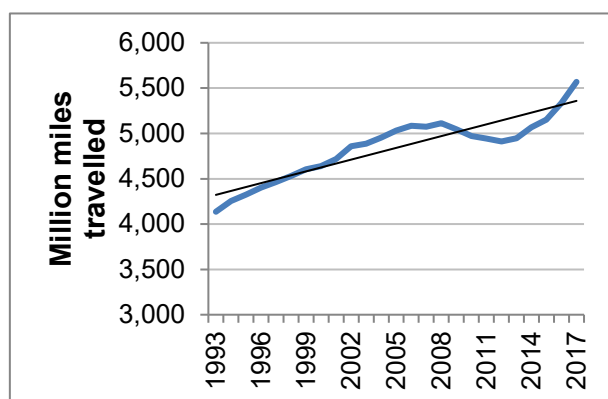


Figure 2: Number of KSIs by million miles travelled

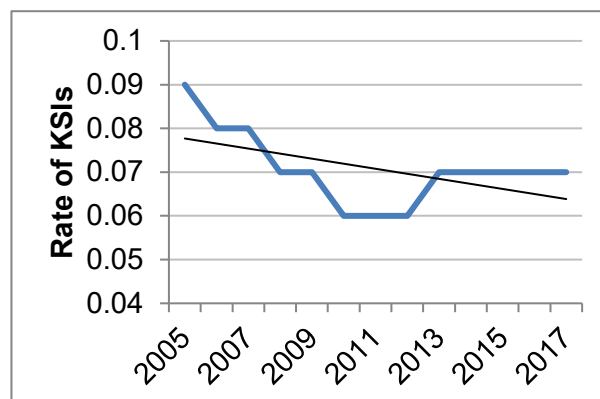


Table 2: The number of KSIs and rate of KSIs by million miles travelled

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Norfolk KSI's	456	427	390	342	340	292	304	303	336	340	338	375	377
Number of KSIs per million miles travelled	0.09	0.08	0.08	0.07	0.07	0.06	0.06	0.06	0.07	0.07	0.07	0.07	0.07

6.6 Killed and Serious Injury Cluster sites are ranked based on severity of collision (1 = Slight, 2 = Serious, 3 = Fatal) and frequency at a location based on three or more collisions within a certain radius (30 metres in urban areas and 100 metres in rural areas). Therefore the more serious and the greater number of collisions at a location, the higher the collision ranking will be. It is worthy of note that this current Norfolk Constabulary definition is focussed on where enforcement may most likely make a difference.

6.7 Urban road traffic collisions (RTCs) are defined as those occurring within the urban areas of Great Yarmouth, King's Lynn and Norwich. Rural road traffic collisions are defined as those occurring on all roads outside of these urban areas. The cluster sites at present are:

- A1074 Dereham Road junction with (J/W) A140 Guardian Road J/W Sweetbriar Road, Norwich
- A12 Fullers Hill J/W A12 North Quay J/W Lawn Avenue, Great Yarmouth
- A1074 Dereham Road J/W Nelson Street, Norwich
- A1270 NDR J/W Salhouse Road, Norwich
- A11 J/W A1075 Norwich Road, Thetford
- A47 J/W C485 Yarmouth Road J/W Cucumber Lane, Brundall

These are assessed every 6 months, so are subject to review and change.

6.8 Rural vs Urban

391 KSI collisions were recorded in the last rolling year 2018/19, of which 210 (53.7%) occurred in urban areas and 181 (46.3%) on rural roads. Overall numbers for urban areas have ever so slightly increased, whilst the overall numbers for rural areas have ever so slightly decreased from the previous year (189 urban, 193 rural), however percentage splits are largely unchanged.

6.9 KSI Collisions Resulting in a Vulnerable KSI (pedestrian, pedal cyclist, powered two-wheeler)

KSI collisions which resulted in either a pedestrian, pedal cyclist, or powered two-wheelers* KSI for the year to the end of January 2019 (February 2018 to January 2019) total 220. KSI casualties from these collisions for the same period total 224.

**powered two wheelers are motor-operated vehicles powered by either a combustion engine or rechargeable batteries. These powered vehicles can be divided into different categories, for example mopeds, motorcycles (street, classic, performance or super-sport, touring, custom, off-road; scooters; and e-bikes).*

6.10 The average number of annual KSI collisions whereby a pedestrian, pedal cyclist, or powered two-wheeler resulted in a KSI for the five years to end of January 2019 (February 2018 to January 2019) is 205, so this year is up 7.1%. The five year average of vulnerable KSI casualties for the same period came to 201.

6.11 As shown in Figure 3, motor vehicles (other than two-wheeled) accounted for the largest proportion of vehicles involved in KSI collisions (57%) in 2018/19, followed by motorcycles (26%), and pedal cycles (16%). Nationally, in 2017 motorcycles accounted for 26.2% of KSI collisions, and pedal cycles 16.8%. In terms of vehicle miles travelled nationally, in 2017 motorcycles accounted for 0.9%, whilst cars and taxis accounted for 77.8%. This further demonstrates the disproportionately high numbers of motorcycles involved in KSI collisions. It is forecast that road traffic will increase between 17-51% by 2050. A key driver to this is population growth and Norfolk is estimated to increase in population size so we can infer that there will be more cars on the road in the future.

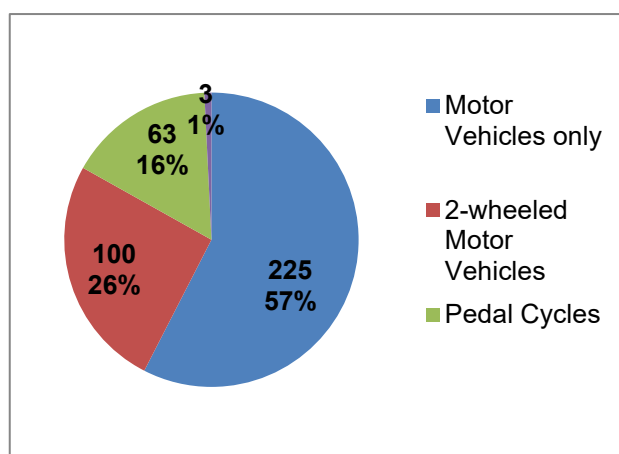


Figure 3 – Vehicles involved in KSI Collisions between 1st February 2018 and 31st January 2019

- 6.12 As shown in Figure 4, the biggest group of casualties in 2018/19 were vehicle drivers at 149 (34%) followed by motorcycle riders at 96 (22%), comparable to the 22.3% seen nationally in 2017.

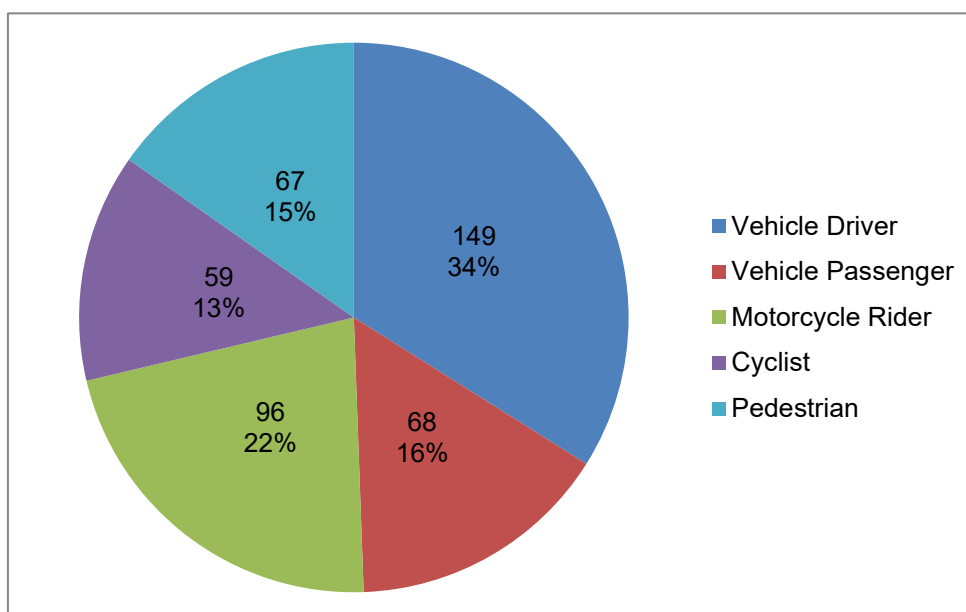


Figure 14 - Casualties involved in KSI Collisions between 1st February 2018 and 31st January 2019

- 6.13 Table 3 shows comparisons between the last two financial years, 1st April to 31st January. It highlights that there has been an increase in the number of KSI cyclist casualties, which has increased by 53.1% from 32 to 49. There has also been an increase of 18.4% in pedestrian casualties. However, the number of vehicle passenger casualties has decreased by 7.7% (65 to 60). Motorcycle rider casualties have decreased by 4.4% (90 to 86).

In summary, KSI casualties have shown an overall increase of 5.0% year on year; however the number of fatalities has decreased by 31.0%.

Table 3: KSI Casualties (financial year comparisons 01/04 – 31/01)

Casualty	(01/04/17 – 31/01/18)			(01/04/18 – 31/01/19)			% Change
	Fatal	Serious	Total	Fatal	Serious	Total	
Vehicle Driver	14	113	127	12	116	128	+0.8%
Vehicle Passenger	5	60	65	1	59	60	-7.7%
Motorcycle rider	6	84	90	3	83	86	-4.4%
Cyclist	1	31	32	3	46	49	+53.1%

Pedestrians	3	46	49	1	57	58	+18.4%
Total	29	334	363	20	361	381	+5.0%

6.14 Young People

KSI collisions involving young drivers (17 -24 years old) accounted for just over a quarter (26.3%) of all KSI collisions in 2018/19 (rolling year), a slight decrease from 2017/18 (underlying numbers have decreased from 110 to 103). Nationally, young drivers account for just 5.2% of all full licence holders, demonstrating that collisions involving this age group are disproportionately high.

- 6.15 Collisions involving young drivers resulted in 82 casualties, of which 15 (18.3%) were passengers of the young driver, and 33 (40.2%) were vehicle drivers. A significant year on year decrease of pedal cycle casualties has been seen (-60% from 5 to 2, please note that these are still small numbers). Motorcyclist casualties have seen a slight year on year decrease of 14.3% of all KSI collisions (28 to 24). An overall 3.5% decrease in casualties has been seen in young driver KSI numbers.

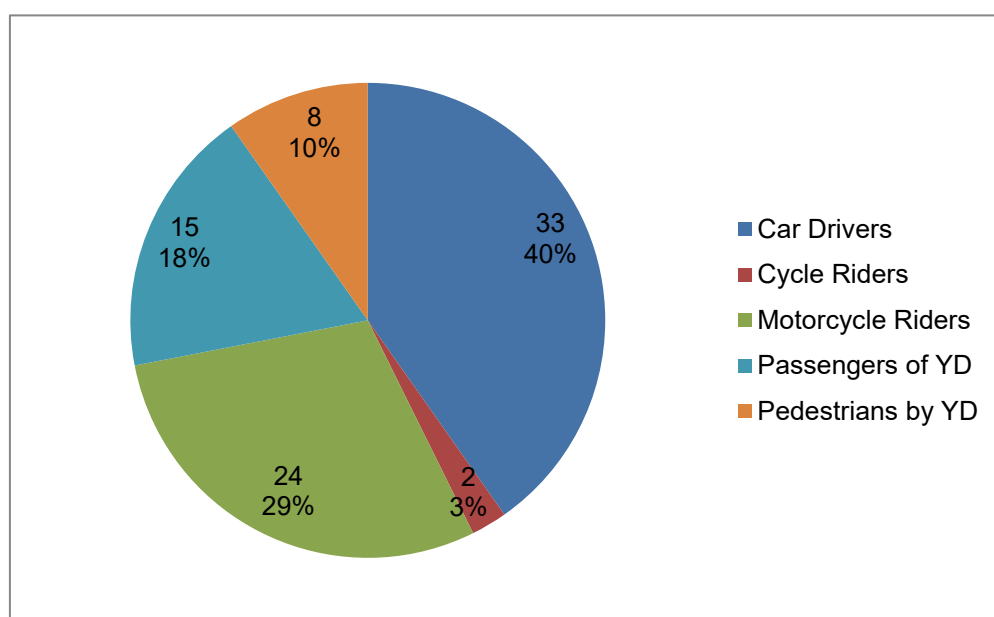


Figure 5 – Young Driver (YD) Casualties 2018/19

6.16 **POSSIBLE REASONS**

CRASH (Collision Recording And SHaring) effect

Data shows that KSI collisions can be volatile from month to month, however, an upward trend can be seen from February 2016, coinciding with the implementation of the CRASH (Collision Recording And SHaring) system.

- 6.17 The CRASH reporting system was devised by the Home Office with the purpose of reducing the lag time taken to report collision data nationally and make use of technological developments to improve data capture and quality.
- 6.18 Since the roll out of the CRASH recording system, a number of highway authorities using the system (including Norfolk County Council) have seen an increase in the number of serious casualties being reported. The Department for Transport (DfT) have advised that part of the increase is likely to be related to the CRASH system where previous categorisation of some slight injuries may now mean they are recorded as serious injuries. This change in recording systems makes comparisons against long term averages unreliable although possibly now provides for a more accurate reflection of the severity of injuries suffered on the road network according to the DfT definition.

6.19 Road Traffic Flows and Miles Travelled

As previously mentioned the number of millions of miles travelled in Norfolk is continuing to increase. When the number of KSIs is looked at compared to the distance travelled, Norfolk's rate has remained stable since 2013.

- 6.20 The Norfolk County Council reports that comparisons of traffic level data from across the Norfolk network shows a 3.5% increase since 2011, and a 1.1% increase since 2016. However, the situation is slightly different in our larger urban areas with Norwich Inner and outer ring cordon showing no real increase and King's Lynn and Great Yarmouth cordons showing a 6/7% decrease since 2016.
- 6.21 Norfolk Constabulary is a member of the Norfolk Road Casualty Reduction Partnership and undertakes a number of activities outlined in the Road Casualty Reduction Partnership (RCRP) delivery plan that considers education, enforcement and engineering solutions designed to positively affect driver behaviour. The Constabulary takes a lead with the following activities:

6.22 Road Casualty Reduction Team (RCRT)

The Safety Camera Partnership (SCP) funds a dedicated 'Fatal 4' offence enforcement police motorcycle team (four officers). The Fatal 4 offences are speeding, seat belts, mobile phones and drink/drug driving.

- 6.23 The Safety Camera Partnership support Operation Moonshot which involves the use of Automatic Number Plate Recognition (ANPR) cameras to target criminality on Norfolk's roads. In 500 operational days this achieved 3,000 vehicle stops, 889 traffic offence reports, 933 vehicles seized and 672 arrests, accounting for nearly 10% of the entire organisations arrests related to driving offences; excess drugs, excess alcohol, unfit through drink/drugs, fail to provide breath test, without insurance, disqualified driving and so on.

6.24 Funding bids have been submitted to the SCP to continue to fund the RCRT teams.

6.25 Use of Drug Wipes

The SCP funds the provision of road side drug wipes and associated laboratory submissions, a tactic that has previously been unavailable to deal with drug drive offences. As a response to increased provision we now test more people for drug driving than ever before, providing an ability to detect and deal with offenders that impact on fatal 4 offences and contribute to those killed and seriously injured on Norfolk's roads. From April 2017 – April 2018, 555 people provided positive tests. The convictions have resulted in 381 weeks of imprisonment (approx. 7 years) and 4,951 months (412 years and 7 months) of disqualifications.

6.26 Young Driver Education

An SCP funded member of staff coordinates the delivery of a presentation to pre-drivers (15-19 year olds) across the county designed to positively affect driver behaviour.

6.27 In the current financial year 2018/19, the Young Driver Education Presentation, "FATAL 4, It Won't Happen To Me" has been delivered to 8,516 young people in 269 presentations in Schools, Colleges and Attendance Centres, another 53 sessions are booked prior to the end of the 2018/19 year. In addition, six one-to-one "Y Di?" presentations were delivered for the Youth Offending Team.

6.28 Improvements for 2019/20 include the production of new videos and collaborative working with a local Pathologist, raising awareness of the effects of drugs and alcohol and the need for seatbelts to reduce injury. A number of updates to the 'FATAL 4' presentations are planned, and young people will hear experiences and advice from those involved in or dealing with collisions, as well as practical guidance on basic vehicle maintenance and safety.

6.29 The 'FATAL 4' presentation, led by Norfolk Constabulary, goes from strength to strength each year and has become a regular part of the curriculum in a large majority of Schools and Colleges in the county.

6.30 Impact Campaign (#IMPACT)

This Office of the Police and Crime Commissioner Initiative is delivered at colleges and similar establishments across the county. Blue light services set up the scene of a collision and 16-18 year olds are taken through the story of a young person who survived a serious collision.

6.31 The total number of interactions with students for the 2018/19 financial year to date is 1,269 from 10 presentations across 10 Colleges and Sixth Forms.

Since its introduction #IMPACT has engaged 4,799 young people who are driving or soon to be driving.

- 6.32 The 2018/19 #IMPACT was launched at Paston College in North Walsham, followed by a media event at Norwich City College in September 2018. #IMPACT was delivered at the launch of the Christmas Drink/Drug Drive Campaign at Easton and Otley College. This launch exposed the #IMPACT brand to a wider audience whilst engaging in the education of young drivers.
- 6.33 A new young driver has been identified to develop the initiative moving forward into 2019/20.

The following four engagements events are planned:

12/03/19 East Norfolk VI Form

20/03/19 Hellesdon High VI Form, 2 sessions

27/03/19 East Coast College, Great Yarmouth

After these events, 14 events in total will have been completed within this financial year (2018/19).

6.34 Porsche GT4 and Evo 10 Young Driver Initiative

Norfolk Constabulary with the support of the 'Lind Trust' deliver an initiative designed to attract harder to reach young drivers. Loaned Porsche and Evo sports cars are used as an engagement tool to promote discussions about road safety. The Constabulary has attended a number of events such as school visits and carnivals providing positive engagement and education opportunities within a number of communities.

6.35 Safer Rider

Norfolk Constabulary regularly delivers training in conjunction with Norfolk County Council by way of a class room input and test-ride to riders in order to improve hazard perception and provide further considerations on staying safe.

- 6.36 This is an educational instrument aimed at reducing motorcycle KSIs through rider engagement and training as opposed to enforcement alone. It is part of the RCRP delivery plan.

- 6.37 There were 11 educational workshops delivered by the team between March and September 2018, each course is designed to be delivered to approximately 20 motorcyclists.

6.38 Close Pass Scheme

This initiative targets both drivers who cause danger to cyclists and also cyclists who commit offences likely to increase the risk of injury collisions.

Camera footage is obtained and then an educational input is offered rather than prosecution where relevant offences are committed. Action day's focus on relevant collision cluster sites, times of day and days of the week with a commitment of a minimum of six events per year.

7. Performance Measures

7.1 The following table outlines the performance metrics for 2016-2020:

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Improve Road Safety	Number of KSI collisions	391	371	5.3%	
	Number of KSI collisions involving vulnerable road users	220	205	7.1%	

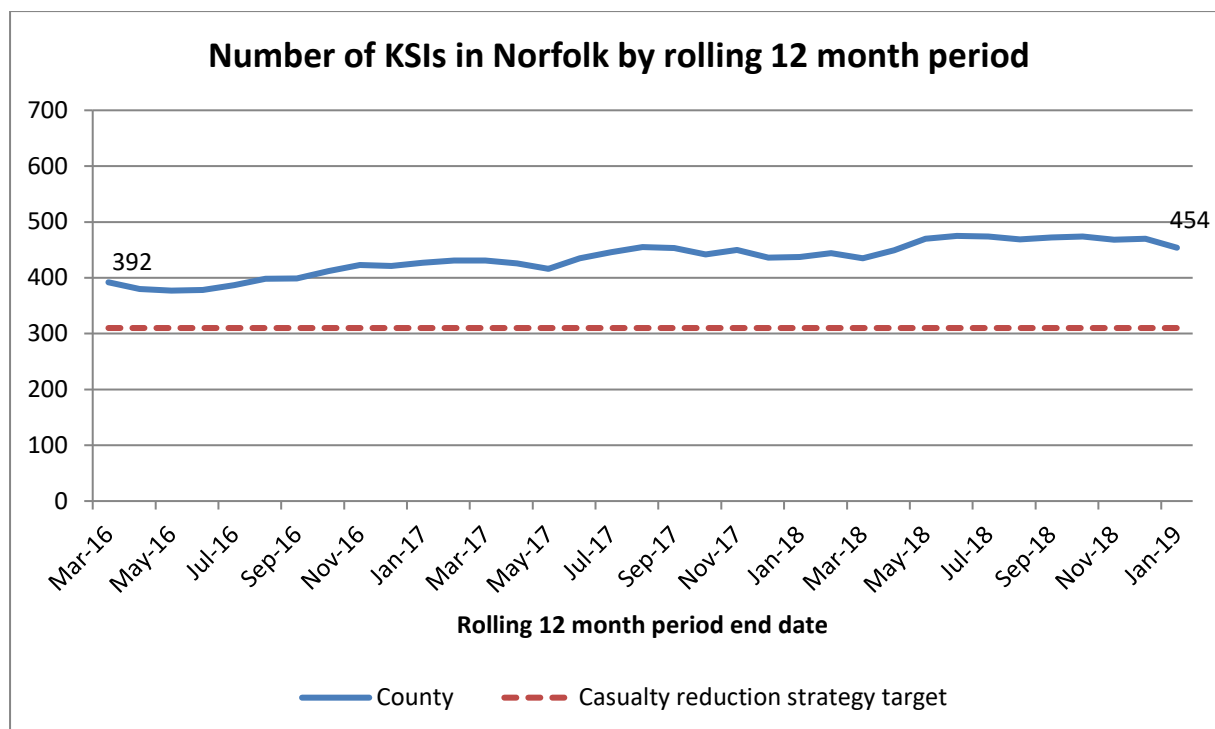
7.2 The number of Killed and Serious Injury (KSI) collisions has increased in the last 12 months compared to the long-term average. One possible factor for this may be better recording of collision data using the CRASH (Collision Recording and Sharing) system that came into use in 2016. Once the officer records the type of injuries suffered by the casualty, the system automatically provides the severity classification. This might indicate that records are more accurate in the recent years than the long-term average.

7.3 Casualty reduction is a part of the road and transport section of the council. It works in partnership with the police and the Fire & Rescue Service to tackle the issue and a new road casualty reduction strategy is currently under development. Norfolk is currently not achieving the current road safety objectives:

- Objective 1: To reduce the number killed and seriously injured on our county's roads to 310 or less
 - In 2018, there were 403 KSIs on Norfolk roads.
- Objective 2: To reduce the number of motorcyclists killed or seriously injured on Norfolk roads to 74 or less
 - In 2018, 102 motorcyclists were killed or seriously injured on Norfolk roads.

- Objective 3: To reduce the number of children killed or seriously injured on Norfolk roads to 22 or less
 - In 2018, the number of children killed or seriously injured on Norfolk roads was 28

7.4 The following chart highlights the number of KSIs in the rolling 12 month period since the year ending in March 2016. There is a slow but steady increase in the number of KSIs on Norfolk roads. The graph shows that Norfolk has not met the KSI safety objective in the last four years.



Number of KSIs in Norfolk by rolling 12 month period vs the casualty reduction strategy

- 7.5 The traffic levels in Norfolk have increased over the last few years as well as some significant changes to the road networks, and this may have had an impact on the number of collisions.
- 7.6 The annual report on road casualties in Great Britain 2017 from the Office of National Statistics indicates that the car and taxi traffic in 2016 increased nationally by 4.8% compared to the 2010-2014 average. For the quarter Jul-Sept 2017, traffic increased by 7% against the 2010-2014 average. A number of major changes to the traffic in Norfolk (through the northern distributor route for example) may also be a factor. The Department of Transport indicates that the motor vehicle traffic in Norfolk has increased by more than 1,000 million miles since 1998¹. As well as this, there have been a number of major changes to the traffic in Norfolk which may also be a factor. When the

¹ Traffic by local authority TRA89 - <https://www.gov.uk/government/statistical-data-sets/road-traffic-statistics-tra>

number of KSIs is looked at compared to the distance travelled, Norfolk's KSI rate has remained stable since 2013.

- 7.7 Vulnerable road users include pedestrians, cyclists and power two wheelers (such as motorbikes and mopeds²). A disproportionately high number of motorcycles are involved in KSI collisions. For the calendar year 2018, just under a quarter of KSIs recorded in Norfolk involved a motorcycle. The number of KSIs involving motorcycles is higher than the current road safety objectives. In terms of vehicle miles travelled nationally, in 2016 motorcycles accounted for just 0.9% of that traffic.
- 7.8 There are multiple factors that lead to road casualties including behaviour of drivers, riders and pedestrians, distance people travel and external effects such as the weather. Road casualty information is reviewed and analysed on a regular basis to review long-term trends, to highlight accident cluster sites and to aid multi-agency working through education, enforcement and engineering strategies.

8. Operations Gazetteer

- 8.1 Operation Randall – seeks to target rural crime, in particular those offences that impact on farms and people who reside or work in isolated locations and whose premises have been vulnerable to attack.
- 8.2 Operation Galileo – this is a regional wide police response to tackle illegal hare coursing.
- 8.3 Operation Cronos – this is a national operation tackling unlawful metal detecting (nighthawking) where metal detectorists illegally target farmland, heritage sites and other areas of archaeological interest.
- 8.4 Operation Bodyguard – aimed at identifying the most vulnerable victims of fraud, providing them with advice and linking in with banks to check the validity of large withdrawals.
- 8.5 Operation Moonshot – aimed at disrupting organised crime with the use of combined technology and intelligence and Automatic Number Plate Recognition (ANPR) cameras.

² Powered two wheelers are motor-operated vehicles powered by either a combustion engine or rechargeable batteries. These powered vehicles can be divided into different categories, for example: mopeds, motorcycles (street, classic, performance or super-sport, touring, custom, off-road; scooters; and e-bikes).

Complaints Monitoring Report

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

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

1. Background

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

2. Purpose of today's meeting

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

3. Ongoing complaints relating to the PCC

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

- **Complaint 12 – Dated: 16 May 2019**

The complainant referred to the Constabulary's handling of a violent assault, which had resulted in their being left unsafe and vulnerable. Having sought further clarification, the complainant confirmed that while their correspondence referred to a complaint about the PCC, the matter in fact related to the Chief Constable. The complainant was advised that no further action would be taken in respect of a PCC complaint.

Completed.

4. OPCCN Freedom of Information Requests

4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report (February 2019), five FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Software used within the OPCCN
- Roles of the PCC
- How Council Tax is spent
- Organisational structure and wage ranges
- Temporary Agency labour

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

5. Complaints and FOI requests relating to the Panel

5.1 Norfolk County Council's Head of Democratic Services has confirmed that no complaints or FOI requests relating to the Panel have been received during the reporting period.

6. Action

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



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Information bulletin – questions arising to the PCC

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

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

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 18 April 2019, are listed at **Annex 1** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 18 April 2019, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered 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 4** of this report.

- e) Other out-of-county activity between 30 April 2019 and 2 July 2019:

There was no other out of county activity during this period.

- f) Audit Committee

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

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

The PCC has published a response to the fourth in a series of thematic reports from HMICFRS which considers the response the police service provides to victims of domestic abuse. This is attached at **Annex 6** of this report.

- h) PCC's request for membership of Norfolk's Fire and Rescue Authority.

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

3. Suggested approach

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

4.0 Action

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



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PCC's Decisions

Loddon – Local SNT Base Relocation

Confidential Decision 2019-26

The PCC approved the relocation to Loddon Fire Station.

Single Online Home (SOH) Section 22a

Confidential Decision 2019-27

The PCC agreed to sign the 22a to maintain the www.police.uk service.

Scheme of Governance and Consent

Decision 2019-28

The PCC approved the revised Scheme of Governance and Consent.

Independent Custody Visiting Association Membership 2019-20

Decision 2019-29

The PCC approved the decision notice to subscribe to the Independent Custody Visiting Association (ICVA) for the period 2019/20 at a cost of £840.

Variation to the Joint Professional Standards Department Section 22a Collaboration Agreement

Confidential Decision 2019-30

The PCC approved the renewal of the existing collaboration agreement in respect of the Joint Professional Standards Department.

Variation to the Integrated Offender Management Section 22a Collaboration Agreement

Confidential Decision 2019-31

The PCC approved the renewal of the existing collaboration agreement in respect of Joint Offender Management.

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

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

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

Summary of the PCC's activity

Fourth national transparency award for Norfolk PCC office

For the fourth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) has received a prestigious national award for openness and transparency.

14 April 2019

50th event milestone for PCC's #Impact young driver initiative

The team behind a young driver road safety campaign, which has already reached 5,500 young people, will deliver its 50th demonstration to Norfolk students this week.

30 April 2019

PCC responds to latest police inspection report

Norfolk's PCC Lorne Green has welcomed the publication of an inspection report which rated Norfolk Constabulary as "outstanding" in efficiency.

2 May 2019

Chance to quiz Norfolk PCC and Chief Constable in King's Lynn

Norfolk's PCC Lorne Green and Chief Constable Simon Bailey will be answering your crime and policing questions at a Q&A event in West Norfolk on 13 May.

7 May 2019

Charity receives vital PCC funding to continue to help those affected by domestic abuse

Victims and survivors of domestic abuse are continuing to be given the vital support they need to turn their lives around thanks to a further cash boost from PCC Lorne Green.

10 May 2019

Policing comes under the spotlight at this week's accountability meeting

PCC Lorne Green will quiz Chief Constable Simon Bailey on progress against the county's Police and Crime Plan at the meeting at Norfolk Police HQ on Tuesday 14 May.

13 May 2019

West Norfolk residents put their questions to the PCC and Chief Constable

Anti-social behaviour, theft, rural crime and speeding were some of the issues raised at a policing and crime Q&A hosted by Norfolk's PCC in King's Lynn yesterday.

14 May 2019

Norfolk PCC office wins prestigious national award for custody visiting

The Office of the Police and Crime Commissioner for Norfolk has won a prestigious national award for the quality of its independent custody visiting scheme.

16 May 2019

Accounts set for inspection

The PCC is required by law to publish a set of accounts each year providing a breakdown of the PCC's and Norfolk Constabulary's financial performance and financial position.

17 May 2019

A service set up to support those affected by crime in Norfolk is celebrating its first anniversary

Victims and witnesses of crime in Norfolk have been benefitting from a free, confidential advice and support service for 12 months now.

23 May 2019

New Norfolk projects launched to prevent child criminal exploitation, drugs and violence

A suite of partnership projects to tackle serious violence in Norfolk by preventing the exploitation of young people by criminal gangs have been launched in the county.

29 May 2019

Vital service to help victims of sexual abuse in the county to be launched

Norfolk's PCC Lorne Green has today launched a fund of nearly £1.5 million to support victims of sexual abuse in the county.

3 June 2019

Team supporting high-risk domestic violence survivors to grow thanks to PCC support

A team which provides intensive one-to-one support to high-risk victims of domestic violence has received a funding boost from the county's PCC to help it cope with demand for its support services.

5 June 2019

Volunteer who spent 15 years behind bars encourages others to follow in his footsteps

Unless you have spent time in police custody, you probably won't have heard of custody visiting - a role from which Eric Langford is retiring after 15 years.

5 June 2019

OPCCN staff take-up Special opportunity to witness policing first-hand

A team of five from the Office of the Police and Crime commissioner for Norfolk took to the streets of Norwich to witness first-hand the work of Norfolk's dedicated Special Constabulary.

14 June 2019

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

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

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

Date: 14 May 2019	
Subject	Summary
Public agenda	
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 2016-2020.</p> <ol style="list-style-type: none"> 1. This report provides a high level financial overview of the Constabulary Revenue and Capital Budgets for the current year, 2018/19. 2. The Commissioner approved the total revenue budget and capital programme for 2018/19 in February 2018 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of February 2019. 3. The forecast revenue year-end position is an overspend of £0.040m. 4. An Estates Update is also included alongside the Performance Metrics for Good Stewardship of Taxpayers' Money. <p>Recommendation: PCC to note the report.</p>
Police and Crime Plan Theme: Support Victims and Reduce Vulnerability	<p>This report outlines the Constabulary's Domestic Abuse Attendance Pilot under the Strategic Policing Objectives for Priority 5: Support Victims and Reduce Vulnerability, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>The Performance Metrics for Support Victims and Reduce Vulnerability are also included.</p> <p>Recommendation: PCC to note the report.</p>
Police and Crime Plan Theme: Deliver a Modern and Innovative Service	<p>The Ministry of Justice is rolling out a National Programme that will expand the use of Global Positioning Satellite (GPS) - Tagging Technology on offenders, in order to monitor their movements across a range of new circumstances.</p>

	<p>There are a number of applications considered suitable for the expanded use of this technology including: Community Orders, License Curfews (and movement restrictions), Parole Board Conditions and an alternative to remanding in custody on court bail.</p> <p>Recommendation: PCC to note the report.</p>
Emergency Services Collaboration Group Update	Oral update
Emerging Operational/Organisational Risks	Oral update
AOB: Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Inspection of the Police Response to Fraud	This report provides an overview of the headline findings, recommendations and areas for improvement from the Inspection

A public question and answer session was held on 13 May 2019 in King's Lynn. The next session is due to take place in North Norfolk in July 2019 (location and date to be confirmed).

The next PAF meeting is due to take place at 10.30am on Tuesday 23 July 2019 – Filby Room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

List of items discussed at the most recent Audit Committee meetings

The Audit Committee last met on 16 April 2019, and items discussed were reported to the PCP at its 30 April 2019 meeting.

The Audit Committee is due to meet next at 2pm on Tuesday 30 July 2019.

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

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

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



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

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

Inspection Title:	The Police Response to Domestic Abuse: An update report
Date Published:	26 th February 2019
Type of Inspection:	Thematic Inspection

KEY FINDINGS:

[This report](#) is the fourth in a series of thematic reports from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which consider the response the police service provides to victims of domestic abuse. In March 2014, HMICFRS published their first report in this series ("[Everyone's Business: Improving the Police Response to Domestic Abuse](#)"). Since that time, the service the police give to victims of domestic abuse has improved markedly. Victims are now better supported and better protected. Unlike in HMICFRS's previous reports, they don't make national recommendations to forces, but they do comment on progress made since their previous reports.

HMICFRS's fourth report on the police response to domestic abuse found continued improvement in how the police identify, respond to and support victims of domestic abuse. The report recognises the good work being carried out by the majority of police forces including:

- continued investment in training for their workforce on domestic abuse;
- developing multi-agency safeguarding hubs (MASHs) to work in partnership with other organisations to better protect victims of domestic abuse;
- the increased use of body worn video to capture evidence at the scene of an incident and;
- the increased roll-out of Operation Encompass or similar schemes, which involve the police and schools working together to support children present at domestic abuse incidents

These improvements are all the more impressive, given the increases seen in recorded levels of domestic abuse. It is important to acknowledge the pressure that the significant increases in demand is placing on forces.

Data collected during the 2017 PEEL inspection shows that recorded levels of domestic abuse rose by almost 90 percent since HMICFRS's first inspection in 2014. This is likely to represent improved recording of crimes and increased confidence in the police with more victims coming forward. But some police forces are unable to explain the reasons for the rise.

The report outlines a number of concerns around the use of bail. The number of people being released on all types of bail for domestic abuse crimes has fallen by 65 percent. Additionally, 16 forces were unable to supply comparable year-on-year data on their use of bail for domestic abuse cases. This suggests that they may not be monitoring the use of bail. HMICFRS is undertaking further work to understand how bail is being used in domestic abuse crimes.



CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Domestic Abuse remains a key priority for policing and Norfolk Constabulary continues to place strategic and operational emphasis on providing high standards of public service in this high demand, high harm aspect of societal behaviour and criminality. The current level of reported domestic abuse is unprecedented.

In response to the College of Policing 2015 Authorised Professional Practice on Domestic Abuse, a force wide Task and Finish Group was formed in 2016. Representatives from each command were involved and reviewed Norfolk's processes around domestic abuse against the recommendations and updated these to represent best practise. Ongoing governance of Norfolk Constabulary's response to Domestic Abuse is provided by the Force Public Protection Meeting, which is chaired by the Assistant Chief Constable. This covers a range of areas, including: the initial response provided; improving officer and staff awareness; improving the quality of investigations; utilising the prevention schemes (such as Clare's Law); and ensuring ongoing work is developed with other agencies and stakeholders.

It should be noted that Norfolk is not specifically mentioned in the HMICFRS findings as they are collective findings from across England and Wales. With that in mind care should be taken when drawing direct conclusions from the HMICFRS views as policing approaches to domestic abuse vary across the country. The only specific recommendation stated in the original HMICFRS report that is relevant to the Constabulary is the following:

By April 2018, every police force in England and Wales should update its domestic abuse action plan, what more it can do to address the areas for further improvement highlighted in the initial report (2014) and publish its revised action plan accordingly.

The Norfolk domestic abuse plan is well developed and the majority of areas have been delivered against. A public facing version of the action plan has been published on our website.

The initial HMICFRS 2014 report regarding domestic abuse services in policing in England and Wales provided an opportunity for forces to recognise their own performance in this area and reflect on national best practice to make improvements where it was required. In Norfolk Constabulary this work was given suitable priority and was provided high levels of governance and direction through recorded action plans.

It is essential that momentum in this area is maintained as the harm caused by domestic abuse is well evidenced nationally and within Norfolk. The Constabulary will continue to lead the partnership landscape providing commitment, data and resources at every opportunity in the best interests of victims and others who are affected by domestic abuse. It is clear that the more efforts are placed in wider public sector partnerships to tackle these issues the greater the impact that can be achieved and the plans that have been outlined in this report are testament to the local desire to achieve continuous improvement in this area of public service.



PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Norfolk PCC, Lorne Green, said: "I welcome this updated report and I am pleased to read that the police response to victims of domestic abuse continues to improve across a number of areas, including the use of body worn video to capture evidence at the scene of an incident to assist the prosecution of perpetrators of this despicable crime. This is positive news given the dramatic increases in recorded levels of domestic abuse. I am also pleased to see the Norfolk Domestic Abuse Task and Finish Group, which was established to help improve arrest rates and increase the number of case files going to the CPS, was highlighted in the report.

"As Norfolk's PCC I continue to pledge to do everything within my means to prevent such abuse and ensure that help and support is available to those who need it. I will be seeking reassurance on behalf of the people of Norfolk that any key findings contained in this report are considered and implemented where appropriate.

"Supporting victims and reducing vulnerability is one of the seven strategic aims in our Police and Crime Plan for the county and I commission and fund a number of domestic abuse support services in the county, including the Independent Domestic Abuse Advocacy Service, the Pandora Project, Norwich Connect and The Daisy Programme.

"I am confident Norfolk Constabulary will give this report careful consideration and will take any learning on board to improve the local police response to domestic abuse. For my part, as Victims' Commissioner, I pledge to continue to support victims and survivors of domestic abuse and I will continue to hold the Chief Constable to account to ensure that domestic abuse is treated as a priority by Norfolk Constabulary.

For Office Use Only:

- ✓ Response forwarded to the Home Office
- ✓ Response forwarded to HMICFRS
- ✓ Response published on the OPCCN website
- ✓ Response forwarded to Chief Constable
- ✓ Response forwarded to Police and Crime Panel

Norfolk Police and Crime Panel funding

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

1. Consider the 2018-19 expenditure.
2. Consider the 2019-20 grant allocation.
3. Consider expenditure during 2019-20.
4. Endorse the process for approving Panel Member attendance at external training events and conferences (at paragraph 4.5).

1. Background

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

2. 2018-19 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 2018-19.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. Individual Panel Member's expenses can be found on relevant councils' websites. The Panel will note that the total amount was not claimed, with a variance of £1,239.74.

3. 2019-20 grant allocation

- 3.1 At the time of writing this report, the Home Office has not yet confirmed whether funding levels for Police and Crime Panel grants are to be maintained in 2019-20. However, it is anticipated that a grant of up to £64,340 will be approved for Norfolk County Council, as host authority, for the maintenance of the Norfolk Police and Crime Panel.

- 3.2 Payment will be made in arrears during 2019-20, in line with the Home Office requirements to provide payment request returns (as set out in the Grant Agreement).

4. 2019-20 expenditure

- 4.1 The Panel will wish to note that the Panel Arrangements (paragraph 4.1) state that “it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel.”
- 4.2 It is likely that the Panel’s expenditure will remain at a broadly similar level during 2019-20, although it may vary depending on the extent of the Panel’s forward work programme, the number of meetings held during the year and members’ wish to attend and contribute to external events.
- 4.3 The Panel has previously agreed that it would be beneficial to be a member of the Eastern Region Police and Crime Panel Network, convened by Frontline Consulting, with an annual subscription fee of £500 (plus VAT). The offer, purchased for 2019-20, includes:
- Two meetings a year for Chairs, Vice-Chairs and support officers of each panel to share information, problem solve and collaborate as appropriate.
 - A ‘helpline’ facility to answer queries and provide advice.
 - Access to a website, which all PCP members and support officers could sign up to, for free, to share their experiences and good practice.
 - Discounts on any learning and development sessions that Panels might want to engage Frontline Consulting to deliver.
 - Discounted places for attendance at Frontline Consulting’s annual PCP conference.
- 4.4 The Panel has also previously agreed that it would support an annual subscription of up to £500 for membership of the newly formed National Association of Police and Fire and Crime Panels.
- 4.5 The Panel has previously agreed to delegate to Norfolk County Council’s Head of Democratic Services, in consultation with the Panel’s Chairman, any decisions about funding Members’ attendance at training events. It is suggested that the Panel endorses this process and considers attendance at the following scheduled events:
- 11 July 2019, LGA workshop for PCPs (10.30 to 4pm, LGA, 18 Smith Square, Westminster, London SW1P 3HZ).
- Agenda to include:
- The launch of updated guidance for panels
 - An update from the Home Office on their panel effectiveness work
 - An update from the National Association of Police (Fire) and Crime Panels
- Eastern Region PCP Network meetings: September 2019 and March 2020 (dates and venue to be confirmed).

- 19 November 2019, Annual PCP conference (10 am to 4 pm at the Warwick Conference Centre).

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

5. Action

5.1 The Panel is recommended to:

1. Consider the 2018-19 expenditure.
2. Consider the 2019-20 grant allocation.
3. Consider expenditure during 2019-20.
4. Endorse the process for approving Panel Member attendance at external training events (at paragraph 4.5).



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

ANNEX A

PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panels
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Period From: 1 September 2018 To: 31 March 2019	Resource (£)
(1) Total funding received for this financial year	£26,152.38
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1).	£36,947.88
(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
(3) Funding request for this period	£36,947.88
(4) Total funding received and requested (1+3)	£63,100.26

MONITORING INFORMATION REQUIREMENTS


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

Schedule 3, breakdown of expenditure, for the period 1 September 2018 to 31 March 2019

Management Letter, Norfolk Audit Services – audit clearance.

CONFIRMATION BY GRANT RECIPIENT

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

Signature:			
Name (printed):	GREA INSOLL	Date:	25/4/2019
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

SCHEDULE 3 -IN-YEAR MONITORING INFORMATION REQUIREMENTS

Breakdown of expenditure (items)	£(0.000s)
Period from 1 September 2018 to 31 March 2019	
Administration	
Staff salary re-charges and reallocation of IT license charges	£32,938.36
Staff travel costs (external training events/conferences)	£108.50
External training (4 delegates' attendance at the annual PCP conference)	£670.00
Printing & postage (agenda and training materials)	£313.52
Audit fees	£1,420.67
Member expenses	£1,496.83
Total:	£36,947.88

ANNEX B

END OF YEAR FINANCIAL MONITORING REPORT – April 2018 to March 2019


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

Grant Recipient: NORFOLK COUNTY COUNCIL	Grant Stream: Police and Crime Panel Grant	
Expenditure category	Actual resource Expenditure (£)	Actual Capital Expenditure (£)
Administration costs	£61,154.78	£0
Member expenses	£1,945.48	£0
TOTAL EXPENDITURE:	£63,100.26	£0
TOTAL GRANT PROVIDED:	£64,340.00	£0
VARIANCE: total grant provided minus total resource expenditure	£1,239.74	£0
Reason for variance: The majority of Members have claimed minimal expenses in relation to the Norfolk Police & Crime Panel this year.		

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

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

Signature:			
Name (printed):	HARVEY BULLEN	Date:	24/4/19
Position:	ASSISTANT DIRECTOR FINANCE		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

Forward Work Programme

10am, 18 September 2019, County Hall	PCC's 2018-19 Annual 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
10am, 20 November 2019, County Hall	PCC's 2020-21 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC Forward Work Programme	
10am, 4 February 2020, County Hall	Review the PCC's proposed precept for 2020-21 (the Panel must review and report by 8 February 2020) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Forward Work Programme	

10am, 19 February 2020, County Hall	Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2019)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
April 2020, County Hall (To be confirmed)	Police and Crime Plan performance monitoring (including commissioned services) Independent Custody Visitor Scheme Annual 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
May 2020	PCC elections	

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2018-19: Mrs Sarah Bütikofer, Mr Peter Hill, Dr Christopher Kemp, Mr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chairman)

Date of last meeting: 4 April 2019

Next meeting: 31 July 2019

PCP training and network events

- LGA annual PCP workshop: 11 July 2019 (LGA, 18 Smith Square, Westminster, SW1P 3HZ)
- Eastern Region PCP Network: September 2019 and March 2020 (dates and venue to be confirmed).
- Annual PCP conference: 19 November 2019 (Scarman House, Warwick Conference Centre)

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; the last meeting took place on Wednesday 13 February 2019 at County Hall.

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

- 23 July 2019
- 24 September 2019

PCC public question and answer sessions – the next session is due to take in North Norfolk in July 2019 (location and date to be confirmed).

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.