

Norfolk Police and Crime Panel



Date: **4 July 2014**

Time: **10am**

Venue: **Gymnasium, Norfolk Constabulary Headquarters,
Operations and Communications Centre, Jubilee
House, Falconers Chase, Wymondham, Norfolk, NR18
0WW**

Panel Members are invited to attend a tour of Norfolk Constabulary following the meeting.

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

Membership

Main Member	Substitute Member	Representing
Mr William Richmond	Mr Mark Robinson	Breckland District Council
Mr Ian Graham	Mr Roger Foulger	Broadland District Council
Mr Trevor Wainwright	Mr Brian Walker	Great Yarmouth Borough Council
Mr Brian Long	Mrs Elizabeth Nockolds	King's Lynn and West Norfolk Council
Mr Alec Byrne	Michael Chenery of Horsburgh	Norfolk County Council
Mr David Harrison	Mr Tim East	Norfolk County Council
Mr Fred Agnew	Vacancy	Norfolk County Council
Mr Richard Shepherd	Mr Roy Reynolds	North Norfolk District Council
Mr Keith Driver	Mr Alan Waters	Norwich City Council

Dr Christopher Kemp	Ms Lisa Neal	South Norfolk Council
Ms Sharon Brooks	(no substitute member)	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this agenda
please contact the Committee Officer:**
Sonya Blythe on 01603 223029
or email committees@norfolk.gov.uk

A g e n d a

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

Norfolk County Council and Independent Co-opted Members

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

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

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

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role

- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

5. **To receive any items of business which the Chairman decides should be considered as a matter of urgency**
6. **Minutes** (Page **5**)
To confirm the minutes of the meeting held on 4 April 2014.
7. **Balanced Appointment Objective** (Page **13**)
To consider whether the Panel's 'balanced appointment objective' is being met.
Annex 1 – to follow
8. **Police and Crime Commissioner for Norfolk's temporary leave of absence** (To follow)
To consider the arrangements that have been put in place.
9. **Panel Arrangements and Rules of Procedure - Review** (Page **15**)
To review the Panel Arrangements and Rules of Procedure.
10. **Norfolk Constabulary Savings Plan for years 14/15 to 18/19** (Page **57**)
An update on Norfolk Constabulary's proposals for efficiency savings.
11. **Office of the Police and Crime Commissioner for Norfolk's Organisational Review** (Page **67**)
An outline of OPCCN's recent organisational review.
12. **Commissioning Strategy and Plans** (Page **75**)
An update on the Commissioner's Commissioning Strategy.
13. **Information Bulletin** (Page **106**)
To hold the Commissioner to account for the full extent of his activities and decisions since the last Panel meeting.

14. Norfolk Police and Crime Panel Funding (Page **115**)

To note the 2012-13 expenditure and consider the 2013-14 grant allocation.

15. Work Programme (Page **142**)

To review the proposed work programme.

16. Exclusion of the Public

The committee may be asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of items below on the grounds that they involve the likely disclosure of exempt information as defined by a Paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The committee will be presented with the conclusions of the public interest tests carried out by the report authors and is recommended to confirm the exclusions, as presented.

17. Minutes

To agree the exempt minute of the meeting held on 4 April 2014. (Page **145**)

Date Agenda Published: Thursday 26 June 2014

All enquiries to:

Sonya Blythe
Norfolk County Council,
Democratic Services,
County Hall,
Martineau Lane,
Norwich, NR1 2DH
Tel. 01603 223029
Fax. 01603 224377
Email committees@norfolk.gov.uk



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**Norfolk Police and Crime Panel
Minutes of the Meeting Held on Friday 4 April 2014 at 10.00 a.m
County Hall, Norwich**

Main Panel Members Present:

Alec Byrne (Chairman)	Norfolk County Council
Mr R Bearman	Norfolk County Council
Mr I Graham	Broadland District Council
Mr Brian Hannah	Norfolk County Council
Mr Paul Kendrick	Norwich City Council
Dr Christopher Kemp	South Norfolk Council
Mr Roy Reynolds	North Norfolk District Council
Mr Lee Sutton	Great Yarmouth Borough Council
Mr Alexander D Sommerville, CPM	

Officers Present

Miss Sonya Blythe	Committee Officer
Mr Greg Insull	Assistant Head of Democratic Services

Others Present

Mr Stephen Bett	Police & Crime Commissioner for Norfolk
Mr Charlie Hall	Deputy Chief Constable for Norfolk
Ms Jenny McKibben	Deputy Police & Crime Commissioner for Norfolk
Mr Mark Stokes	Police & Crime Commissioner for Norfolk's Chief Executive

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

- 1.1 Apologies were received from Ms S Brooks, Dr A Boswell, Mr W Richmond, Mr B Long and Mr R Shepherd (Mr Reynolds sunstituting).

2 Members to Declare any Interests

- 2.1 None.

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

- 3.1 The Chairman advised that there were no urgent items of business to consider.

4 Minutes of the meeting held on 13 February 2014

4.1 The minutes of the meeting held on 13 February 2014 were confirmed as a correct record and signed by the Chairman..

4.2 Matters Arising

5.2.10. Mr Sommerville noted that this had been a comment, not a question.

5. Police and Crime Plan for Norfolk – Refresh.

5.1 The Chairman welcomed the Commissioner for Norfolk and his officers to the meeting.

5.2 Mr Bett set out the intention of the Police and Crime plan refresh. He advised that the original plan would largely stay the same but would be refreshed to take account of new information which had been gathered in the past year, since taking office.

Ms McKibben added that the original plan had been written shortly after the election. It had now been refined and included a more effective use of funding, a review of policing objectives and a triangulated approach to the objectives which including monitoring areas around main issues. This would give a more comprehensive picture of how performance was monitored. After an intense year of holding discussions with partners key themes had been noted and service level agreements had been drawn up. An evidence based approach had been taken and there was now clear tracking through the process from application to grant.

Mr Bett advised that £100k had been given to the Norfolk Community Foundation, to be used to fulfil funding requests. They had received over £350k of requests and had given consideration to them all. Decisions would be taken by the relevant committee during April 2014 as to where the money was apportioned. The funding would be made available to all successful applicants for the full period of the Commissioner being in post to give monetary continuity. The Norfolk Community Foundation would monitor the recipients regularly.

5.3 The following questions were addressed to Mr Bett and his Team:

5.3.1 Question from Mr Graham. How well is the Police and Crime Plan going and could you provide a progress report on whether the policing objectives and performance measures set out on agenda page 24 of the report are being achieved?

Response by Ms McKibben. Targets had been looked at frequently and close scrutiny had been carried out. Progress had been covered at every public meeting which the Commissioner had held. Performance against target figures, which had been circulated, showed a credible performance and many targets in the five year plan had been reached in three years. Sexual attack detection figures had declined; in many cases this was due to the delayed reporting of such crimes. Activity and partnership working with other agencies had also been monitored in addition to performance.

Mr Hall circulated performance against target 2014/14 statistics for the Panel and gave explanations for any targets which had not yet been met.

Mr Betts agreed to provide copies of minutes from each public meeting to Panel Members, to demonstrate how the constabulary had been held to account. In addition performance against target figures would be circulated to the Panel each time the constabulary produced them or quarterly, whichever was sooner.

- 5.3.2 Question from Mr Hannah. This week the County Council had announced that it would no longer remove graffiti which was not offensive. Could you comment on this?

Response by Mr Bett. The Commissioner did not wish to comment until he knew more specific details on the decision. However he noted that each decision to remove graffiti had always been taken on its own merit due to the high costs involved. This could be an example of where local people worked together for the good of the community.

- 5.3.3 Question from Mr Sommerville. Are you also able to provide the conviction rates for the relevant items set out in the policing objectives on page 24?

Response by Mr Betts. Positive outcomes had been included within the circulated figures where known. Some statistics contained specific conviction rates whereas others contained whether the outcome had been positive. The conviction information was held by the Crown Prosecution Service (CPS) rather than the Constabulary and so the information available was what had been provided by them. The Commissioner's office was looking to work more closely with the CPS regarding both more detailed conviction information and work around court and witness services. They were aware of problems with the statistics but had been conscious to take work on in manageable pieces.

- 5.3.4 Question from Mr Kendrick. The serious sexual detection rate of 35% had not been met. What measures had the constabulary put in place to achieve this rate?

Response by Mr Hall. A number of proactive measures had already been put in place, during which time the detection rate had increased by 10%. Reported attacks in this area had increased by 30% in the last year. The detection of crimes in this category was affected by the delayed reporting of the crime which meant forensic evidence was often not available. The 30% detection rate compared well against other forces. The Commissioner supported this area of work with funding to help victims stay engaged and was in talks with other services regarding how to better meet this target.

- 5.3.5 Question from Mr Bearman. Would you be able to provide us with regular data updates, perhaps quarterly, on progress against the Plan's objectives?

Response by Mr Hall.

Performance against target figures would be circulated to the Panel which would include the direction of travel from the last quarter.

- 5.3.6 Question from Mr Sommerville. Why do you consider it necessary to review style and branding as part of the refresh of the Plan?

Response by Ms McKibben. Minimal funding would be put into this in order to

ensure that the majority of funds were invested in commissioning. Some re-branding had to be carried out in order to raise the profile of the Commissioner to the public and to move away from the branding of the old Police Authority.

- 5.3.7 Question from Dr Kemp. With reference to the staffing resource of your Office (agenda page 47) is it correct that 3 members of staff out of the 13 are dealing with media relations?

Response by Mr Stokes. A full organisational and staffing review had recently been completed. More detailed information could be provided once the review had been completed and affected staff had been informed.

- 5.3.8 Question from Mr Byrne. You say on page 56 that one of the areas for review is to expand information about the role of this Panel. Could you please indicate what information it is that you would like to expand and whether you intend to consult upon this with the Chairman and Vice-Chairman of the Panel first?

Response by Mr Bett. The Commissioner's office would be delighted to consult with the Panel. In order for the Panel to fully understand what the office of the Commissioner was trying to achieve, and thereby scrutinise more effectively, the Panel would be invited to tour the office and meet staff.

Mr Stokes added that in the future, information would be circulated to the Panel when it became available, as opposed to being produced for the Panel meeting.

6 Information Bulletin

- 6.1 Mr Bett commented that a large amount of work had been carried out around rehabilitation, including the hiring of a coordinator. A key priority for the forthcoming year was to manage issues around employment for prisoners who had been released from prison. This could reduce re-offending rates by 70%.

- 6.2 The following questions were addressed to Mr Bett and his Team:

- 6.2.1 Question from Mr Sutton. What percentage of offenders currently re-offend?

Response by Mr Bett. An offender integration programme had been started which had seen a drop in re-offending rates,

- 6.2.2 Question from Mr Reynolds. Is this going to be monitored?

Response by Ms McKibben. An integrated offender management team was in place. This identified those likely to re-offend and looked to address underlying issues. A Board had been established to manage this, which would meet for the first time in April 2014. The Board had the support of key partners. The programme would be developed to encompass all types of offences.

- 6.2.3 Question from Mr Sommerville. With regard to the Code of Conduct which you have adopted (agenda page 59) could you please explain how it will be applied and how any alleged breaches would be processed? How does it fit in with existing complaints procedures regarding the conduct of the Commissioner?

Response by Mr Stokes. It was a requirement that all Police and Crime

Commissioner offices had a code of conduct in place in order to manage complaints. The Chief Executive worked with all internal departments to ensure that all processes and code of conduct procedures were followed by the Police and Crime Commissioner's office.

- 6.2.4 Question from Mr Hannah. With regard to the new coordinator post aimed at improving support for ex-service personnel in custody, is this a new post or will the role be incorporated into an existing post? And could you comment on working with prisoners, especially in regards to bringing them back to their local area.

Response by Mr Bett. The post would be funded by military charities and not be charged to the Commissioner's office. The post holder would be based at the Commissioner's premises and work closely with other staff. In the future a second coordinator may be hired, also paid for externally. This was the first such role in the country and other Police and Crime Commissioners had made contact to discuss taking the idea forward in their counties.

- 6.2.5 Question from Mr Hannah. On agenda page 61, the Deputy PCC is quoted as saying "Norfolk must shift from a reactive crisis response to domestic abuse, to early intervention". This suggests there is currently no robust exchange of information between agencies and can you tell us what actions are being taken to address this?

Response by Mr Bett. Improved training would be made available to doctors surgeries to better identify signs of domestic and sexual abuse, with a view to stopping abuse before it actually started. Funding would be provided for this and it was hoped that every surgery in the county would take up the training.

- 6.2.6 Question from Mr Graham. Will the training include identifying child abuse?

Response by Mr Bett. Yes, work would be carried out regarding this and around preventing children growing up thinking that violence was the norm. The cost of the work would be very small compared to what it would save.

- 6.2.7 Question from Mr Byrne. Agenda page 59 refers to the transfer of staff to the employment of the Chief Constable. How is the transfer proceeding, and how many staff have transferred to date?

Response by Mr Stokes. The transfer is now complete and the Home Secretary had written to confirm that all responsibilities had been complied with. All operational policing matters were now the responsibility of the Chief Constable. The Commissioner had responsibility for staff within his office only.

- 6.2.8 Question from Mr Sommerville. Would it be possible to give an estimate of the officer time spent dealing with mental health issues? Has the mental health specialist post moved forward?

Response by Mr Betts. The mental health specialist was now in post and had been successful in assisting officers so far. It was not possible to give a precise estimate of time spent, but conversations with officers indicated that an increasing number of cases had connections to mental health issues. Work was being carried out with mental health charities to write a bid for two outreach

workers to be based in the control room.

- 6.2.9 Question from Mr Graham. Could we have an update on the proposed collaboration with Suffolk?

Response by Mr Bett. This was now in the hands of the Suffolk Police and Crime Commissioner, who was consulting with the public. He was holding a meeting on 30 April where a decision would be made. There was no animosity with Suffolk, despite this being alluded to by the press. The collaboration report had been written and signed off by the two Chief Constables, not the Commissioners. It had been expected that it would be taken forward but now that this was no longer clear Mr Bett had a backup “plan B” in place, which would be fully costed by the next Panel meeting if required.

- 6.3 It was proposed and duly seconded that the Panel would endorse and express its support the business case which had been jointly written by the Chief Constables of Norfolk and Suffolk to engage in collaborative working and a shared control room.
- 6.4 **RESOLVED** that the Panel would publish a press release to endorse and support the business case written by the Chief Constables of Norfolk and Suffolk to establish more collaborative working and a shared control room.

7 Work Programme

- 7.1 The Assistant Head of Democratic Services presented the Work Programme (Item 7).
- 7.2 Mr Bett invited the Panel to attend the Police and Crime Commissioner headquarters and the Operational and Communications Centre on 4 July, on the rise of the Panel meeting, for a tour and to meet key staff.
- 7.3 **RESOLVED** that:-
- The forward work programme, be agreed
 - The Panel would attend the Police and Crime Commissioner headquarters and the Operational and Communications Centre on 4 July, on the rise of the Panel meeting.

8 Exclusion of the Public

The Panel was advised that the Police and Crime Commissioner wished to speak to the Panel on an issue that would involve the disclosure of exempt information, as defined in paragraph 2 of schedule 12A of the Local Government Act 1972 – information relating to individual members of staff.

It was proposed and duly seconded that the public be excluded while the issue was discussed. The Panel confirmed the exclusion on the grounds that the public interest in maintaining the information outweighed the public interest disclosing the information.

- 9 **RESOLVED** that the public be excluded whilst the information was discussed.

The meeting closed at 12:05pm

CHAIRMAN



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Balanced Appointment Objective

Suggested approach from Jo Martin, Scrutiny Support Manager

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

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 2014 each council (the District, Borough and County 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 2014 local elections, the number of places in each political group across the county is as follows:

Conservative - 235

Labour - 67

Liberal Democrat - 54

UKIP - 23

Green - 19

Independent – 16 (the total of all the separate Independent groups established across the councils)

Consequently, the composition of the Panel has changed to:

- 6 Conservative

- 2 Labour

- 1 Liberal Democrat

- 1 UKIP

Norwich City Council and Great Yarmouth Borough Council have appointed Labour members, all other District and Borough Councils have appointed Conservatives and Norfolk County Council has appointed 1 Conservative, 1 Liberal Democrat and 1 UKIP.

- 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.

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.



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Panel Arrangements and Rules of Procedure - Review

Suggested approach from Jo Martin, Scrutiny Support Manager

This is an opportunity for the Panel to review its Panel Arrangements and Rules of Procedure.

The Panel is recommended to:

- 1) Endorse the existing Panel Arrangements (at **Annex 1** of this report).
- 2) Note that a Joint Independent Remuneration Panel will be set up to consider whether a Special Responsibility Allowance should be paid to the Chairman.
- 3) Consider the matter of public questions and agree whether or not the existing Rules of Procedure (at **Annex 2** of this report) need to be amended to incorporate a scheme of public questions.

If that is the case, the Panel is asked to provide a steer on its preferred model for public questions, and it is suggested that it delegates to the Chairman and Vice-Chairman the task of bringing detailed options for a scheme of public questions and consequential changes to the Rules of Procedures for consideration at the next meeting.

- 4) Endorse the detailed guidance for handling complaints (at **Annex 3** of this report).
- 5) Appoint Panel members to be involved with the handling of complaints about the Commissioner or his Deputy.

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 and June 2012 each of Norfolk's local authorities (the Borough, City, County and District Councils) agreed the establishment of a Police and Crime Panel ("the Panel") for Norfolk and the proposed Panel Arrangements.
- 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 The Panel may wish to briefly review the Panel Arrangements and decide whether it wishes 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.
- 2.2 In light of the Panel's experience of its full year of operation, it is also suggested that the Panel reviews its Rules of Procedure and considers the matter of public questions. The current Rules of Procedure are attached at **Annex 2** of this report.

3. **Suggested approach - Panel Arrangements**

- 3.1 The Panel may wish to review the existing Panel Arrangements section by section.
- 3.2 It is suggested that they are endorsed in their current form. However, the Panel will wish to note that a joint independent remuneration panel will be set up to consider whether a Special Responsibility Allowance (SRA) should be paid to the Chairman of the PCP and if so, what the level of that SRA should be (see Annex 1, paragraph 4.3). It had previously been agreed that this should be done after the Panel had completed a full year's work programme, to allow the Chairman's duties to be better judged. The outcome will be reported to the Panel in due course.

4. **Suggested approach - Rules of Procedure**

- 4.1 The Panel may wish to review the existing Rules of Procedure section by section.
- 4.2 It is suggested that the Panel considers the matter of public questions and whether any amendment is needed. Also that the Panel reviews the detailed guidance for handling of complaints about the Commissioner or his Deputy, which supplements section 17 of the Rules of Procedure.

4.3 Public questions

4.3.1 Earlier this year there was considerable press coverage about the apparent lack of procedures at Police and Crime Panels (PCPs) for inviting contributions from the public at meetings. Research undertaken by the BBC in February 2014¹ highlighted that:

- While there is no legal requirement for them to do so, most PCPs included an opportunity for public questions at scheduled meetings.
- Of those PCPs that invited public questions, at the time many had not received a single one.
- The PCP which had received most questions at the time (Hertfordshire), often dealt with multiple questions from the same person.

4.2.3 In fact, of the 41 PCPs in England and Wales that do invite contributions from the public there is a wide range of practice around public engagement, including the following options:

- 1) Inviting the public to ask questions of the Panel
- 2) Inviting the public to ask questions of the Commissioner
- 3) Inviting the public to ask questions of both the Panel and Commissioner
- 4) In addition to questions, inviting the public to speak in relation to agenda items.

4.2.4 The effect of the media coverage gave rise to an expectation that the Norfolk Police and Crime Panel (“the Panel”) should allow questions to be put forward by members of the public to be answered by the Police and Crime Commissioner for Norfolk (“the Commissioner”) through the process of the Panel and to give the impression that in the absence of such procedure, there was a ‘democratic deficit’. At the time, the Panel’s Chairman made it clear that the Panel would consider the matter when it undertook its annual review of the Rules of Procedure. He also stressed that there were many opportunities and routes already in place through which the public could put their questions directly to the Commissioner.

4.2.5 It is important to bear in mind the statutory framework for PCPs. There is no requirement for the Panel to have such a procedure. The Commissioner does in any case have responsibility to engage with the public. The Police Protocol Order 2011 (PPO), provides that the Commissioner “has the legal power and duty to... provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action”. The Panel has “the power to require the PCC to attend the Panel to answer questions” (PPO). The powers of the Panel as set out in the Order derive from the Police Reform and Social Responsibility Act 2011 itself: “A Police and Crime Panel may require the relevant Police and Crime Commissioner... to attend before the Panel (at reasonable notice) to answer any question which appears to the Panel to be necessary in order for it to carry out its functions.

¹ Police commissioner scrutiny figures prompt ‘real concern’, BBC News website, 21 February 2014, <http://www.bbc.co.uk/news/uk-england-25960131>

4.2.6 The intention behind the legislation is for the Chief Constable to have operational responsibilities for the Police Force, the Commissioner to “hold the police to account on behalf of the public” and for the Panel to “scrutinise the PCC’s exercise of their statutory functions” (PPO). The composition of the Panel, as it is comprised of democratically elected and accountable individuals each representing an area, also means that members of the Panel have an obligation to their electorate to bring matters of concern to the attention of the relevant body.

4.2.7 The Panel may therefore wish to consider the following options:

- 1) Continue without having a public question time as a standing agenda item.

There is no requirement for the Panel to have such a procedure, although most Panels do and it could appear (even if incorrectly) that Norfolk Police and Crime Panel is failing to engage the public.

- 2) Include public question time as a standing agenda item, with questions to the Chairman of the Panel only.

Members may feel that it is right that the public should have the opportunity to ask questions about the work of the Panel and it would allow the Panel to demonstrate that it is engaging the public. However, Members of the public are more likely to want to ask questions about policing or crime and disorder reduction, rather than the work of the Panel in scrutinising the Commissioner. The Panel does not have any authority to assist individuals who wish to get a personal or community issue resolved, whatever the responsible body and it may increase an individual’s frustration if they believe that asking a question of the Panel’s Chairman will be able to help their case.

- 3) Include public question time as a standing agenda item, with opportunities to put questions to both the Chairman of the Panel and the Commissioner.

The Panel is unable to require the Commissioner to answer questions from members of the public. The Commissioner already encourages contact from members of the public, and there are a variety of means through which they can do so:

Postal address:

Office of the Police Crime and Commissioner for Norfolk
Building 8, Jubilee House
Falconers Chase
Wymondham
NR18 0WW

Telephone:
01953 424455

Fax:
01953 424462

Email:
opccn@norfolk.pnn.police.uk

The Commissioner also includes a 'Get Involved' section on his website which explains how members of the public can have their say and engage with voluntary groups and forums he has set up, as well as public meetings.

Panel Members may feel that an additional and limited time for questions to the Commissioner during its meetings may not add value to the existing means of contact with the Commissioner.

4.3 Handling of complaints

- 4.3.1 At its October 2012 meeting, the Panel delegated to the Head of Democratic Services, in consultation with the Chairman and Vice-Chairman, the task of developing a policy and procedure document for handling complaints, based on the process set out at section 17 of the Rules of Procedure. This was done and the documentation is published on the Panel's webpage.
- 4.3.2 It was agreed that the procedure should be reviewed after a period of nine months, in light of experience. However, no complaints had been received by the Panel's meeting in July 2013 and it was therefore not possible to undertake a review.
- 4.3.3 The Panel received a complaints monitoring report in January 2014 which detailed 5 complaints received during 2012-13 and 2013-14 (to date). One complaint had been resolved. The remaining four (relating to the publicity regarding the Commissioner's travelling expenses), from three complainants, are still ongoing. No further complaints have been received.

- **Complaint 2 – Dated: 8th November 2013**

The complaint relates to the publicity regarding the Commissioner's travelling expenses.

This was referred to the IPCC. The IPCC announced on 18 June 2014 that it is to conduct a managed investigation into an allegation relating to the Commissioner's expenses claims.

On-going

- **Complaint 3 – Dated: 15th November 2013**

The complaint relates to the publicity regarding the Commissioner's travelling expenses.

In light of the similarities to Complaint 2, this complaint has been held in abeyance to be reviewed again following receipt of the IPCC's determination.

On-going

- **Complaint 4/5 – Dated 6th January 2014 and 7th January 2014**

These complaints relate to the publicity regarding the Commissioner's travelling expenses.

In light of the similarities to Complaint 2, this complaint has been held in abeyance to be reviewed again following receipt of the IPCC's determination.

On-going

- 4.3.4 As a consequence, the sub-committee that the Panel established (to review the Commissioner's external audit report on his office's internal control procedures relating to expense claims) remains on hold. The Panel agreed that the sub-committee should not carry out its review until any complaints relating to the same matter had been through due process.
- 4.3.5 The Panel is therefore recommended to review and endorse the existing guidance for handling complaints, which is attached at **Annex 3** of this report.
- 4.3.6 The Panel will wish to appoint members to be involved in the handling of complaints during 2013-14. Previously it had appointed three members: the Vice-Chairman of the Panel, Councillor Kemp, and both of the independent members (Mr Sommerville and Ms Brooks).

5.0 Action

5.1 The Panel is recommended to:

- 1) Endorse the existing Panel Arrangements (at **Annex 1** of this report).
- 2) Note that a Joint Independent Remuneration Panel will be set up to consider whether a Special Responsibility Allowance should be paid to the Chairman.
- 3) Consider the matter of public questions and agree whether or not the existing Rules of Procedure (at **Annex 2** of this report) need to be amended to incorporate a scheme of public questions.

If that is the case, the Panel is asked to provide a steer on its preferred model for public questions, and it is suggested that it delegates to the Chairman and Vice-Chairman the task of bringing detailed options for a scheme of public questions and consequential changes to the Rules of Procedures for consideration at the next meeting.

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| <ul style="list-style-type: none">4) Endorse the detailed guidance for handling complaints (at Annex 3 of this report).5) Appoint Panel members to be involved with the handling of complaints about the Commissioner or his Deputy. |
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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 re-imbursement 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 given the mover of the original motion the right of reply.

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

20.3.11 Point of order

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

20.3.12 Personal explanation

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

21. Minutes

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

22. Members' Conduct

22.1 Speaking

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

22.2 Chairman Requiring Silence

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

22.3 Member not to be heard further

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

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

22.4 General disturbance

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

23. Disturbance by the public

23.1 Removal of member of the public

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

23.2 Clearance of part of meeting room

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

24 Suspension and Amendment of Procedure Rules

24.1 Suspension

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

24.2 Amendment

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

25. Adjournment of Panel Meetings

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

26. Interpretation

- 26.1 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.
- 26.2 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 Head of Staff (the Head of Staff) 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 Head of Staff, 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 Head of Staff.

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

3. Key concepts

The legislation contains a number of key definitions:

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

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

4. Evidence threshold

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

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

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

5. Appropriate Police and Crime Panel

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

6. Recorded Complaints and Conduct Matters

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

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

7. Conduct matters

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

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

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

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

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

8. Conduct matters occurring outside England and Wales

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

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

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

We would recommend that all complaints are made to the PCC's Head of Staff (the Head of Staff), 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: Mr C G Harding, Office of the Police and Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, NR18 0WW

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

By telephone: (01953) 424455

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

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

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

10. Recipients' duties on receipt of a complaint

Direct complaints to the Panel

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

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

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

Direct complaints to the PCC and DPCC and preservation of evidence

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

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

Direct complaints to individual members of the Police and Crime Panel

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

Direct complaints to the IPCC

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

Direct complaints to the police

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

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

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

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

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

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

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

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

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

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

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

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

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

13. Taking no action on a recorded complaint

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

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

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

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

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

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

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

The Panel must refer the following to the IPCC:

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

Call-in by the IPCC

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

Referral

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

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

Referral-back

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

Duty to provide information

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

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

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

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

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

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

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

16. Resolution of other (non-criminal) complaints

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

Informal resolution

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

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

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

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

Apologies

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

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

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

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

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

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

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

Timescale

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

17. Provision and recording of information

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

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

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

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

18. Withdrawn and discontinued complaints

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

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

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

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

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

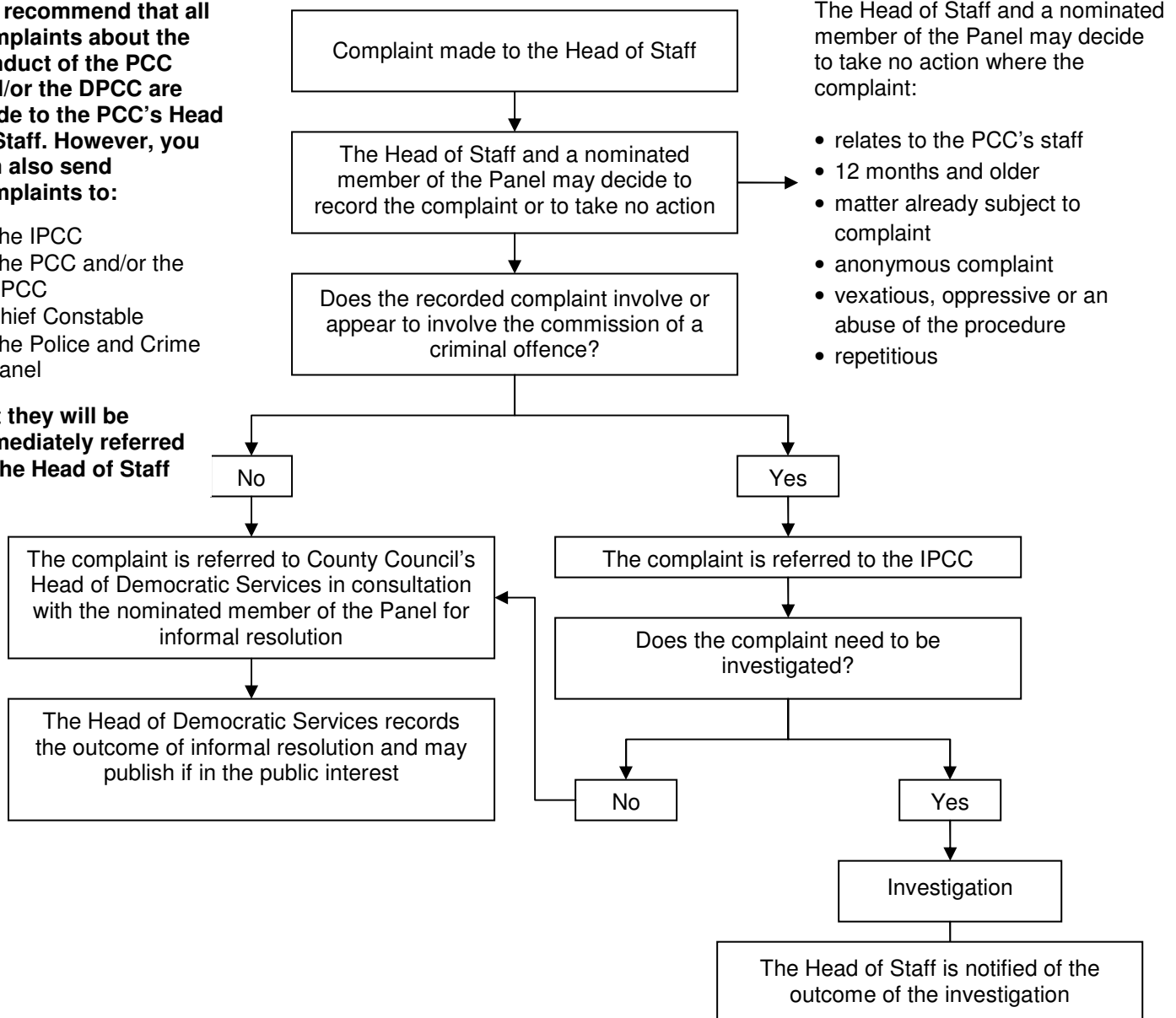
The Panel must notify the person complained against if it records a complaint as being withdrawn or discontinued, if the complaint is to be treated as a conduct matter, or if the Regulations cease to apply to the complaint on the basis that it has been withdrawn or discontinued. Unless the Panel has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

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

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

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

But they will be immediately referred to the Head of Staff



Norfolk Constabulary Savings Plan for years 14/15 to 18/19

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to consider and comment on the proposals for efficiency savings.

1. Background

- 1.1 Norfolk and Suffolk Chief Constables put forward a proposal to merge the two forces' control rooms in April this year in order to achieve the required £20 million savings over the next 4 years. Suffolk's PCC said that he could not agree to the proposal, and both forces have since been tasked with identifying alternative ways to make the savings needed.
- 1.2 The Police and Crime Commissioner for Norfolk ("the Commissioner") warned at the time that any alternative would "cause a lot of angst for the public", but vowed to protect frontline policing as much as possible. He has since stated that a recruitment freeze for Norfolk PCSO's would be at the heart of his 'Plan B'.

2. Suggested approach

- 2.1 Attached at **Annex A** is a report from the Chief Constable that sets out how Norfolk Constabulary will make the required savings (it has to save £20.3m by 2018) whilst continuing to preserve frontline policing services.
- 2.2 The Chief Constable will give a presentation to the Panel to explain in full the planned changes and savings profiles for Norfolk over the next four years.
- 2.3 After the Chief Constable has given his presentation, the Panel may wish to question the Deputy Commissioner on the following areas:
 - a) The impact this savings plan will have on delivering the Commissioner's Police and Crime Plan for Norfolk.
 - b) The impact it will have on Norfolk Constabulary's performance.
 - c) The extent to which frontline services can be protected.
 - d) The implications it will have for local communities, and how any

associated risks will be managed.

- e) How working with other public bodies may ensure that resources are not wasted elsewhere.

3. Action

- 3.1 The Panel is recommended to consider and comment on the proposals for efficiency savings.



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.

POLICE AND CRIME PANEL

DATE 4TH JULY 2014

ORIGINATOR: Chief Constable Simon Bailey

REASON FOR SUBMISSION:

SUBMITTED TO: Norfolk Police and Crime Panel

SUBJECT: NORFOLK SAVINGS PLAN FY 14/15 to FY 18/19

SUMMARY:

Norfolk Constabulary has to save £20.3m by 2018. This paper sets out how we will make the savings whilst continuing to preserve our frontline policing services.

RECOMMENDATION:

Police and Crime Panel to note

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

Primary issues for considerations have been to protect the frontline, a commitment to our ongoing collaboration with our preferred partners in Suffolk and retaining public confidence during a time of significant change. The final primary consideration is keeping redundancies to a minimum.

Detailed planning has been undertaken to ensure there is suitable capability and capacity to deliver the programme. Stakeholder management and communications are being carefully managed to ensure that all interested parties are briefed appropriately on the programme of change, and the anticipated impact on the organisation and service delivery.

2. FINANCIAL IMPLICATIONS:

The plan presented to the panel sets out savings plans to realise nearly £16 million in the next 4 years; based on current planning assumptions this leaves a deficit of up to £5 million. A dedicated team is being established to work up proposals to realise these further savings.

3. OTHER IMPLICATIONS AND RISKS:

This is a huge programme of change. However, the risks and issues associated with delivery are mitigated through careful planning and monitored through the use of a risk log presented to Chief Officers each month.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Have financial implications been considered?	YES
Have human resource implications been considered?	YES
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	YES
Have value-for-money and risk management implications been considered?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
In relation to all the above, have all relevant material issues been highlighted in the 'other implications and risks' section of the submission and have all the relevant officers/staff been consulted?	YES

INTRODUCTION

The Government public sector spending cuts, announced in 2011 and 2013, have imposed cuts totalling 26% on the police budget which we are required to meet by March 2018. We have a good track record of realising savings but based on current projections, it means Norfolk Constabulary still needs to find £20.3 million. These are significant cuts and it means that our current business model is not sustainable in the long term.

At the heart of our savings and change plan is an ethos that we will shield our frontline services as best as possible – to preserve our ability to effectively police our communities; to keep people safe and address the threat, risk and harm that they face. To date, despite the financial challenges, Norfolk has continued to cut crime and anti-social behaviour and we remain one of the safest counties in the country and we have been able to protect the frontline. It is clear that the savings required cannot be achieved without some reduction in our workforce.

The constabulary has done a huge amount of work already to meet our savings targets. Our Suffolk/Norfolk collaboration partnership is nationally recognised by Central Government and HMIC for the progress we have made and we have already jointly saved £24.5 million.

Norfolk and Suffolk Constabularies have collaborated units now across our operational services – such as the joint Major Investigation Team, roads policing and dogs - and our business support functions including CJS, Human Resources, Finance, Procurement, Transport Estates and ICT. In addition, we have exploited opportunities to collaborate with other public service partners, for instance reducing the cost of maintaining a presence in a number of our key communities through sharing buildings and services.

In anticipation of the Government's second Comprehensive Spending Review, we started, some time ago, to scope potentially more complex and ambitious programmes in order to minimise any effect to frontline policing.

We have been researching potential opportunities since February 2013 and continue to do so. We are considering further work around crime recording methodology, Custody and the Custody Investigation Unit, Protective Services, Local Policing, regional collaboration such as 'ERSOU Plus' and a review of financial underspends across departments. Each of these work streams is at a different stage of development.

More recently both Norfolk and Suffolk Constabularies and PCCs considered the ongoing financial position in the context of budget-setting for FY 2013/14 and updating the respective Medium-term Financial Plans. The plans included a number of collaborative ventures and specifically the implementation of a joint single site contact and control room and a Shared Services partnership.

On 27th February 2014 these options were formally presented as business cases to both PCCs and rejected by PCC Passmore in Suffolk. Internal reworking means that £1.6m of the deficit from these business cases will now be realised through our own in house

changes in both the CCR and Shared Services Partnership work, resulting in a net loss of £0.8m savings.

As a direct consequence, the Strategic Change Team has worked with the business to re-order savings options and bring forward new proposals. These options aim to continue to preserve our ability to protect our communities through the delivery of frontline policing services. To date nearly £16m of savings have been identified leaving up to £5m still to find over the next four years.

This paper sets out the planned changes and savings profiles for Norfolk over the next four years. To deliver the change in both Forces and to ensure Norfolk can do so unhindered by the need for joint decisions the work will be sub divided into six business areas. These are shown in Figure 1 below. This split of business areas provides the basis for the governance arrangements for the programme of change to complete the delivery of CSR 1 and CSR 2 savings. Each Business Area will be led by a Chief Officer lead who has responsibility for the delivery of the programme of change within that area.



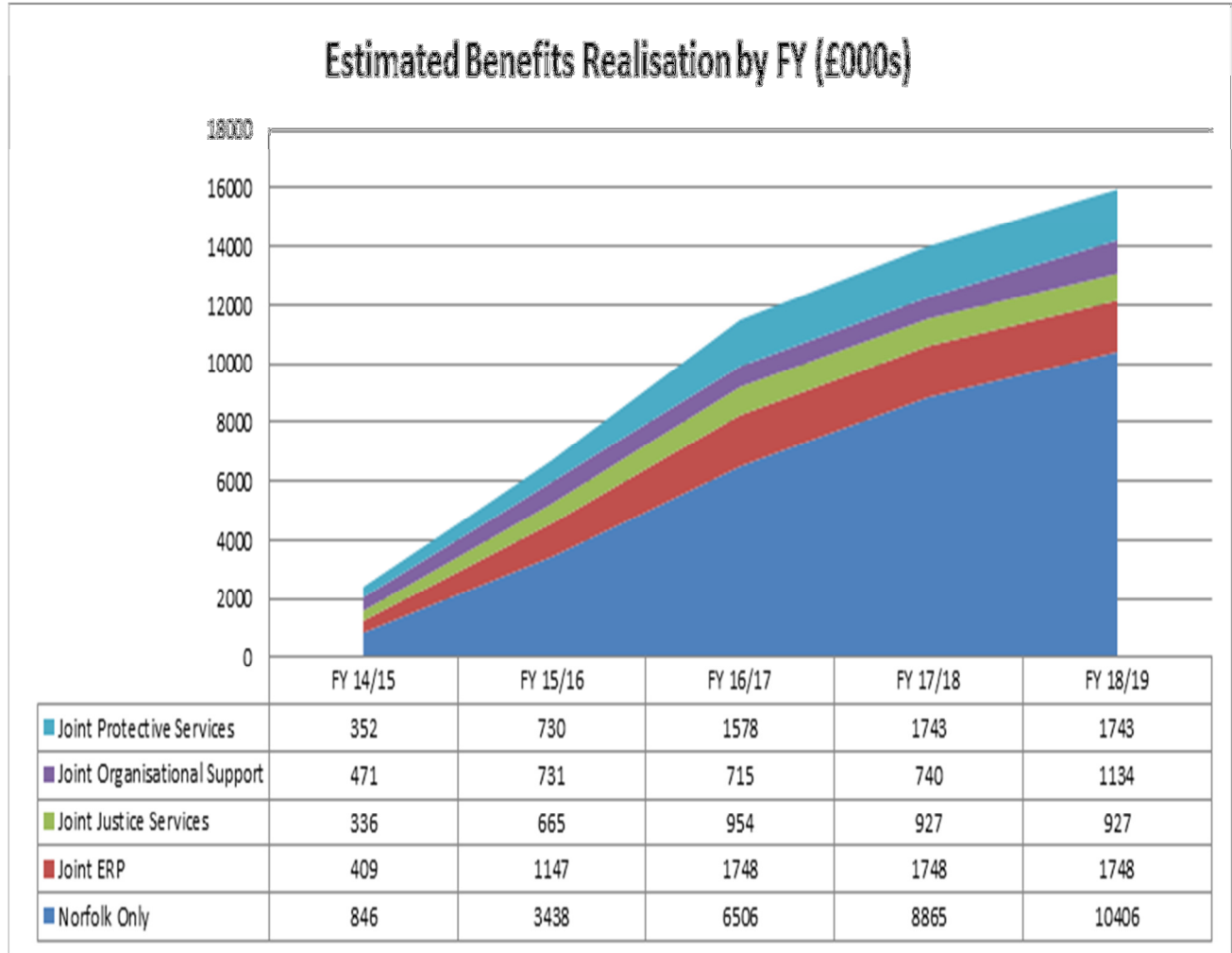
PLANNED CHANGE PROGRAMME FY 14/15 to FY 18/19

NORFOLK

The below table sets out the high level savings identified for the next four years.

Norfolk		
Portfolio	Areas for attention	Savings Projections
Norfolk Only Change	Contact and Control Room, Force Executive, Administration / Personal Assistants, Public Enquiry Offices, Norfolk Policing model structure and Non Pay Reductions	£10,4m
Enterprise Resource Planning ICT system	HR, Finance & Procurement	£1,75m
Justice Services	Criminal justice reform, Custody resourcing restructure	£927k
Organisational Support	Back Office savings and business support review phase 2	£1,13m
Protective Services	Protective services savings / resource realignment and regional development of ERSOU +	£1,74m
Total Savings Identified		£15.95m

To deliver the above savings there will be nine phases of HR change over the next five years. The required projects will be scheduled into these phases as the final business cases are approved to realise the savings. It is expected that this will deliver the required savings each year as shown in the profile below, the final savings having accrued for the start of the financial year 2018/19.



MANAGING CHANGE

Each Chief Officer lead will chair their Programme Board and this will be attended by the Programme Management Office (PMO). The roles and responsibilities for the management of the programme, planning and implementation are set out below:

It is important to note that the planning process is iterative and must be maintained, as it reacts to changes in external and internal influences throughout the programme lifecycle.

Planning will incorporate lessons learned from CSR1; the main items identified for planning are as follows:

- Each major change will be phased in through the planned tranches of change
- The joint head and/or management team will be implemented in the first phase
- The Strategic Change Department will work alongside the departmental head in support of delivering the change in the most effective way; however the departmental head will own the business change.
- Baseline establishment and budgets will be gathered to ensure effective calculation of savings, posts, cost share.

The overarching programme plan will be maintained through the Programme Management Office who will act as the central co-ordination place for change. All progress and risk log reporting will be co-ordinated through the Programme Management Office.

CHANGE IMPLEMENTATION PLANNING:

Delivery of projects will continue to be through a single programme of change, supported by a single governance process.

Delivery of the change plans will be in conjunction with the joint HR change policies, which have been negotiated with UNISON and are consistently managed for the benefit of staff and the two organisations. The aim is to ensure that affected staff are kept involved throughout the change process in the most appropriate way.

Where possible, “natural staffing reductions” will be factored into the plans to reduce levels of redundancy, impact on staff and costs to the organisations(s). All establishment changes will be highlighted to the Establishment Team and approved through the Joint Establishment Forum at the earliest opportunity

Change plans will continue to take a consistent and prudent approach to budget development. This will be achieved through base lining budgets for both pay and non-pay budgets and within business cases budgeting for posts at the top of scale to ensure that a financial “worst case” scenario has been allowed for.

Each agreed area of change will follow PRINCE2 principles and have a full implementation plan, benefit target and success criteria signed off in advance by Chief Officers.

Each project will have a stakeholder / communication and resource plan which is signed off by the project board and fits with the overall communications strategy

The change programme will run alongside the ICT and Estates and Facilities change programmes and the resourcing and dependency issues will be resolved through the Programme Management Office, Project Portfolio Managers and Business Applications Manager. Any issues arising will be dealt with through the monthly Programme Co-Ordination Board (PCB) chaired by the DCCs. However, it is worth noting that business change prioritised by Chief Officers will take primacy for resourcing.

COMMUNICATIONS PLAN.

In support of the delivery of this plan Media and Communications Team are working with Strategic Change to develop a clear communications plan for this work.

Officer Presenting Report at the Meeting

Rank / Name: Chief Constable Simon Bailey
Department / Location: Force Executive
Telephone Number: 01953 424789
Email Address: forceexec@norfolk.pnn.police.uk

Contact Officer:

Name of Author, Appointment
Department / Location
Telephone Number
Email Address

Executive Officer:

Rank / Name
Telephone Number
Email Address

Are there Background Documents?

Yes

Does the Report Contain Exempt Information?

Yes

**Office of the Police and Crime Commissioner for Norfolk (OPCCN) -
Organisation Review**

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to consider and comment on the outcome of the OPCCN's Organisational Review.

1. Background

- 1.1 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) inherited the staffing structures previously put in place to support the Police Authority. However, the functions of the OPCCN differ considerably to the Police Authority and a review was undertaken to evaluate its specific needs. This review has included redefining roles and responsibilities in accordance with the priorities and strategic objectives set by the Commissioner, with a focus on efficiency and delivering value for money, and with resources based on evidence of need only.

2. Suggested approach

- 2.1 Attached at **Annex A** is a report by the OPCCN's Chief Executive, which sets out the background, context and strategic objectives for the Organisational Review, and provides details of the new structure, roles and responsibilities and identified savings of £375,000 per annum.
- 2.2 The Deputy Commissioner will attend the meeting to talk to the Panel about the Review and answer the Panel's questions. She will be supported by the members of the Commissioner's staff.
- 2.3 After the OPCCN's Chief Executive has presented the outcomes of the Review, the Panel may wish to question the Deputy Commissioner on the following areas:
- a) How the outcomes of the Review will impact on delivering the Commissioner's Police and Crime Plan for Norfolk.
 - b) How the outcomes will enable a better community focus.
 - c) How the outcomes will support the delivery of strategic targeted commissioning.

- d) How the outcomes will support the delivery of effective governance.

3. Action

- 3.1 The Panel is recommended to consider and comment on the outcome of the OPCCN's Organisational Review.



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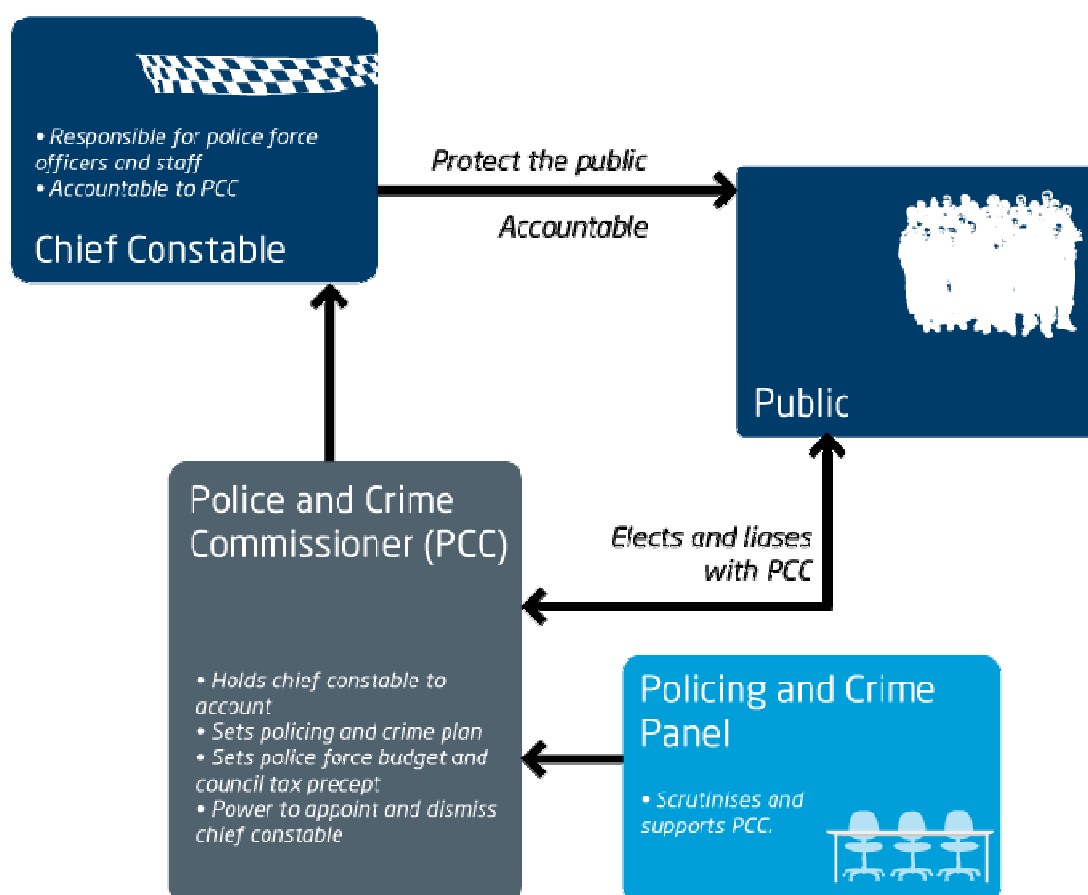
**Office of the Police & Crime Commissioner
Organisational Review
(Report for information)**

Summary

This report sets out the background, context and strategic objectives for the organisational review, providing details of the new structure, roles and responsibilities and identifies savings of £375,000 pa

1 Background / National Context

- 1.1 The governance of policing is set down in the Police Reform and Social Responsibility Act 2010. This Act replaced Police Authorities with directly elected individuals in each force area. The governance and accountability model is illustrated below:



- 1.2 The Police and Crime Commissioners (PCCs) have responsibility for delivering a five year police and crime plan, based on local priorities developed in consultation with the chief constable, communities and other partners. The PCC is also responsible for holding the chief constable to account for the performance of the police force.
- 1.3 There is also an emphasis on the commissioning of services, something that has been widespread across the health services and local government for a number of years, but not in delivering certain aspects of policing.
- 1.4 With effect from the 1st April, 2014, all police staff transferred from the PCC to the Chief Constable, in accordance with Schedule 15 of the Police Reform and Social Responsibility Act 2011 (Stage 2 transfer). It clearly defines that governance rests with the PCC whilst operational delivery sits with the Chief Constable:
 - The Chief Constable must remain operationally independent, be seen as a provider of services and have responsibility for those support services that assist with operational delivery
 - The PCC must ensure that the Chief Constable has sufficient capacity and capability to undertake their statutory responsibilities (e.g. ensuring the efficiency and effectiveness of the Force and driving value for money improvements)

2 Local Context - OPCCN

- 2.1 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) inherited the staffing structures previously put in place to support the Police Authority.
- 2.2 The functions of the OPCCN differ considerably; the role is much more outward focused, there is a focus on greater community engagement, a substantial commissioning requirement, with no requirement to support the committee structures at the heart of the former Police Authority.
- 2.3 The Police Reform and Social Responsibility Act 2011 requires that the PCC to appoint a person as Head of Staff and Monitoring Officer (the Commissioner's Chief Executive) and a Chief Finance Officer to be responsible for the proper administration of their financial affairs. Thereafter the Commissioner may appoint such other staff as appropriate to enable him to exercise his functions as PCC.
- 2.4 The PCC and Deputy PCC have undertaken extensive community consultation over their first year in office, listening to the needs, concerns and aspirations of key partners from the public, private and voluntary sector. Key themes have emerged that will shape the PCC's priorities and work programme:
 - Supporting Victims and Witnesses
 - Domestic Abuse and Sexual Violence
 - Rehabilitation of Offenders
 - Mental Health, Drugs & Alcohol

- 2.5 The purpose of the review was to evaluate the specific needs of the OPCCN, redefining roles and responsibilities in accordance with the priorities and strategic objectives set, with a focus on efficiency and delivering value for money, with resources based on evidence of need only.
- 2.6 A full review of the PCC's budgets realigned to priorities and accompanying structure has been completed, any additional resource will be procured based on sound business case/ needs analysis to ensure value for money at all times.

3 Strategic Objectives

The PCC's priorities have been developed through extensive consultation and engagement with private, public and voluntary organisations, providing valuable feedback on issues that are important to them. Set out below, are the strategic objectives for this review:

1. Community Focus

- A commitment to continue to place community engagement at the heart of everything we do.
- Listening to partner agencies, stakeholder groups and local people to ensure robust accountability in our decision making processes.
- Bring together community safety and criminal justice partners, with priorities joined up to deliver economies of scale, performance and efficiency.

2. Targeted Strategic Commissioning

- A strategic framework focussed on an ongoing cycle of understanding need, planning and design, service delivery and continual review
- A focus on key themes, with their own individual objectives
- Plans providing a clear identification of commissioning intentions

3. Effective Governance:

- Building a strong and effective working relationship with the Norfolk Police and Crime Panel to support them in their scrutiny role
- To ensure business is conducted in accordance with legislation and standards
- Public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.
- Transparency in decision making, accessibility and performance

4. Organisational Development

- To promote and encourage an innovative culture, with strong core values, demonstrating these through our behaviour.
- To provide clarity of functions, roles and responsibilities
- A mature understanding of the OPCCN role and responsibilities post Stage 2 transfer and beyond

New Roles & Responsibilities

Chief Executive	<ul style="list-style-type: none"> • Supports the PCC in developing a clear and effective long-term vision and strategy, working closely with partners and with due consideration to regulatory requirements.
Chief Finance Officer	<ul style="list-style-type: none"> • Ensure that the financial affairs of the PCC are properly administered and that adequate arrangements are in place across the OPCCN and Force. • The Chief Financial Officer (CFO) also acts as the OPCCN's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
Business Manager	<ul style="list-style-type: none"> • Strategic lead on community engagement, consultation and communications • Manages the effective administration of the OPCCN's business, policies and procedures; and ensures all specified information is published in the time and manner required.
Senior Policy & Commissioning Officer	<ul style="list-style-type: none"> • Leads research, development and implementation of all policy ensuring PCC contributes national issues on policing and reducing crime and meets local need • Lead on all strategic commissioning, working with specialist coordinators / partners ensuring all commissioned services are focussed on outcomes.
Performance & Compliance Officer	<ul style="list-style-type: none"> • Strategic lead for all performance management and complaints handling • Day to day management of the Custody Visiting Scheme • Develops and sustain effective working relationships with strategic partners, advisory groups, public, private and voluntary sector organisations.
Media & Communications Officer	<ul style="list-style-type: none"> • Supports an efficient and comprehensive delivery of all internal and external communications, media and community engagement activity for the OPCCN
Executive PA	<ul style="list-style-type: none"> • Provides comprehensive and co-ordinated support to the PCC, DPCC and Chief Executive • Works with the Business Support Team and colleagues when required, to help and support the efficient running of the OPCCN.
Senior Business Support Officer	<ul style="list-style-type: none"> • Lead the effective management and coordination of all business support • Provides comprehensive PA/support service to the Chief Finance Officer.
Business Support Officer	<ul style="list-style-type: none"> • Undertakes various administrative tasks to ensure the efficient running of the OPCCN

4 Current position

- The review has been completed; all posts have been filled with the exception of the Senior Policy and Commissioning Officer.
- The previous structure was 11.2 FTE (full time equivalent members of staff excluding the Deputy PCC)
- The new structure is 8.7 FTE

5 Financial Implications

Office Budget

- The total Office Budget is £1,342,000 (2013/14)
- The review has realised savings of £375,000 pa from 1st April 2014/15.
- This equates to a 28% saving on the OPCCN budget
- Half of this is a saving in employee costs, the remainder a saving in associated overheads, together with a rigorous scrutiny of the budget aligned to PCC priorities.

Commissioning Budget

The PCC also directly commissions services and projects in line with his statutory responsibilities. These responsibilities have been increased by the transfer of support to victims from the Ministry of Justice.

The Commissioning budget 2014/15 is £1.300,000

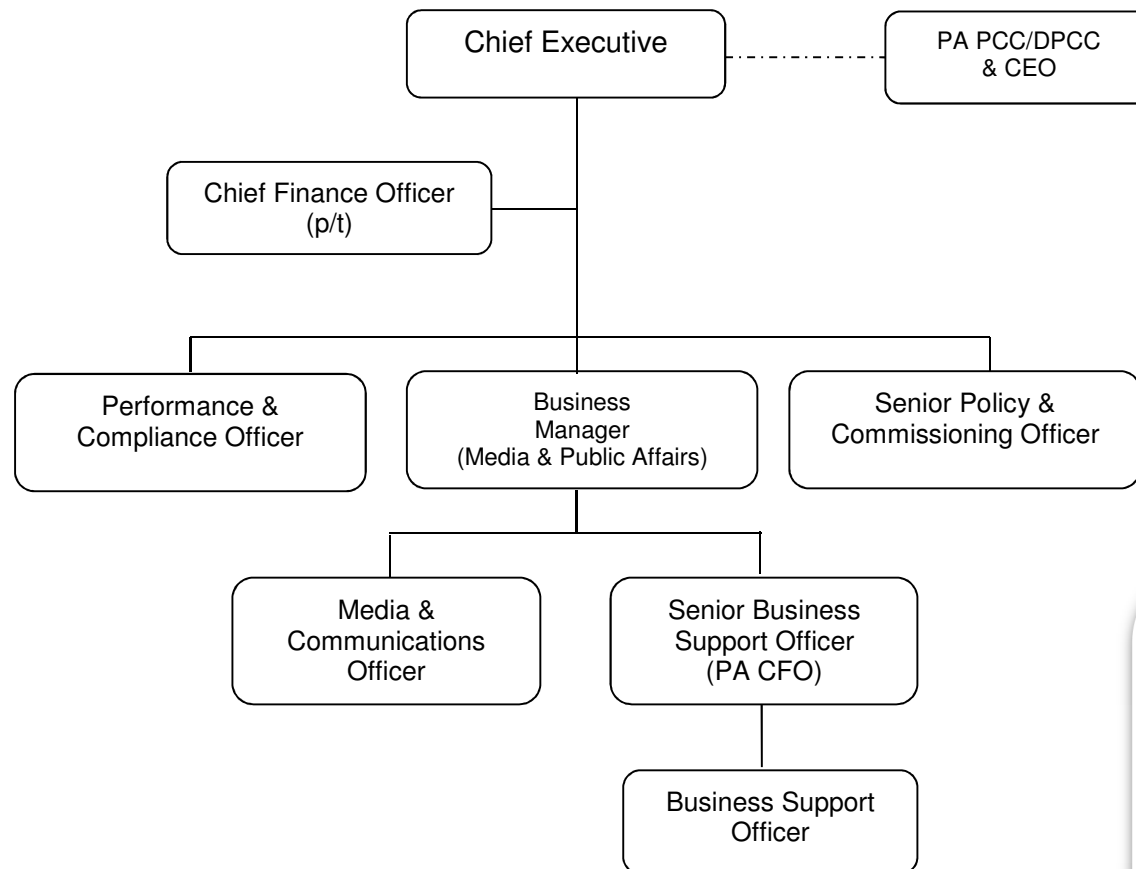
The Commissioning strategy sets out the overall work programme, with themed plans identifying all the PCC's commissioning intentions.

The budget supports 2.2 FTE's contracted to undertake preparatory work also co-ordinate and deliver specific projects and services with partner organisations in areas including Domestic Abuse & Sexual Violence, Rehabilitation and Mental Health, Drugs & Alcohol.



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

ORGANISATIONAL STRUCTURE
As April, 2014



Commissioning Coordinators

- Domestic Abuse & Sexual Violence
- Mental Health, Drugs & Alcohol
- Rehabilitation
- Veterans
- Community Relations & Equalities

Note: The PCC Commissioning budget supports 2.2 FTE's. All other positions are hosted (not funded) within the PCC Office

Commissioning Strategy and Plans

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to consider and comment on the Police and Crime Commissioner for Norfolk's Commissioning Strategy and Plans.

1. Background

- 1.1 The Police and Crime Plan for Norfolk 2013-17 ("the Plan"), the first for the county, was published by the Commissioner on 28 March 2013, following a review by the Panel at its 8 March 2013 meeting. This Plan has steered the work of police and partners in tackling crime and disorder in Norfolk for one year. The Commissioner provided the Panel with a summary paper setting out his refresh intentions at its April 2014 meeting. The final version will be considered by the Panel in October.
- 1.2 The Commissioning Strategy (at **Annex A** of this report) describes how the Commissioner intends to align his commissioning budget with the key themes and strategic priorities set out in his Plan. A Commissioning Plan has been developed for each theme which sets out the desired outcomes, how progress will be measured, the underpinning needs assessment and detailed commissioning intentions. These are appended to Annex A.


2. Suggested approach

- 2.1 The Deputy Commissioner will attend the meeting to talk to the Panel about the Commissioning Strategy and answer the Panel's questions. She will be supported by members of the Commissioner's staff.
- 2.2 After the Deputy Commissioner has given an overview of the Commissioning Strategy and Plans, the Panel may wish to question her on the following areas:
 - a) How the Commissioning Strategy will support the Commissioner's Police and Crime Plan.
 - b) What projects/partners the Commissioner will be funding and why.
 - c) Whether funding to current projects/partners will be reduced or ceased and how the longer-term impact of that will be assessed.

- d) The mechanisms that will be put in place to evaluate, review and performance monitor project's/partners.
- e) How the Commissioner will monitor and respond to issues that impact on crime and disorder as they arise.
- f) How the Commissioner's new responsibility for the commissioning of victim and witness support services from April 2015 will be delivered.
- g) How this will support the current objective to reduce vulnerability.
- h) How this will support the current objective to reduce the need for services by tackling the root causes of crime.

3. Action

- 3.1 The Panel is recommended to consider and comment on the Police and Crime Commissioner for Norfolk's Commissioning Framework

	<p>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.</p>
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**Office of the Police & Crime Commissioner
Commissioning Strategy & plans**

Summary

This reports sets out the following:

1. Commissioning Strategy based on four key themes and the wider strategic priorities within the Police and Crime Plan
 - Supporting Victims and Witnesses
 - Domestic Abuse and Sexual Violence
 - Rehabilitation of offenders
 - Mental Health, Drugs and Alcohol
2. Detailed plans for each theme with initial commissioning intentions 2014/15.

1.0 Background / National Context

- 1.1 The Police Reform and Social responsibility Act 2011 gives Police and Crime Commissioners powers to make crime and disorder reduction grants and commission services.

2.0 Approach

- 2.1 The strategy and plans set out the following aims and objectives:
 - Provide a clear and shared understanding of what Commissioning means within the Office of the Police and Crime Commissioner (OPCCN).
 - Provide an overarching corporate framework for this activity, which will guide all commissioning intentions.
 - Provide a continuous process through which the PCC will identify need; plan, source, deliver and review all activity.
 - All future commissioning decisions will focus on the achievement of clearly defined outcomes.
 - The OPCCN will actively monitor progress for each commissioned activity against proposed outcomes contained within each grant agreement.

- The Senior Policy and Commissioning Officer will be responsible for managing the process, in conjunction with specialist advisors, working collaboratively with Norfolk Constabulary as a key and active partner.

3.0 Financial implications

- 3.1 The total commissioning budget for 2014/15 is currently estimated £1,317,000
- 3.2 The strategy sets out the overall work programme, with themed plans identifying the PCC's commissioning intentions.

4.0 Conclusions & Recommendations

- 4.1 The Commissioning Strategy and Plans have been developed in consultation and discussion with partners. They continue to be based on a pragmatic, iterative process of engagement to help ensure that strategic commissioning is live, inclusive and interactive.
- 4.3 There are no specific recommendations; however the report welcomes any comments and feedback from the Police and Crime Panel



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

Commissioning Strategy 2014-2016

1.0 Introduction

Welcome to my first Commissioning Strategy as your Police and Crime Commissioner. Anyone who knows me will be aware how passionate I am about making a positive difference as your commissioner and helping others make a genuine contribution to life in our county. My deputy commissioner, Jenny McKibben, and I aim to provide leadership and focus for all those involved in community safety and criminal justice. Successful commissioning is one of the ways we can achieve this goal.

This strategy outlines what we wish to achieve through the commissioning of services and also provides a framework for how we intend to make this happen.



In technical terms the Police Reform & Social Responsibility Act 2011 gives me the powers to commission the supply of goods and services to support the delivery of my priorities. This presents me with an exciting challenge and one which I believe will enable me – with your help – to improve outcomes, increase efficiency, enhance collaboration and develop productive and valuable relationships with the private, community and voluntary sectors.

Our framework explains some of the context and invites bids for services and activities. The decision over which services will be commissioned will be based on the four key themes underpinning my Police & Crime Plan 2012-16 – Criminal Justice, Supporting Victims and Witnesses, Domestic Abuse and Sexual Violence, Rehabilitation of Offenders and Mental Health, Drugs and Alcohol.

I would like to take this opportunity to thank all those partners who have helped to define the commissioning intentions that I present here for the period 2014/16.

I look forward to working together with each and every organisation which, via this Commissioning Framework, will play its own part in continuing to keep our county one of the safest in the country.

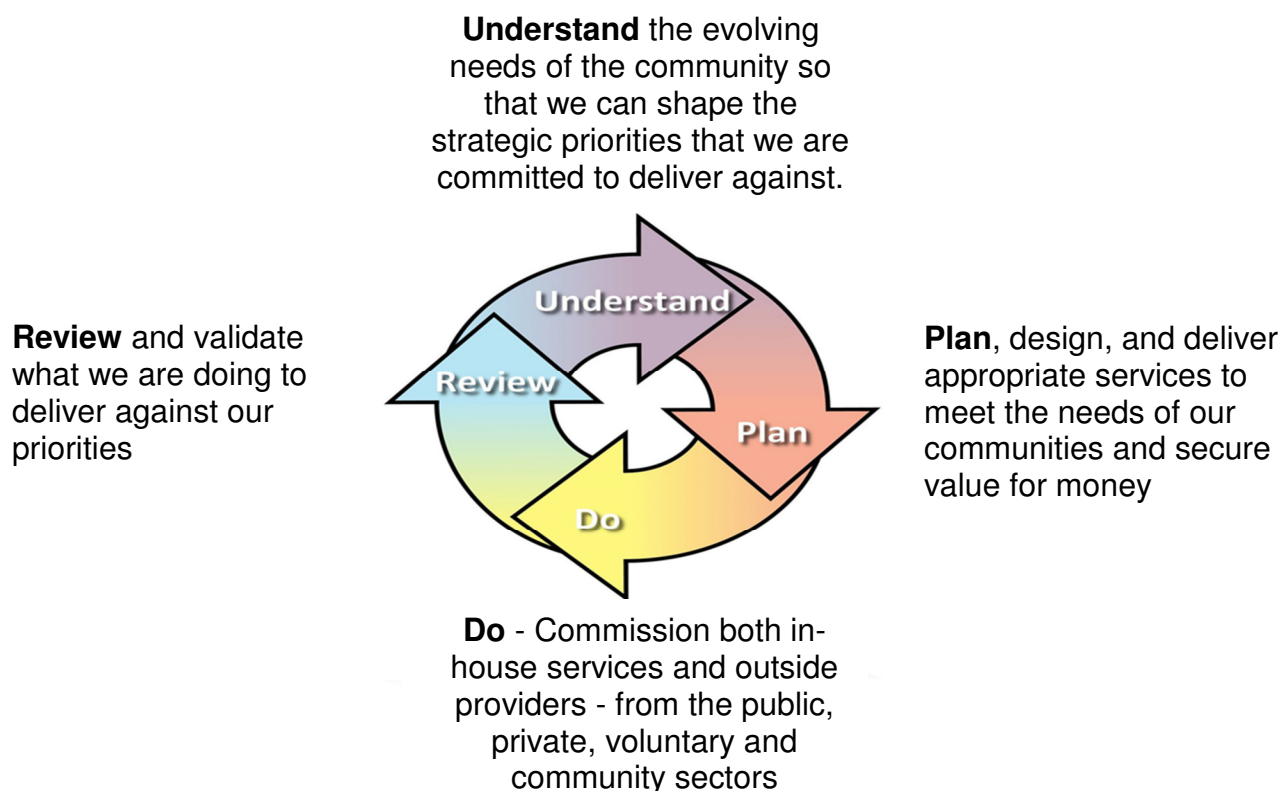
Stephen Bett
Police and Crime Commissioner
Norfolk

2.0 Background

- 2.1 The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Commissioners and the first election took place in November 2012. The Act widened the responsibilities of Police and Crime Commissioners compared to the Police Authority's they replaced, including providing Commissioners with the ability to make crime and disorder reduction grants and commission services.
- 2.2 The Police and Crime Plan outlines three key objectives and, based on extensive community consultation in 2012/13, further identifies four key themes which provide a clear direction for allocating the available budget to maximum effect.
- 2.3 The priorities set out in the Plan inform the PCC's decisions as to what funding is made available to the police and partners to secure reductions in crime and disorder. The PCC must identify opportunities for reducing crime, enabling communities to feel and be safer, protecting people who find themselves in a vulnerable situation and ensuring that victims and witnesses of crime and anti-social behaviour are positively supported.

3.0 Approach

- 3.1 Strategic commissioning will help us realise our vision through the way in which we design, develop and deliver improved and effective services that meet the needs of our citizens. Our approach will be:



- 3.2 The process will take account of and will seek to work alongside other commissioning activity locally. Similarly it is important that other partners take account of the Commissioner's approach in their commissioning strategies and approaches.

3.3 It is based upon **four key themes**, and the wider strategic priorities, within the Police and Crime Plan:

- 1) Supporting Victims and Witnesses.
- 2) Domestic Abuse and Sexual Violence
- 3) Rehabilitation of Offenders
- 4) Mental Health Drugs & Alcohol

A Commissioning Plan has been developed for each theme including initial commissioning intentions.

3.4 The Commissioning Plan has been prepared in collaboration and discussion with partners. It will continue to be based on a pragmatic, iterative process of engagement to help ensure that strategic commissioning is a live, inclusive and interactive.

3.5 The Plan provides a clear and consistent way forward for the commissioning of each theme. It clearly sets out how the PCC will commission for outcomes to achieve his priorities. Furthermore, it is the framework for potential providers to prepare for their involvement in the PCC's future commissioned activity. The Commissioning Strategy and accompanying plans will be considered 'live' documents and will be subject to review to reflect changing needs and demands.

3.6 Each theme within the Commissioning Plan refers to a *needs analysis* detailing the current situation; describing the areas and outcomes on which the PCC will focus. Three different types of funding mechanisms have been developed. These identify how the PCC will procure the services required to deliver his priorities.

3.7 Information about the indicative commissioning values from April 2014 onwards is also included in the Commissioning Plan.

3.8 A range of performance measures across all themes and outcomes are currently in development and will be used to support grant agreements, contract tender specifications. The Commissioner will continue to work with providers and partners to develop meaningful measures that can be evaluated through a performance framework.

4.0 Commissioning Outcomes

4.1 This commissioning cycle has been adopted to ensure future commissioning decisions are focused on the achievement of clearly defined outcomes.

4.2 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) will actively monitor progress for each commissioned activity against the proposed outcomes contained within each grant agreement, underpinned by a performance management framework.

4.3 The Senior Policy and Commissioning Officer will manage the process, working collaboratively with Norfolk Constabulary who will be a key and active partner in the development of the commissioning approach and process.

5.0 Commissioning Budget

5.1 As a result of the appointment of Police and Crime Commissioners, there have been significant changes to Home Office funding streams with many being removed or merged.

- 5.2 For 2013/14 each PCC received a Community Safety Grant from the Home Office to commission according to local need. For the Police and Crime Commissioner for Norfolk this was £669,000. From 2014/15 onwards this funding is included within the general Police Grant.
- 5.3 Funding of £299,000 for victim support services, including restorative justice, will be transferred from the Ministry of Justice to the PCC in 2014/15, with an anticipated £929,000 in 2015/16.
- 5.4 The total commissioning budget for 2014/15 is currently an estimated £1,317,000 (excluding any amounts carried forward from the previous year).
- 5.5 Each Theme within the Commissioning Plan details the estimated funding allocation provided for the year 2014/15. Due to the uncertainty about future funding, it is not possible to be precise about the size of the commissioning budget beyond 2014/15. However, it is the PCC's ambition, as a minimum, to maintain the size of the budget if overall funding allows and tangible outcomes are delivered

6.0 Funding Mechanisms

- 6.1 The following key principles have been established to support the PCC to deliver the outcomes as set out in the Police & Crime Plan:
- The existing commissioning arrangements of partners should be used where they are fit for purpose and can deliver the PCC's outcomes within time. This will maximise local commissioning expertise.
 - A focus on value for money, to follow procurement guidelines and best practice, accessible to any service provider, from the public, private or voluntary sector.
 - Where practically and reasonably possible commissioning activity will be encouraged at a local level within the county of Norfolk.
 - Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups
 - Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate.
- 6.2 The PCC may use any of the following arrangements as the basis of the financial relationship with providers: -
- Making a grant (in accordance with Section 9 of the Police and Social Responsibility Act 2011)
 - Competitive grant process
 - Procurement process

7.0 The PCC Grant

- 7.1 Any organisation can apply for a grant against a set of criteria aligned to the PCC's Police and Crime Plan.
- 7.2 The Safer Norfolk Foundation Medium Grant Programme:
- An annual £200k grant fund is available
 - This is administered by the Norfolk Community Foundation
 - Bids of up to £10,000 are invited

- An independent panel of senior representatives from private, public and voluntary sector will evaluate all applications in accordance with PCC priorities, and make recommendations to the PCC for approval.
- Appendix B provides more information on the Programme

7.3 Applications for any other grants will be direct to the PCC Office

- The Safer Norfolk Foundation will be contracted where appropriate to act as the independent grants administrator (Appendix C)

7.4 If there is more than one capable provider, a competitive grant process (instead of procurement) may be used.

8.0 Procurement

8.1 If the market is reasonably competitive the PCC may use a procurement process to award a contract.

8.2 For all funding mechanisms the PCC will hold contracts/agreements with the successful organisations that specify the detail of what outcomes are to be commissioned and for what value. The contracts/agreements will specify performance measures for monitoring purposes.

8.3 The PCC will use the National Audit Office Successful Commissioning Toolkit as the main source of advice in connection with the commissioning of services.

9.0 Monitoring and Evaluation

9.1 Delivering successful outcomes and value for money for the taxpayer is key to the Commissioner's approach. As such all recipients of community safety grant funding will be subject to performance monitoring, expected to report quarterly on delivery of outcomes set out in the Grant Agreement.

9.2 Any underperformance will be challenged and it will be expected that an improvement plan will be put in place to ensure performance is back on track.

9.3 The Senior Policy & Commissioning Officer, in conjunction with specialist advisors will be responsible for all aspects of the commissioning cycle.

Commissioning Framework

Theme	Supporting Victims and Witnesses	Domestic Abuse and Sexual Violence	Rehabilitation of Offenders	Mental Health Drugs & Alcohol
Need	Provide emotional & practical support to help victims and witnesses and improve Criminal Justice outcomes	Additional & enhanced service provision	Additional & enhanced service provision	Understand, assess, and refer (outside CJS where appropriate)
Objectives	<p>To secure improvements in the criminal justice system for victims and witnesses including children and young people</p> <p>To ensure provision of effective support services</p> <p>Prevent victimisation & develop & provide enhanced services</p> <p>Improved understanding of victims</p>	<p>To further improve the strategic approach, co-ordination and breadth of services across the county to tackling domestic abuse</p> <p>Prevent Domestic Abuse and Sexual Violence</p> <p>Protect the vulnerable and deliver support</p>	<p>To work with & challenge organisations to provide a cohesive and Co-ordinated approach to the rehabilitation of offenders across Norfolk to reduce offending and demand on police services</p> <p>Prevent reoffending and provide 'Pathway' support where appropriate.</p>	<p>To improve the co-ordination and provision of mental health, drugs and alcohol services in Norfolk, enabling a reduction in policing demand.</p> <p>Reduce demand upon CJS & obtain appropriate support</p> <p>To prevent victimisation and reoffending</p>
Desired Outcomes	<p>Cope & recover</p> <p>More Restorative Justice Conferences</p>	<p>Early intervention</p> <p>Cope & recover</p> <p>Stop cycle of abuse</p> <p>Improved GP referrals</p>	<p>Early intervention</p> <p>Prevent reoffending</p> <p>Change behaviour</p>	<p>Reduce demand for police response</p> <p>Recover</p> <p>Early intervention</p> <p>Prevent reoffending</p>

The Safer Norfolk Foundation Medium Grant Programme

Definitions:

Norwich Community Foundation are a registered charity (Charity number 1110817) created to support the smaller charities and community groups across the county through the provision of a grant making service to its donors.

The Safer Norfolk Foundation Medium Grant Programme has been created by the Office of the Police and Crime Commissioner for Norfolk (PCCN) (A Corporation Sole created by the Police Reform and Social Responsibility Act 2011) to deliver grants to organisations working in areas highlighted within the “Causes to be supported” section which are aimed at supporting the Police & Crime Plan objectives issued by the PCCN.

Objectives (“the Objectives”)

The aim of the Safer Norfolk Foundation Medium Grant Programme is to support a wide range of charitable, voluntary and community activities across Norfolk.

Area of Benefit

Norfolk

Causes to be Supported (“the Grant Programme”)

In accordance with Norfolk Community Foundation’s (“the Foundation”) grants policy and guidelines, the aim of the Grant Programme will be aimed at supporting disadvantaged and vulnerable groups that are:

- Tackling domestic abuse and sexual violence
- Supporting victims and preventing victimisation
- Working with offenders to prevent reoffending and rehabilitate offenders
- Supporting people with mental health issues and personality disorder, to prevent offending and victimisation
- Supporting people with alcohol and substance misuse issues to prevent offending and victimisation
- Working with young people to help them stay clear of crime
- Supporting minority communities and improving community relations

Criteria

This grant programme seeks to encourage partnership working and extra weight will be given to applications demonstrating where organisations are working in partnership.

Equality Statement

The PCCN’s commitment to eliminating discrimination, promoting equality and fostering good relations is reflected in the aims of all its relevant policies, strategies and plans. The Norfolk Community Foundation is equally committed to these aims in its own work and it is therefore important that the organisations seeking to secure grants under this programme can demonstrate that they share this commitment and reflect it in all relevant areas of their work.

What will not be Funded

- Projects not benefiting people living in Norfolk
- Promotion of religious or political causes
- Retrospective funding
- Groups that cannot justify having significant unrestricted reserves

- Private members' sports clubs
- Payments towards endowment funds, deficit funding or loans
- National charities that are not providing clear local benefits
- Overseas expeditions
- Sponsored or fundraising events
- Medical research and equipment for statutory or private healthcare
- Start-up funding for a project that is unable to start within nine months

Size of Grants

The Fund will focus on grants up to a maximum of £10,000. This can be varied by mutual agreement as required and must be in writing.

Variations

The Fund's charitable objectives can be varied by mutual agreement from time to time. Such variation must be in writing, signed by both parties and appended to the Named Fund Agreement.

The Fund

Funds made available by PCCN to the Norfolk Community Foundation for the purposes of investment and grant funding in accordance with this Named Fund Agreement will support a Revenue Fund for immediate grant giving.

Grant Programme Procedures

The Foundation will undertake all aspects of the management and administration of the grant making process:

- Advertising the Fund
- Handling enquiries and sending out and processing applications
- Assessing applications in accordance with the Objectives and Grant Programme detailed in this Named Fund Agreement.
- Recommending projects to PCCN to decide on the projects they would like to support and compiling a schedule of eligible applications with detailed assessment reports for each project to be provided to and discussed with the Trustees. For avoidance of doubt, the PCCN will sign off proposals to proceed to payment; without this sign off, no grant can be made
- Notifying applicants and making grant awards in accordance with the funding decisions of the PCCN
- Maintaining Records
- Monitoring of Grants Awarded

The PCCN will receive, from Norfolk Community Foundation, a schedule of eligible applications with detailed assessment reports for each project nominated for discussion and any recommendations they wish to make at least a week ahead of the scheduled awards meetings.

The Fund will be managed and grants awarded in accordance with best practice developed by the Foundation.

All grant awards are subject to ratified by the Foundation's Trustees.

The Foundation will provide the PCCN with an annual statement in respect of The Safer Norfolk Foundation Medium Grant Programme setting out the value of the fund, grants awarded and administration fee levied, together with any other information it may reasonably request from time to time.

Norfolk Community Foundation will promote The Safer Norfolk Foundation Medium Grant Programme via its usual channels. However, the PCCN may forward requests for funding directly to the Foundation and are welcome to bring to the attention of the Foundation the needs of any organisation that may be eligible for funding. The Foundation will then compile a detailed assessment report to be discussed with the other nominated applications at the next meeting.

Grant Awards

Grants will be awarded bi-annually through the Safer Norfolk Foundation Medium Grant Programme.

Monitoring

All grants awarded from The Safer Norfolk Foundation Medium Grant Programme will be monitored in accordance with the Foundation's best practice; namely all grants will be routinely monitored after 4 months of the date of the award and an end of grant monitoring form will be completed by the applicant on fulfilment of the project grant. This will detail the impact and outcomes of the project funded.

Management Arrangements

These funds will be held by the Foundation until awarded as grants. All grants will be awarded in the name of The Safer Norfolk Foundation Medium Grant Programme. The Fund will be separately identified in the Foundation's accounts and annual report. All monies held within The Safer Norfolk Foundation Medium Grant Programme will be applied to the above charitable objectives.

Fund Review

The Chief Executive of the Foundation will meet with PCCN, at least annually, to review the overall operation, investment strategy and performance of the Fund.

Publicity

The Foundation will promote The Safer Norfolk Foundation Medium Grant Programme on its website, within its annual report and Foundation literature.

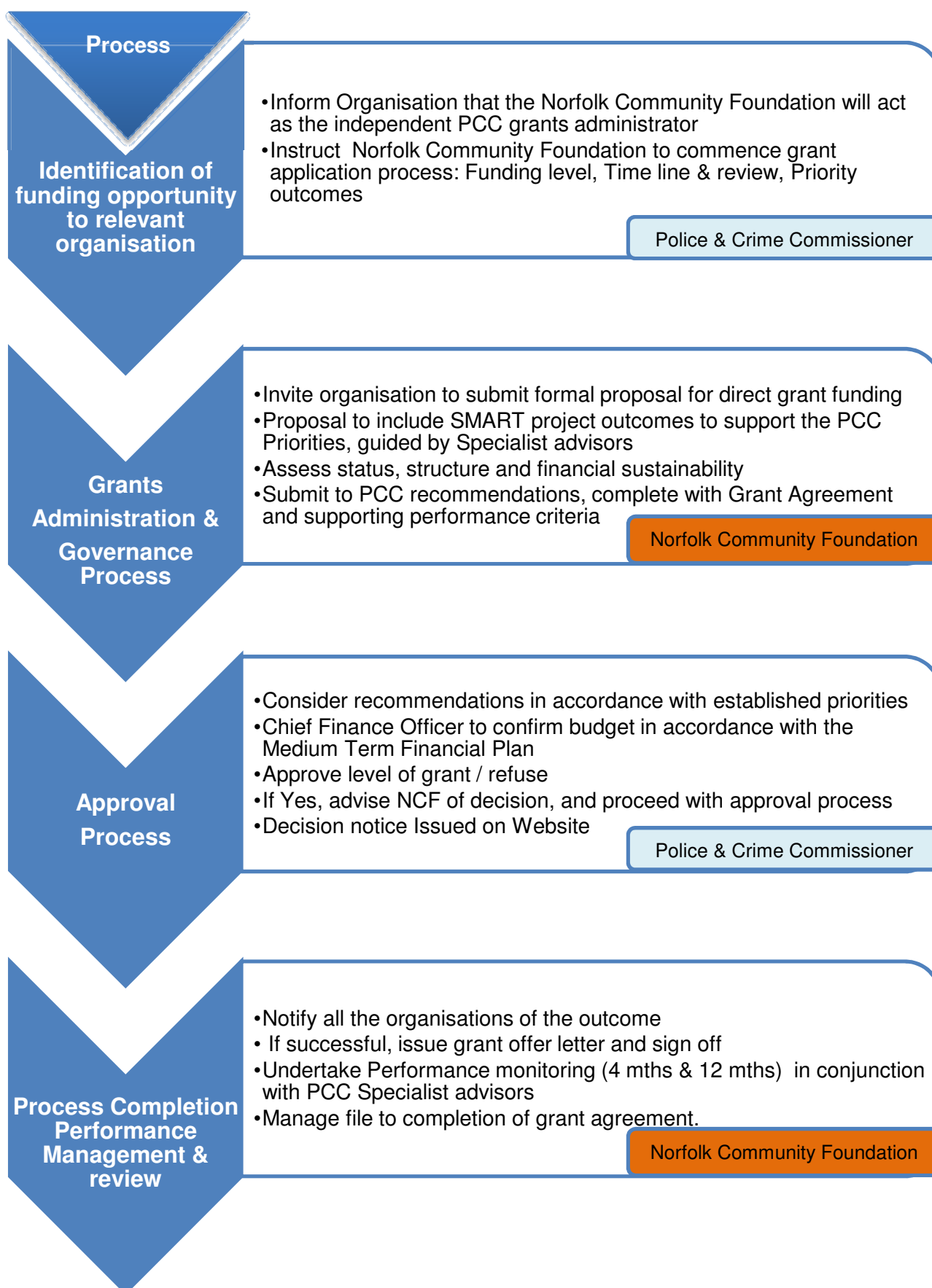
Building the Fund

Any future donations to The Safer Norfolk Foundation Medium Grant Programme will be included within the terms of this agreement.

Contribution to Administration Costs

In addition the PCCN agrees to make a donation towards administration costs equivalent to 5% of funds given during the year or as otherwise agreed.

Direct Commissioning Grants



Commissioning Plan

Theme 1 Supporting Victims and Witnesses	
Police and Crime Plan, Crime and Disorder Reduction Objective – Reduce vulnerability, promote equality and support victims.	
Associated Outcomes	Measured By
Helping victims firstly to cope with the impact of crime.	The changes made as a result of the service, for example – have the services provided to the victims improved their circumstances and met their needs?
Helping victims to recover from the harm they have experienced.	Evidence that the provider has met the victims' needs may include:
Supporting witnesses through the criminal justice system.	<ul style="list-style-type: none"> • Providing information requested by the victim; • Providing the specific intervention requested; • Provide emotional and practical support to victims; • Comparing the victims' circumstances at intake to the service with those at exit.
Cross References	Ministry of Justice (MOJ), 2013, Victims' Services Commissioning Framework, Getting it right for victims and witnesses and Victims' Code.
National and local Context	<p>Police and Crime Commissioners (PCC) will be responsible for the commissioning of the majority of emotional and practical support services for victims of crime from October 2014. Services must be available for those who wish to contact the police and for those who seek support but do not want the police to be involved.</p> <p>For witnesses, the Witness Charter, which was updated by MOJ in December 2013, sets out the standards of care a witness to a crime or incident in England and Wales may expect from each of the service providers involved in the criminal justice system. The Charter applies to all witnesses of a crime, whether supporting prosecution or defence, and to character witnesses, but not expert witnesses.</p>

Needs Assessment	<p>An initial Needs Assessment has been completed – OPCCN, 2014, Norfolk Victim, Witness and Offender Needs and Commissioning.</p> <p>The Assessment includes the following recommendations that fall within this thematic area:</p> <ol style="list-style-type: none"> 1. To explore options with PCCs in the Eastern Region for collaborated arrangements for victim referrals from 1 April 2015. 2. To explore opportunities with PCCs in the Eastern Region for any collaborated arrangements for victim services from 1 April 2015. 3. To continue to fund, by way of Grant, current services provided by Victim Support, Leeway*, Orwell Housing* and Norfolk PACT until 31 March 2015. 4. To develop a greater understanding of how the Constabulary identify victims who are vulnerable, intimidated, persistently targeted or victims of the most serious crimes at the point that officers initially record such crimes, in order that victims receive an enhanced service in accordance with the Victim Code. 5. To fund additional services, by way of Grant from MOJ Funding, until 31 March 2015 to meet the needs of victims. 6. To improve support and co-ordination for victims of Hate Crime and Hate Incidents and explore use of MOJ funding to commission additional services in accordance with need. 7. To develop a greater understanding of Restorative Approaches, and in particular, Restorative Justice (RJ), provided within the County and use MOJ funding to commission additional services in accordance with need. 8. To commission generic and specialist (e.g. Domestic Abuse) victim services (including referrals) to take effect from 1 April 2015, co-commissioning with regional and/or local partners where appropriate. 9. To develop a greater understanding of the needs of children and young people in the CJ system. <p>*Included in Domestic Abuse and Sexual Violence section.</p>
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	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
1.1	To provide support to victims of burglary across Norfolk on the basis of a target hardening service to 250 vulnerable victims a year, representing those that do not have the means to pay for the service and are at greater risk from re-victimisation.	Grant	£25,000	This relates to the continuation and expansion of the service, currently provided by Norfolk PACT and funded by MOJ until 30 September 2014, to provide continuity of service over the year.	1 October 2014.
1.2	To contribute, alongside other PCCs within the Eastern Region, towards a one year Regional Victims' Coordinator Post. The principal role of the post will be to develop options for regional approaches to victims' services, particularly with regards to referral processes.	Grant	£10,000	Rather than appoint a member of staff the regional working group has appointed consultants TONIC to carry out this work. Financed from MOJ preparatory funding.	Anticipated commencement date – early summer 2014
1.3	To develop a Victims' Hub (to increase capacity and capability) for the delivery of victim focussed Restorative Justice, within the County.	Grant	£50,000	Financed from MOJ preparatory funding. Final negotiations to commission Victims' Support.	July 2014.
1.4	To provide an online Victims' Panel to inform the planning and review of victim services.	Grant	£9,900	Financed from MOJ preparatory funding. Final negotiations to commission Victims' Support..	Further allocations in 2015/16 and 2016/17.
1.5	To deliver Grants to organisations in support of Police & Crime Plan Objectives, and specifically: <ul style="list-style-type: none"> Tackling domestic abuse and sexual violence; 	Grant	£100,000 (2013/14) £81,000 (2013/14 additional)	Although included within the Criminal Justice Support Witnesses and Victims thematic area, this Commissioning Intention	The 2014/15 bid round will commence in November 2014 with grants allocated in February/March 2015.

	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
	<ul style="list-style-type: none"> Supporting victims and preventing victimisation; Working with offenders to prevent reoffending and rehabilitate offenders; Supporting people with mental health issues and personality disorder, to prevent offending and victimisation; Supporting people with alcohol and substance misuse issues to prevent offending and victimisation; Working with young people to help them stay clear of crime; Supporting minority communities and improving community relations. 		£200,000 (2014/15)	spans across all of the 4 themes. The Norfolk Community Foundation administers this Fund for the PCC.	
1.6	Restorative Justice Training for Foster Carers leading to a reduction in young people entering the criminal justice system.	Grant	£10,000		To be determined.
1.7	To promote the services available to victims at risk of honour based abuse.	Grant	£5,000	Financed from MOJ preparatory funding.	To be determined, before 31 March 2015.
1.8	To support the development of an integrated and co-located service for victims and vulnerable people in locations of greatest need.	Grant	£25,000	Financed from MOJ preparatory funding.	To be determined, before 31 March 2015.

Principal stakeholders	MOJ, Norfolk Police and Crime Panel, Norfolk Community Safety Partners and Norfolk and Suffolk Criminal Justice Board Partners.
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Theme 2 Domestic Abuse and Sexual Violence
Police and Crime Plan, Crime and Disorder Reduction Objective – Reduce vulnerability, promote equality and support victims.

Associated Outcomes	Measured By
Early intervention and prevention.	<p>The changes made as a result of the service, for example – have the services provided to the victims, improved their circumstances and met their needs? Has the perpetrator reoffended?</p> <p>Evidence that the provider has met the victims' needs may include:</p> <ul style="list-style-type: none"> • Providing information requested by the victim; • Providing the specific intervention requested; • Provide emotional and practical support to victims; • Supporting victims through CJ process; • Preventing or reducing re-victimisation; • Comparing the victims' circumstances at intake to the service with those at exit.
Helping victims to cope.	
Helping victims to recover from the harm they have experienced.	
Changing the behaviour of perpetrators and stopping the cycle of abuse.	
Cross References	MOJ, 2013, Victims' Services Commissioning Framework, Getting it right for victims and witnesses and Victims' Code.

National and local Context	<p>As well as physical violence or assault on a spouse or partner domestic abuse is repeated behaviour which can include:</p> <ul style="list-style-type: none"> • Controlling what you do, who you see, what you read, where you go; • Verbal abuse; • Harassment; • Stalking;
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	<ul style="list-style-type: none"> • Sexual assault. The list here is not exhaustive. <p>Nationally, the overarching aim is for all agencies and the police to work in partnership to take preventative measures, protect and provide support for victims of domestic abuse and for those of sexual violence.</p>
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Needs Assessment	<p>An initial Needs Assessment has been completed – OPCCN, 2014, Norfolk Victim, Witness and Offender Needs and Commissioning.</p> <p>The Assessment includes the following recommendations that fall within this thematic area:</p> <ol style="list-style-type: none"> 1. To continue to fund, by way of Grant, current services provided by Victim Support, Leeway and Orwell Housing until 31 March 2015. 2. To develop a greater understanding of Restorative Approaches, its potential value in preventing escalation of Domestic Abuse, and in particular, Restorative Justice, provided within the County and use MOJ funding to commission additional services in accordance with need. 3. To provide a Grant to support the Victim Support Domestic Abuse Project. 4. To provide a Grant to support the Sue Lambert Trust, in meeting increased demand for services from victims of sexual violence. 5. To provide a Grant to support the Harbour Centre in meeting the need for a specialist Child Advocacy provision. 6. To provide a Grant to Leeway Domestic Violence and Abuse Services to deliver training to GPs and their staff to recognise and respond to domestic abuse.
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	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
2.1	Domestic Abuse and Sexual Violence Coordinator	Employment Contract	£60,000	Salary, oncosts and working budget of £15,000	Coordinator In post.
2.2	To provide support to victims of domestic abuse across Norfolk.	Grant	£161,250	This relates to the continuation of a service, currently provided by Leeway, to provide continuity of service over the year.	1 April 2014.
2.3	To provide support to victims of domestic abuse across Norfolk.	Grant	£41,250	This relates to the continuation of a service, currently provided by Orwell Housing, to provide continuity of service over the year.	1 April 2014.
2.4	To provide a court based Independent Domestic Violence Advisor.	Grant	£17,306	This relates to the continuation of a service, currently provided by Leeway and funded by MOJ until 30 September 2014, to provide continuity of service over the year.	1 October 2014
2.5	To increase capacity and capability to support vulnerable women (particularly victims of domestic abuse with complex needs), in new and innovative ways.	Grant	£40,000	This relates to the further development of the services provided by the 4 Women Centre. It is intended that the Grant be split, with £30,000 in support of victims (MOJ preparatory funding) and £10,000 to reduce reoffending. With the potential for further Grants of £40,000 for the	1 April 2014

	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
				following 2 years.	
2.6	To increase capacity and capability (both in respect of facilities and personnel) to support victims of sexual violence.	Grant	£50,000	This relates to the further development of the services currently provided by the Sue Lambert Trust to respond to substantial increased demand. Financed from MOJ preparatory funding. Final negotiations to commission Victim Support.	1 April 2014.
2.7	To support the continued delivery of the Victim Support Domestic Abuse project (reaching standard and medium risk victims of DA)	Grant	£20,000	This service currently delivers intervention to more than 2,700 victims of domestic abuse per annum. Without it no follow up intervention would be made.	1 April 2014.
2.8	To continue the delivery of training for GPs and their staff to better enable them to recognise domestic abuse.	Grant	£17,505	This relates to the continuation of work by Leeway, following a principal recommendation from the Domestic Homicide Review. Financed from MOJ preparatory funding.	1 April 2014.
2.9	To provide Child Advocacy at the Harbour Centre (Child SARC)	Grant	£40,000	The establishing of a successful Child SARC is dependent upon the provision of effective child advocacy.	1 April 2014.
2.10	To contribute funding to a joint strategic needs assessment in pursuit of an integrated approach to better support victims of domestic abuse.	Grant	£25,000	Picking up recommendations from the Blue Marble Review for the implementation of system improvement.	TBC

	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
2.11	To determine the most effective model to deliver integrated domestic abuse victim support and offender management within Norfolk.	Grant	£35,000	Links to identified need for better integrated offender management to support improved victim safety. Financed from MOJ preparatory funding.	TBC, before 31 March 2015

Principal stakeholders	MOJ, Norfolk Police and Crime Panel, Norfolk Domestic Abuse and Sexual Violence Board, Norfolk Community Safety Partners and Norfolk and Suffolk Criminal Justice Board Partners.
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Theme 3 Rehabilitation of Offenders
Police and Crime Plan, Crime and Disorder Reduction Objective – Reduce priority crime, anti-social behaviour and reoffending.

Associated Outcomes	Measured By
Early intervention and prevention of crime.	<p>The changes made as a result of the service, for example – have the services reduced the harm and risk to society, reduced reoffending and enabled participants to support themselves and make a positive contribution to society?</p> <p>Evidence that the provider has been successful may include:</p> <ul style="list-style-type: none"> • A reduction in the extent or severity of offending; • Progression along the ‘pathways out of offending’ e.g. in employment or drugs cessation; • Comparing the offenders’ circumstances at intake to the service with those at exit.
Preventing reoffending.	
Changing the behaviour of perpetrators.	
Cross References	MOJ, 2013, Transforming Rehabilitation. Independent Commission on youth crime and antisocial behaviour report, 2013, A fresh start to tackling youth crime – A briefing for Police and Crime Commissioners and MOJ, 2014, Using Evidence to Promote Effectiveness.

National and local Context	<p>In order to stop the ‘revolving door’ of offending it is essential to deal with the root causes. These pathways out of offending include:</p> <ul style="list-style-type: none"> • Accommodation; • Education; • Substance misuse. The list is not exhaustive. <p>Nationally, the Government’s Transforming Rehabilitation Programme will transform the delivery of offender services in the community; opening the majority of probation services to competition with contracts awarded to Community Rehabilitation Companies (CRC).</p> <p>The Norfolk Rehabilitation Board will bring agencies, including the CRC, together to deliver services in a coordinated way.</p>
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Needs Assessment	<p>An initial Needs Assessment has been completed – OPCCN, 2014, Norfolk Victim, Witness and Offender Needs and Commissioning.</p> <p>The Assessment includes the following recommendations that fall within this thematic area:</p> <ol style="list-style-type: none"> 1. To provide a Grant to fund a Link worker for 180 Degree Norfolk to forge relationships with those offenders who find it difficult to engage with statutory and non-statutory services and begin to learn about their needs and goals and support them in not reoffending. 2. To provide a Grant to 180 Degree Norfolk to resource an offender emergency needs fund to meet the needs of those on the project for which there is no statutory obligation on any organisation to provide. 3. To increase capacity and capability to support vulnerable women (particularly victims of domestic abuse with complex needs) in new and innovative ways. 4. To provide a Grant to 4 Women Centre in support of their work reducing the number of women entering the criminal justice system (See Commissioning Intention 2.4 above) and to enable development of an IOM type scheme for female offenders. 5. To provide a Grant to support a Caring Dads Safer Children's Programme for Norfolk. 6. To provide funding to enable the development of a more complete health needs assessment of offenders in Norfolk working with Norfolk Public Health. 7. To fund the development of a Rehabilitation Pathways website to facilitate integrated offender management, improved partnership working and the development of a Through the Gate process. 8. To explore potential of Restorative Approaches within Youth Offending Team cohort to address low level Domestic Abuse and prevent escalation.
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	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
3.1	Rehabilitation Coordinator	Consultancy Contract	£29,200	Pays for a consultant 2 days a week plus a working budget of £10,000.	Contract already in place.
3.2	To provide a Link worker for 180 Degree Norfolk to forge relationships with those offenders who find it difficult to engage with statutory and non-statutory services.	Grant from 1 April 2014 until 31 March 2015	£31,000	This will increase the capability of a service that the PCC currently funds.	1 April 2014.
3.3	To provide an offender emergency needs fund to meet the needs of those on the 180 Degree Norfolk project for which there is no statutory obligation on any organisation to provide.	Grant from 1 April 2014 until 31 March 2015	£10,000	This relates to the continuation of an aspect of a service that the PCC currently funds.	1 April 2014.
3.4	To provide early support to fathers who are struggling with being a parent; exhibiting behaviour that may be frightening, destructive and disruptive to the family; bringing about positive behavioural change.	Grant from 1 April 2014 until 31 March 2015	£10,000	This relates to a service, 'Caring Dads' currently running in Suffolk and being delivered by the Third Sector organisation, 'Men's Craft'.	During 2014
3.5	To provide an outreach project in the West Norwich area, to improve the life chances of vulnerable young people and prevent involvement in crime and victimisation.	Grant	£41,200	This relates to the continuation of a project, 'Reach' provided by the Henderson Trust. Funding of £40,000 per annum has been granted for 3 years.	1 April 2014.
3.6	To provide early intervention with young people who are vulnerable to being involved in crime or anti-social	Grant	£114,000	This relates to the continuation of funding, provided for the year	1 April 2014.

	behaviour.			2013/14, by the PCC to the YOT.	
3.7	Offender Health Needs Assessment Norfolk CC	Direct Commissioning	£3,000	Funding half the cost of a £6,000 project delivered to Norfolk Public Health.	In progress
3.7	Rehabilitation Website	Direct commissioning	£8,000	To support all key partners by providing a website for better coordination of rehabilitation services for ex offenders. To support the work of the Rehabilitation of Offenders Board.	In progress

Principal stakeholders	MOJ, Norfolk Police and Crime Panel, Norfolk Rehabilitation Board, Norfolk Youth Offending Board, Norfolk Community Safety Partners and Norfolk and Suffolk Criminal Justice Board Partners.
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Theme 4 Mental Health Drugs and Alcohol
Police and Crime Plan, Crime and Disorder Reduction Objective – Reduce the need for service, through preventative and restorative approaches.

Associated Outcomes	Measured By
Reducing demand for services	<p>The changes made as a result of the service, for example – have calls for services reduced?</p> <p>Evidence that the provider has been successful may include:</p> <ul style="list-style-type: none"> • Providing appropriate interventions to meet the needs of those seeking support; • Reducing repeat calls for services; • Providing information requested; • Providing the specific intervention requested; • Providing a reduction in the extent or severity of offending; • Progression along the 'pathways out of offending' e.g. health, or drugs cessation; • Comparing circumstances at intake to the service with those at exit.
Helping victims to recover from the harm they have experienced.	
Early intervention and prevention of crime.	
Preventing reoffending.	
Cross References	<p>MOJ, 2013, Transforming Rehabilitation. Revolving Doors Agency, 2013, Balancing Act – Addressing health inequalities among people in contact with the criminal justice system. Department of Health, 2014, Closing the Gap: Priorities for essential change in mental health. Norfolk Constabulary, Suffolk Constabulary and University of East Anglia, 2012, Norfolk and Suffolk Health Needs Assessment 2012 and MOJ, 2014, Using Evidence to Promote Effectiveness.</p>

National and local Context	<p>Every year, one in four people will experience a mental health problem (mentalhealth.org.uk), with higher levels of mental illness experienced by those within the criminal justice system.</p> <p>Nationally, the Mental Health Crisis Care Concordat, Improving outcomes for people experiencing mental health crisis is a commitment 'to work together to improve the system of care and support so people in crisis because of a mental health condition are kept safe and helped to find the support they need – whatever the</p>
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	<p>circumstances in which they first need help – and whichever service they turn to first.’</p> <p>In Norfolk a substantial amount of police time (estimated at 40%) is spent responding to people with mental health problems.</p>
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Needs Assessment	<p>An initial Needs Assessment has been completed – OPCCN, 2014, Norfolk Victim, Witness and Offender Needs and Commissioning.</p> <p>The Assessment includes the following recommendations that fall within this thematic area:</p> <ol style="list-style-type: none"> 1. To provide a Grant in support of the Police Innovation Fund bid to provide sustained mental health professional support within the Constabulary Control Room. 2. To explore the potential to provide a Grant in respect of a needs assessment and pathways trial in partnership with East of England Public Health and Office of the Police and Crime Commissioner for Cambridgeshire. 3. To fund a 1 year co-ordinator post to map victims and offender needs with regard to Mental Health, Drugs and Alcohol, to conduct a gap analysis of Liaison and Diversion and to contribute to needs analysis and action plan re Mental Health Crisis Care Concordat. 4. To contribute to funding of an Offender Health Profile for Norfolk. Working in partnership with Public Health Norfolk.
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	Commissioning Intent	How this will be commissioned ("Purchasing system")	Indicative Value	Additional information	Time frame
4.1	Mental Health Coordinator (in OPCC). To map gaps in support for victims with mental health needs and identify appropriate interventions.		£47,500	One year contract starting mid June 2014. Full year cost £60,000. Financed from MOJ preparatory funding.	Post holder starts 16 June 2014.
4.2	To provide mental health specialists within the Force Operations Room.	Grant from 1 April 2014 until 31 March 2015	£58,340	This is the PCC's 40% share of funding to support a 2014 bid to the Government's Innovation Fund.	Anticipated to be summer 2014.
4.3	Providing targeted support for victims and offenders with mental health and/or drugs and alcohol issues.		£200,000		Before 31 March 2015.
4.4	To support the needs of female offenders with identified drugs, alcohol and mental health needs within the Women's Integrated Offender Management Programme.		£50,000	The success of the programme depends on this support.	TBC

Principal stakeholders	MOJ, Norfolk Police and Crime Panel, Norfolk Rehabilitation Board, Norfolk and Suffolk Foundation Trust, Norfolk Community Safety Partners and Norfolk and Suffolk Criminal Justice Board Partners.
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Information Bulletin

Suggested approach from Jo Martin, Scrutiny Support Manager

This information bulletin summarises for the Panel both the decisions taken by the Commissioner and the range of his activity since the last Panel meeting.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 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 ("the Commissioner") to account for the full extent of his activities and decisions since the last Panel meeting.

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

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

a) Decisions taken

All decisions made by the Commissioner, except those containing confidential information, are recorded and published on the Commissioner's website. Decisions made since the last Panel meeting, up until the middle/end of June 2014, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the Commissioner's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published since the last Panel meeting, up until the middle/end of June 2014, are listed at **Annex B** of this report.

c) Commissioner-Chief Constable bi-lateral meetings

Agendas for these meetings are published on the Commissioner's website. Items discussed at the most recent bi-lateral meeting are set out at **Annex C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Agendas for these meetings are published on the Commissioner's website.


Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

3. **Suggested approach**

- 3.1 The Commissioner and Deputy Commissioner have been invited to attend the meeting to respond to your questions, and will be supported by members of staff and the Chief Constable.

4.0 **Action**

- 4.1 The Panel is recommended to put questions to the Commissioner, 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.

 The logo for 'IN TRAN' features the words 'IN' and 'TRAN' in a bold, sans-serif font. To the left of 'TRAN' is a stylized graphic consisting of two triangles pointing towards each other. Below the main text, the phrase 'communication for all' is written in a smaller, lowercase font.	<p>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.</p>
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Commissioner's Decisions

Delegations by Chief Executive

Decision 2014/05

A decision has been made that the Chief Executive may delegate the performance of his functions as Chief Executive and Monitoring Officer to the Chief Finance Officer and other officers to cover circumstances whenever he is unable to perform such functions.

Treasury Management Strategy

Decision 2014/06

The Police and Crime Commissioner has approved the Treasury Management Strategy 2014/15 which incorporates the annual investment strategy.

Victims Panel

Decision 2014/08

Stephen endorsed the award of a Crime and Disorder Reduction Grant to Victim Support for the creation and administration of a Victims Panel.

Leeway Domestic Abuse Training for GPs (Crime and Disorder Reduction Grant)

Decision 2014/09

This Crime and Disorder Reduction Grant allocated by the PCC will be used to ensure the delivery of specialised domestic abuse awareness training to General Medical Practitioners and associated medical practice staff in GP practices across Norfolk.

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

<http://www.norfolk-pcc.gov.uk/what-we-do/decisions>

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

Summary of the Commissioner's activity

'Important moment for vulnerable people' – Norfolk commits to improve support for those with mental health issues

24 March 2014

Norfolk has taken a significant step towards improving support for those with mental health with the signing of a key agreement launched by Norfolk MP Norman Lamb

Are you cyber crime aware?

24 March 2014

Cyber crime is a growing area of criminal activity and one of the areas of focus for Stephen and Jenny.

Commissioner's 'focus and determination' on domestic abuse highlighted by inspectors

27 March 2014

Inspectors have highlighted the 'significant focus' placed on domestic violence by Police and Crime Commissioner Stephen Bett

PCC supports innovative project to tackle domestic and sexual abuse

28 March 2014

A new project aimed at encouraging children and young people to speak out about domestic and sexual abuse has been set up by Norfolk Police.

Hear it, Stop it, Don't be a bystander.

2 April 2014

That's the message behind a new national campaign to stamp out abusive language which has received Stephen and Jenny's backing

Award win highlights 'crucial role' of custody visitors

3 April 2014

One of the PCC's unsung heroes, Custody Visitor Trudie Needham, was last night "honoured, humbled and speechless" to receive a Mayor's Civic Award for Voluntary Service in King's Lynn.

Stephen takes part in 'special' weekend

7 April 2014

This weekend saw Norfolk's Special Constabulary out in force in the county as part of an annual event to highlight the vital contribution its members make to policing our communities

Praise for Leeway on 40th anniversary

8 April 2014

Ahead of its anniversary celebrations later today, Stephen Bett had high praise for the charity as he reflected on his involvement with Leeway since becoming Norfolk's PCC.

Offender rehabilitation plans

14 April 2014

Norfolk's Rehabilitation Board met for the first time last week with the aim of delivering a joined-up approach to offender rehabilitation in the county.

PCC funds a safer Norfolk

30 April 2014

An independent panel, chaired by Deputy PCC Jenny McKibben, will meet this week to consider 42 bids for a share of the PCC's £100,000 Safer Norfolk Fund.

"And now we move on"

30 April 2014

Stephen is 'disappointed but not surprised' by the decision to call off plans for a single police control room and shared service partnership for Norfolk and Suffolk.

PCC funding helps provide GP domestic abuse training

12 May 2014

Stephen has teamed up with local charity Leeway to support GPs in reducing the risk of harm to domestic abuse victims

Control room support for vulnerable already making a difference

14 May 2014

The appointment of a senior mental health nurse in the Norfolk Police control room has been hailed a success by PCC Stephen Bett and Norfolk and Suffolk NHS Foundation Trust.

Employment key to reduce re-offending

14 May 2014

Ex-offenders in Norfolk are set to receive help and support to find a job as part of a county-wide approach to offender rehabilitation being led by the county's PCC.

Volunteers' Week: PCC praises unsung heroes

2 June 2014

This Volunteers' Week (1 - 7 June), Stephen praises the dedication of Norfolk's custody visitors as he launches the scheme's annual report

PCC hosts first ex-offender employment focus group

3 June 2014

Following on from last month's ex-offender employment event, Stephen has hosted the first focus group looking at traineeships open to ex-offenders in the local area.

Making Norwich a Safer Place

13 June

The Safer Places scheme, which provides vulnerable or disabled people with somewhere to go if they find themselves in need of help while out and about, has reached Norwich.

Freedom 2 Choose

16 June

As new laws come into effect today making it illegal to force someone to marry, Stephen backs the #Freedom2Choose campaign.

Stephen reflects on promoting equality in Norfolk

16 June

Stephen has been reflecting on how he and Deputy PCC Jenny McKibben have been working to promote equality and eliminate discrimination in the county

External audit of accounts

18 June

The PCC's and Chief Constable's accounts are subject to external audit by Ernst & Young. Find out about the public's rights in that process.

Commissioner to step aside

19 June

PCC Stephen Bett is to temporarily step aside while the Independent Police Complaints Commission investigates an allegation relating to his expenses

Deputy Commissioner temporarily assumes duties

23 June

Deputy Commissioner Jenny McKibben has today (Monday June 23) temporarily assumed the day-to-day duties of Norfolk's Police and Crime Commissioner.

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

<http://www.norfolk-pcc.gov.uk/what-we-do/decisions>

**List of items discussed at the most recent Police Accountability Panel meeting
(formerly Commissioner-Chief Constable bi-lateral meetings)**

Date: 14 May 2014	
Subject	Summary
Public agenda	
Transport Services Strategy Update	This report provides an update in respect of implementing the Joint Transport Strategy.
Budget Monitoring Report FY 2013-14 – For Month 11 to 28 February 2014	<p><u>Summary</u></p> <p>1. The Commissioner approved a revenue budget and capital programme for 2013-14 in February 2013.</p> <p>2. This report presents the latest budget monitoring position for the financial year 2013-14, based upon actual spending to the end February 2014 and known future commitments. Forecast information is provided on revenue spending, capital spending and movements in reserves.</p> <p>3. This represents the month 11 position in the financial year and figures are subject to change.</p>
Complaints and Professional Standards Update	Appendix 1 provides a report on public complaints including performance information and lessons learned for the period 1 April 2012 to 31 March 2013. Information provided by the IPCC regarding the comparative performance of other Forces has not yet been published and is therefore not available for inclusion within this report.
Procurement and Supplies Update	This report provides an update on the activities of the Joint Procurement and Supplies Department.
Human Resources Update	<p><u>Summary</u></p> <p>This report provides an update on the following:</p> <ul style="list-style-type: none"> • The Constabulary's sickness performance, course attendance rates and elearning compliance rates up to 31 March 2014 • An overview of establishment and strength, recruitment profiles, and a profile of Fairness at Work (FAW) activity to 31 March 2014 • Diversity training and workforce profile update as at 31 March 2014 • Performance Improvement Unit (PIU) update as at 31 March 2014
Strategic Performance Overview	A summary of performance against the 2013/14 Policing Priorities
Protective Services Command Update	<p><u>Summary</u></p> <p>This report provides an update from Protective Services Command identifying key performance information and significant operational or organisational issues.</p>

Independent Custody Visiting	<u>Summary</u> This report provides an update on work undertaken within the OPCCN in discharging the Independent Custody Visiting function and the Constabulary's response to any challenge within the period October 2013 to March 2014. Some detail relating to issues affecting the management of Custody are also included for information.
Emerging Operational / Organisational Risks	No report published.
Private agenda	
Estates and Facilities Programme Update	Exempt report - not published.
Joint ICT Update	Exempt report - not published.
Complaints, Misconduct and Professional Standards Update	Exempt report - not published.

Next meeting – 10am, 16 July 2014, 2pm, Committee Room, North Norfolk District Council

The public reports can be viewed on the Commissioner's website at the following address, under "D. Meetings":

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

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

Date: 30 April 2014	
Subject	Summary
Public agenda	
Managing the Constabularies Change Programmes 2014/15 to 2018/19	The purpose of this report is to update the Panel on the progress in the development of the Comprehensive Spending Review 2 (CSR 2) change plan and how this will be integrated into the existing programme
Summary position of Contact and Control Room (CCR) and Shared Services Partnership (SSP)	<p>This report summarises the further work undertaken on the CCR and SSP business cases following questions raised from the Collaboration Panel meeting on 27 February 2014.</p> <p>Recommendation: That the Police and Crime Commissioners consider the additional information provided in response to questions raised on the business cases and then determine the way forward in respect of:</p> <ul style="list-style-type: none"> • The Contact and Control Room business case • The Shared Services Partnership business case
Private agenda	
Zero Based Budgeting Proposal	Exempt report - not published.

Next meeting - 2 July 2014, 10:30 am – Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath

The public reports can be viewed on the Commissioner's website at the following address, under "D. Meetings":
<http://www.norfolk-pcc.gov.uk/documents>

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

Norfolk Police and Crime Panel funding

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to endorse the 2013-14 expenditure and consider the 2014-15 grant allocation, including the suggested process for approving member attendance at external training events at paragraph 4.2.

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. 2013-14 grant

- 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 in 2013-14 only. The grant offer was broken down as follows:
 - £53,300 for costs of administering panels
 - £11,040 (up to £920 per member) for member expenses, which was not ring-fenced for expenses and could be used as necessary to support the work of the Panel.
- 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. The Panel will note that there was an underspend of £16, 304.00.

3. 2014-15 grant

- 3.1 The Home Office has confirmed that funding levels for the police and crime panel grant are to be maintained in 2014-15. It has approved 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 in 2013-14 only. The grant offer is broken down as follows:
 - £53,300 for costs of administering panels

- £11,040 (up to £920 per member) for member expenses, which again we understand is not ringfenced.

Payment will be made in arrears in two payments during 2013-14.

4. Suggested approach

- 4.1 It is likely that the Panel's expenditure will remain at a broadly similar level during 2014-15, although costs may reduce depending on the extent of the Panel's forward work programme and the number of meetings held during the year.
- 4.2 The Panel may wish to consider other ways that the grant could be used to support its work and develop its role. For example:
 - local authorities in Norfolk have agreed that they will co-operate to provide the Panel with additional officer support for research, training and development, or where particular expertise would assist the PCP (Panel Arrangements, paragraph 3.4). However, the Panel may consider that it needs to commission specific research, or seek advice from an expert, and this may have to be paid for.
 - local authorities in Norfolk have agreed that they 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 Panel are given support and guidance in relation to its functions (Panel Arrangements, paragraph 3.5). However, the Panel may consider it needs additional external support or further training for Panel members, which may require funding.

The Panel will wish to note that it 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 Member's attendance at training events.

- if the Panel wants to hold meetings at different places, there may be charges for the use of buildings which are not owned by local authorities or partners.
- 4.3 The Panel will also 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."

5. Action

- 5.1 The Panel is recommended to endorse the 2013-14 expenditure and consider the 2014-15 grant allocation.



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.



GRANT AGREEMENT

SECRETARY OF STATE FOR THE HOME DEPARTMENT

and

NORFOLK COUNTY COUNCIL

AGREEMENT

FOR THE POLICE AND CRIME PANEL GRANT

FOR THE 2013-14 FINANCIAL YEAR

**Police Strategy and Reform Unit
Home Office
2 Marsham Street
London
SW1P 4DF**

SCHEDULE 1 – THE PROJECT

To maintain a police and crime panel for the Norfolk police force area.

Purpose (aims and objectives) of the funding

The maintenance, in accordance with the Police Reform and Social Responsibility Act 2011 and the Regulations made under it, of a police and crime panel able to carry out the functions and responsibilities set out in that Act.

Police and crime panels are being introduced to scrutinise the actions and decisions of police and crime commissioners. The panels will provide support and challenge to the commissioner in the exercise of their functions.

Panels will focus their attention on key strategic actions and decisions taken by the commissioner, including whether they have achieved the objectives set out in their police and crime plan, considered the relevant priorities of their community safety partners and consulted appropriately with the public.

The functions of a panel in England and Wales are those set out in the Police Reform and Social Responsibility Act 2011.

Key deliverables

That there is a police and crime panel for the Norfolk police area able to carry out its functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011.

Expenditure breakdown

£53,300 – administration costs

£11,040 (up to £920 per member expenses)

External assurance

This grant should be audited as part of the recipients annual audit programme. The scope of the audit should be to ensure that the funds have been consumed as recorded under Annex B, and in accordance with the terms and conditions of the grant agreement.

SCHEDULE 3 – IN-YEAR MONITORING INFORMATION REQUIREMENTS

In addition to the provision of Annex A supported by a breakdown of expenditure, the Authority requires the following in-year monitoring information to be provided:

Breakdown of expenditure (items) Q3 & 4	£ (0,000s)
Administration costs	
Staff costs	£21,740.00
Printing and postage costs (agenda and training materials)	£848.00
Training delivered by external provider	£500.00
Internal audit costs	£1,183.00
Member expenses	£1,794.00
Total:	£26,065.00

Note: The in-year monitoring information requirements are separate to the requirements detailed in Clause 7.4 and Clause 9. The Authority may request the Recipient to clarify any information provided.

ANNEX A

PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panel Grant
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Period From: SEPTEMBER 2013 To: MARCH 2014	Resource (£)
(1) Total funding received for this financial year	£21,971.00
(2a) Actual expenditure in this period ¹	£26,065.00
(2b) Forecast/ accrued expenditure in the period ²	
(3) Funding request for this period	£26,065.00
(4) Total funding received and requested (1+3)	£48,036.00

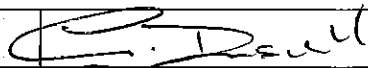
MONITORING INFORMATION REQUIREMENTS

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.

Letter from Chief Internal Auditor – 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):	C. REG. INSOLL	Date:	12 JUNE 2014
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES		

Home Office sign off:

Name (Printed):						
Signature:						
Name (printed):					Date:	
Position:						
Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

¹ To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1.

² This line is 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).

ANNEX B**END OF YEAR FINANCIAL MONITORING REPORT - APRIL 2013 TO MARCH 2014**

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.

Grant Recipient: Norfolk County Council


Grant Stream: Police and Crime Panel Grant

Expenditure Category:	Actual Resource Expenditure (£)
Administration Costs	
Staff costs	42,883.00
Printing and postage costs (agenda and training materials)	1,236.00
Training delivered by external provider	500.00
Internal audit costs	1,183.00
Member expenses	2,234.00
TOTAL EXPENDITURE:	48,036.00
TOTAL GRANT PROVIDED:	64,340.00
VARIANCE: total grant provided minus total resource expenditure (To be returned to the Authority in accordance with Clause 7.6)	16,304.00

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

- a) 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;
- b) 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 BOLLEN	Date:	12/6/14
Position:	HEAD OF BUDGETING & FINANCIAL MANAGEMENT		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			



Home Office

GRANT AGREEMENT

SECRETARY OF STATE FOR THE HOME DEPARTMENT

and

Norfolk County Council

AGREEMENT

FOR THE POLICE AND CRIME PANEL GRANT

FOR THE 2014-15 FINANCIAL YEAR

**Crime and Policing Group
Home Office
2 Marsham Street
London
SW1P 4DF**

HOME OFFICE GRANT TERMS AND CONDITIONS FOR THE Norfolk County Council APPLYING WITH EFFECT 1ST APRIL 2014 TO 31ST MARCH 2015

1. Introduction and definitions

1.1 This agreement (the "Grant Agreement") consists of 23 Clauses, 4 Schedules and 2 Annexes. It is supplementary to the Grant Letter (as defined below) and replaces any previously agreed grant terms and conditions for **Norfolk County Council** for the **POLICE AND CRIME PANEL GRANT**.

1.2 In this Grant Agreement:

The "**Authority**" means the Secretary of State for the Home Department acting through the Efficiency and Resources Unit.

The "**Funding Period**" means the financial year from 1st April 2014 to 31st March 2015.

The "**Grant**" means the grant payable by the Authority to the Recipient under the terms of this Grant Agreement, the amount of which (the "**Grant Amount**") shall not be more than **£64340**

The "**Grant Letter**" means the letter dated 21 June from the Authority to the Recipient which sets out supplementary information in relation to the Grant.

The "**Purpose**" means to fund the Police and Crime Panel, as detailed in Schedule 1.

The "**Recipient**" means the **Norfolk County Council**, herewith referred to as the "Recipient".

1.3 References to any statute or subordinate legislation in this Grant Agreement include references to any amendments or replacements to the statute or sub-ordinate legislation that may be enacted from time to time.

Terms and conditions

2. Grant Offer

2.1 Subject to the Recipient complying with the terms and conditions set out in this Grant Agreement and the Grant Letter, the Authority offers to pay the Grant to the Recipient as a contribution towards eligible expenditure.

- 2.2 The Recipient acknowledges that the Authority agrees to fund it only for the amount, the Funding Period and for the Purpose specified in this Grant Agreement and the Grant Letter.
- 2.3 This Grant is paid to the Recipient in exercise of the power conferred by section 31 of the Local Government Act 2003.

3. Purpose and extent of the Grant

- 3.1 The Recipient may not use the Grant for any activities other than the Purpose, or as approved in writing by the Authority. Further details of the Purpose of the Grant are as defined in Schedule 1 (the "Project").

4. Amount of the Grant

- 4.1 The Authority has agreed funding of **up to** the Grant Amount, subject to compliance by the Recipient with the terms of this Grant Agreement.

5. Timing of the Grant

- 5.1 Payments will be made in arrears, in accordance with Schedule 2, within 21 working days of the receipt of a payment request in the form of Annex A and the supporting monitoring information set out at Schedule 3.
- 5.2 In order for any payment to be released, the Authority will require the Recipient to:
 - 5.2.1 have signed and returned a copy of this Grant Agreement to the Authority,
 - 5.2.2 have provided the appropriate bank details, and
 - 5.2.3 be in compliance with the terms and conditions of this Grant Agreement.
 - 5.2.4 have provided schedule 4 to the Authority by 13th March 2015 to be eligible to make the second claim detailed in schedule 2.
- 5.3 The Authority reserves the right to withhold all or any payments of the Grant if the Authority has reasonably requested information/documentation from the Recipient and this has not been received by the Authority in the timescales reasonably required.
- 5.4 The Authority is not permitted to pay the Grant in advance of need. If the Authority reasonably believes that payment is being made in

advance of need, it may change the timing and/or the amount of any outstanding Grant payments.

6. Eligible expenditure

- 6.1 Eligible expenditure consists of payments by the Recipient for the Purpose. Eligible expenditure is net of VAT recoverable by the Recipient from HM Revenue & Customs and gross of irrecoverable VAT.
- 6.2 The Recipient shall account for the Grant on an accruals basis. This requires the cost of goods or services to be recognised when the goods or services are received, rather than when they are paid for.

7. Managing the Grant

- 7.1 Each party must notify the other of:
 - (a) the nominated person who will act as the party's authorised representative; and
 - (b) the contact details of the authorised representative and any deputies.
- 7.2 The Authority requires the Recipient to submit in-year monitoring information as detailed in Schedule 3.
- 7.3 The Authority may, in addition, ask the Recipient to clarify information provided to it. If so, the Recipient shall comply with any reasonable request.
- 7.4 An end of year monitoring report (also referred to as an "outturn statement") shall be submitted by the Recipient to the Authority on or before 30th April of each financial year. This report must:
 - (a) be in the format set out in Annex B;
 - (b) be signed by a Treasurer, Finance Officer or equivalent; and
 - (c) contain a detailed breakdown of expenditure for the entire Funding Period.
- 7.5 The Authority may, in addition, ask the Recipient to provide it with forecast outturn information for the financial year end. If so, the Recipient shall comply with any reasonable request.
- 7.6 The Recipient must notify the Authority as soon as reasonably practicable that an underspend is forecast.

- 7.7 Any underspend of Grant funds must be returned to the Authority.
- 7.8 If an overpayment of the Grant has been made, the Authority will recover the payment.
- 7.9 The Recipient may not vire funds between this Grant and other grants made to it.
- 7.10 The Recipient's Treasurer, Finance Officer, or equivalent will ensure that appropriate professional arrangements are put in place for the management of the Grant and the reporting of expenditure. The Treasurer, Finance Officer, or equivalent should take all necessary steps to ensure that the Grant is accounted for and monitored separately from the Recipient's other funding streams.
- 7.11 The Recipient undertakes to complete the work for which the Grant is provided. The work should be completed within agreed timescales, and the Recipient will report any significant variations to spending on work funded by the Authority.

8. Records to be kept

8.1 The Recipient must:

- (a) maintain and operate effective monitoring and financial management systems; and
- (b) keep a record of expenditure funded partly or wholly by the Grant, and retain all accounting records relating to this for a period of at least six years after the end of the Funding Period. Accounting records include: original invoices, receipts, minutes from meetings, accounts, deeds, and any other relevant documentation, whether in writing or electronic form.

8.2 Where the Recipient is working in partnership and its partner(s) wish to retain such documentation, the Recipient should obtain from the partner(s):

- (a) an annual, written statement, signed by the partner's treasurer, of how the money was spent; and
- (b) a signed undertaking that the partner will retain such documents for the period prescribed above.

8.3 The funds provided under this Grant Agreement may not be used to purchase capital items.

9. Audit and inspection

- 9.1 The Recipient, without charge, will permit any officer or officers of the Authority, external auditing bodies (ie National Audit Office or Audit Commission) or their nominees, to visit its premises and/or inspect any of its activities and/or to examine and take copies of the Recipient's books of account and such other documents or records as in such officers' view may relate to the use of Grant. In addition, examinations may be carried out into the economy, efficiency and effectiveness with which the Grant has been used. The Authority shall endeavour, but is not obliged, to provide due notice of its intent to conduct an audit.
- 9.2 The Recipient shall ensure that this Grant falls within the scope of audit as part of the Recipient's annual internal and external audit programme. The external auditor will be expected to sign off an Independent Assurance Statement as part of the scope.
- 9.3 The value and purpose of this grant shall be identified separately in the Recipient's audited accounts (or the notes thereto).
- 9.4 The Recipient will send the Authority a copy of its audited accounts.

10. Lawful conduct, equal opportunities, use of volunteers and activities funded by the Grant

- 10.1. The Recipient must ensure that all reasonable steps have been taken to ensure that it and anyone acting on its behalf complies with any applicable law for the time being in force (so far as binding on the Recipient).
- 10.2. No aspect of the activity funded by the Authority may be party-political in intention, use, or presentation.
- 10.3 The Grant may not be used to support or promote religious activity. This will not include inter faith activity.

11. Procurement procedures

- 11.1 The Recipient must secure the best value for money and shall act in a fair, open and non-discriminatory manner in all purchases of goods and services.
- 11.2 In procuring any goods or services using Grant monies, the Recipient shall follow its own procurement guidelines.
- 11.3. If the Recipient follows a single tender procedure it must provide and document a full justification that can be robustly defended and maintain

the relevant documentation on file. Such justification may apply in exceptional circumstances for example where:

- (a) the requirement can demonstrably be met only by proprietary or specialist equipment; or
- (b) the requirement can demonstrably be met only by a single available entity with extremely niche skills; or
- (c) there are simply no alternative sources of supply.

12. Conflict of interest and financial or other irregularities

- 12.1 Members, and employees of the Recipient shall be careful not to be subject to conflicts of interest.
- 12.2 The Recipient must set up formal procedures to require all such persons to declare any personal or financial interest in any matter concerning the Recipient's activities and to be excluded from any discussion or decision-making relating to the matter concerned.
- 12.3 If the Recipient has any grounds for suspecting financial irregularity in the use of any Grant paid under this Grant Agreement, it must notify the Authority immediately, explain what steps are being taken to investigate the suspicion, and keep the Authority informed about the progress of the investigation.
- 12.4. For the purposes of Clause 12.3, "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of the Grant for purposes other than those intended by the Authority.

13. Breach of Grant Conditions

- 13.1 If the Recipient fails to comply with any of the conditions set out in this Grant Agreement, or if any of the events mentioned in Clause 13.2 occur, then the Authority may reduce, suspend, or withhold Grant payments, or require all or any part of the Grant to be repaid. The Recipient must repay any amount required to be repaid under this condition within 30 days of receiving the demand for repayment.
- 13.2 The events referred to in Clause 13.1 are as follows:
 - a) The Recipient purports to transfer or assign any rights, interests or obligations arising under this Grant Agreement without the agreement in advance of the Authority;
 - b) Any information provided in the application for the Grant (or in a claim for payment) or in any subsequent supporting correspondence is found to be incorrect or incomplete to an extent which the Authority considers to be material;

- c) The Recipient takes inadequate measures to investigate and resolve any reported irregularity;
- d) The Recipient changes the nature of its operations to an extent which the Authority considers to be significant or prejudicial.

13.3 It is hoped that most difficulties encountered by the Recipient can be overcome with the advice and support of the Authority. In the event that it becomes necessary to take steps to enforce the terms and conditions of this Grant Agreement, the Authority will write to the Recipient giving particulars of its concern or of any breach of a term or condition of the Grant.

13.4 The Recipient must act within 30 days (or earlier, depending on the severity of the problem) to address the Authority's concern or rectify the breach, and may consult the Authority or agree with it an action plan for resolving the problem. If the Authority is not satisfied with steps taken by the Recipient to address its concern or rectify the breach, it may take steps to withhold or suspend the further payment of Grant, or to recover Grant funds already paid.

13.5 On termination of this Grant Agreement for any reason, the Recipient as soon as reasonably practicable return to the Authority any assets or property or any unused funds (unless the Authority gives its written consent to their retention) then in its possession in connection with this Grant Agreement.

14. Insurance coverage

14.1. The Recipient shall ensure that it has adequate insurance coverage (including but not limited to public liability insurance) in place, and shall provide evidence of such insurance to the Authority on request.

14.2. Where the Recipient is a public body and has in place appropriate self-insurance arrangements, the Recipient may request, and the Authority, acting reasonably, may agree that the provisions of the Clause 14.1 above shall be waived.

15. Indemnity

15.1 The Authority accepts no liability to the Recipient or to any third party for any costs, claims, damage or losses, however they are incurred, except to the extent that they arise from personal injury or death which is caused by the Authority's negligence.

15.2. The Recipient agrees to indemnify the Authority for any costs, claims, damages or losses which arise as a result of negligence by the

Recipient or out of any breach by the Recipient of any terms of this Grant Agreement.

16. Intellectual Property Rights

- 16.1 The Recipient shall grant to the Authority at no cost an irrevocable, royalty-free perpetual license to use and to sub-license the use of any material created by the Recipient under the terms of this Grant Agreement for such purposes as the Authority shall deem appropriate.
- 16.2 The Recipient shall seek approval from the Authority prior to using the Authority's logo when acknowledging the Authority's financial support of its work.

17. Funding Period and Termination

- 17.1. The Authority does not commit to renew or continue financial support to the Recipient after the Funding Period.
- 17.2 The Authority may terminate this Agreement forthwith by serving a written notice on The Recipient if:
 - a) the grant or any part of it is being used for any purpose other than the purpose set out in this Agreement;
 - b) The Recipient has made any false, incorrect or misleading statement in order to obtain this grant or has been involved in any illegal activity or improper act in its administration;
 - c) The Recipient has failed to remedy any breach of this Agreement within 28 days (or such other period as the Authority agrees in writing) of being served with a notice pointing out the breach requiring its rectification.
- 17.3 The Recipient may terminate this Agreement forthwith by serving a notice on the Authority in writing if it has made a written request for payment of a sum properly due to it under this Agreement and the Authority has failed to make payment of that sum within 28 days of receiving the request.
- 17.4 Notwithstanding Clauses 17.2 and 17.3 above, this Agreement may be terminated by either party giving the other at least three months (or other agreed time period) months notice in writing.
- 17.5 With reference to 17.4 above, in the event that either party exercises its right to give notice of termination under this Agreement, the Authority will reimburse The Recipient in relation to expenditure reasonably estimated and actually incurred in providing services within the scope of this Agreement up until the effective date of termination.

The right to reimbursement can be excluded if termination of the agreement is enacted under the provisions set out in Clause 17.2 above.

- 17.6 Any termination of this Agreement will be without prejudice to any other rights or remedies of the parties under this Agreement or at law and will not affect any accrued rights or liabilities of the parties at the date of termination.'

18. Amendments to the Grant Agreement

- 18.1 This Grant Agreement and the Grant Letter set out the entire agreement between the parties. They replace all previous negotiations, agreements, understandings and representations between the parties, whether oral or in writing.
- 18.2 Any amendments to this Grant Agreement and/or the Grant Letter shall only be valid if they are in writing and signed by an authorised representative of both parties.

19. Freedom of Information

- 19.1 Where applicable, the Recipient and the Authority are required to comply with the Freedom Of Information Act 2000 (the "FOI Act"), any subordinate legislation made under the FOI Act and any guidance issued by the Information Commissioner.
- 19.2 The Recipient agrees to assist and cooperate with the Authority to enable the Authority to comply with its obligations under the FOI Act whenever a request is made for information which relates to or arises out of this Grant Agreement

20 Transparency

- 20.1 The Recipient acknowledges that the Authority shall disclose payments made against this grant of value £25k and above, in accordance with the Government's transparency agenda.
- 20.2 No information shall be disclosed if such disclosure would be in breach of the Data Protection Act, or is exempted from disclosure under the Freedom of Information Act.

21. Notices

- 21.1 All notices, invoices and other communications relating to this Grant Agreement shall be in writing and in English and shall be served by a

party on the other party at its address shown at the head of this Grant Agreement.

21.2 Notices delivered hereunder shall be deemed to be delivered:

21.2.1 if delivered by hand, upon receipt;

21.2.2 if sent by pre-paid registered first class post (providing it is not returned as undelivered to the sender), two (2) working days after posting;

21.2.3 if sent by electronic mail, on the date of delivery subject to the following conditions:

(a) when an electronic mail is sent on a day which is not a working day or after 3:00pm on a working day, the electronic mail is deemed to have been received on the next working day, and

(b) each electronic mail containing a formal notice under this Agreement shall be sent with a delivery receipt requested and shall not be deemed to have been received until the sender receives a confirmatory delivery receipt.

22 Contract (Rights of Third Parties) Act 1999

22.1 No person who is not a party to this Grant Agreement shall have the right to enforce any its terms.

23. Governing Law

23.1 This Grant Agreement shall be subject to and construed in accordance with English Law and subject to the exclusive jurisdiction of the courts of England and Wales.


Home Office
Crime and Policing Group
April 2014

ACCEPTANCE OF GRANT


Norfolk County Council accepts the offer of Grant contained in this Grant Agreement and agrees to comply with the terms and conditions of the Grant on which the offer is made.

On behalf of the Norfolk County Council:

Project Manager/Project Contact

Signature:	
Name:	GREG INSOLL
Date:	13 MAY 2014
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES

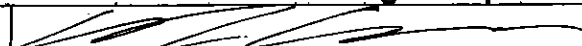
Treasurer, Finance Officer or equivalent (if different to above)

Signature:	
Name:	HARVEY BULLEN
Date:	15 MAY 2014
Position:	HEAD OF BUDGETING & FINANCIAL MANAGEMENT

Bank details for grant payment

Bank name:	CO OPERATIVE BANK
Branch name:	NORWICH
Sort code:	08 90 14
Account name:	NORFOLK COUNTY COUNCIL - COUNTY FUND A/C
Account number:	610 819 29
Address:	69, LONDON STREET, NORWICH
Post code:	NR2 1HT

Signed on behalf of the Crime and Policing Group:

Signature:	
Name:	ELEANOR CANNELL
Date:	11/06/14
Position:	HEAD OF POLICE RESOURCES POLICY

HOME OFFICE USE:

Payment instructions per Grant Holding Unit:

Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

SCHEDULE 1 – THE PROJECT

To maintain a police and crime panel for the Norfolk police force area.

Purpose (aims and objectives) of the funding

The maintenance, in accordance with the Police Reform and Social Responsibility Act 2011 and the Regulations made under it, of a police and crime panel able to carry out the functions and responsibilities set out in that Act.

Police and crime panels were introduced to scrutinise the actions and decisions of police and crime commissioners. The panels will provide support and challenge to the commissioner in the exercise of their functions.

Panels will focus their attention on key strategic actions and decisions taken by the commissioner, including whether they have achieved the objectives set out in their police and crime plan, considered the relevant priorities of their community safety partners and consulted appropriately with the public.

The functions of a panel in England and Wales are those set out in the Police Reform and Social Responsibility Act 2011.

Key deliverables

That there is a police and crime panel for the Norfolk police area able to carry out its functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011.

Expenditure breakdown

£53,300 – administration costs

£11040 - up to £920 per member expenses

£Nil - Translation fees

External assurance

This grant should be audited as part of the recipients annual audit programme. The scope of the audit should be to ensure that the funds have been consumed as recorded under Annex B, and in accordance with the terms and conditions of the grant agreement.

SCHEDULE 2 – PAYMENT SCHEDULE

Payment Reference	Period:		Payment date*
	From	To	
1	April 2014	September 2014	October 2014
2	October 2014	March 2015	April 2015
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

*Subject to Clause 5.

SCHEDULE 3 – IN-YEAR MONITORING INFORMATION REQUIREMENTS

In addition to the provision of Annex A supported by a breakdown of expenditure, the Authority requires the following in-year monitoring information to be provided:

Breakdown of expenditure (items)	£ (0,000s)
Total:	

Note: The in-year monitoring information requirements are separate to the requirements detailed in Clause 7.4 and Clause 9. The Authority may request the Recipient to clarify any Information provided.

SCHEDULE 4 – Outturn forecast

To be returned to the authority by 13th March 2015 to remain eligible for the payment covering the second half of the financial year:

	Incurred to date	Forecast to 31 st March 2015	Total
Administration costs			
Members expenses			
Translation costs (if applicable)			
Total			

ANNEX A

PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panel Grant
---	--

Period From: To:	Resource (£)
(1) Total funding received for this financial year	
(2a) Actual expenditure in this period ¹	
(2b) Forecast/ accrued expenditure in the period ²	
(3) Funding request for this period	
(4) Total funding received and requested (1+3)	

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.

The following table shows the results of the regression analysis for the dependent variable "Number of children in the household" (N = 1,000). The independent variables are categorized into Demographics, Socioeconomics, and Attitudes. The coefficients represent the estimated effect of each variable on the number of children, with standard errors in parentheses.

Variable	Coefficient	Standard Error
Age	-0.05	0.01
Gender	0.12	0.03
Marital Status	0.25	0.05
Education	-0.18	0.02
Income	-0.08	0.01
Religion	0.05	0.02
Attitude	0.35	0.04
Constant	1.50	0.10

The regression equation is: $\text{Number of children} = 1.50 - 0.05 \text{Age} + 0.12 \text{Gender} + 0.25 \text{Marital Status} - 0.18 \text{Education} - 0.08 \text{Income} + 0.05 \text{Religion} + 0.35 \text{Attitude}$.

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):		Date:	
Position:			

Home Office sign off:

Signature:						
Name (printed):				Date:		
Position:						
Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

¹ To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1.

² This line is 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).

ANNEX B**END OF YEAR FINANCIAL MONITORING REPORT - APRIL 2014 TO MARCH 2015**

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.

Grant Recipient: Norfolk
County Council

Grant Stream: Police and
Crime Panel Grant

Expenditure Category:	Actual Resource Expenditure (£)
Administration costs	
Staff Costs	
TOTAL EXPENDITURE:	
TOTAL GRANT PROVIDED:	
VARIANCE: total grant provided minus total resource expenditure (To be returned to the Authority in accordance with Clause 7.6)	

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

- a) 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;
- b) 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):		Date:	
Position:			

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

Norfolk Police and Crime Panel
Forward Work Programme 2014-15

	Main items of business	Invited to attend
10am, Friday 3 rd October 2014, County Hall	<p>Police and Crime Commissioner and Norfolk Constabulary Combined Annual Policing Report 2012/13</p> <p>Refreshed Police and Crime Plan for Norfolk</p> <p>Financial savings update (PCC's progress in delivering the savings anticipated in his precept and medium term financial plan).</p> <p>Complaints monitoring report</p> <p>Information bulletin</p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Tuesday 3 February 2015, County Hall	<p>Review the proposed precept for 2015-16 (the Panel must review and report by 8 February 2015)</p> <p>Forward work programme for 2015-16</p> <p>Information bulletin</p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Friday 13 February 2015, County Hall	Reserve date – to review a revised precept for 2015-16, if vetoed (the Panel must review and report by 22 February 2015)	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

Forward Work Programme 2015-16

April 2015, County Hall	Review of any variations to the Police & Crime Plan for Norfolk and consider the strategic commissioning intentions Information bulletin/Commissioner Q&A	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
July 2015, County Hall	Appointment of Chairman and Vice-Chairman Review of the Panel's Rules of Procedure, including the process for dealing with complaints about the Conduct of the Police and Crime Commissioner for Norfolk Balanced Appointment Objective Review the Commissioner's 2014-15 Annual Report Information bulletin/ Commissioner Q&A Norfolk Police and Crime Panel funding (To note the 2014-15 expenditure and consider the 2015-16 grant allocation)	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

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

- confirmation hearings

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – This Panel met on 13 November 2013. Members will be notified of the date of the next meeting.

Scheduled Police Accountability Panel Meetings (formerly PCC/Chief Constable Bi-Lateral meetings) are due to take place on the following dates (agendas will be made available via the Commissioner's website):

- 16 July 2014, 2pm, Committee Room, North Norfolk District Council
- 17 September 2014, 10am, Norfolk Room, Breckland District Council
- 19 November 2014, 10am, Westwick Room, Norwich City Council.

Scheduled Norfolk and Suffolk Collaboration Panel meetings are due to take place as follows (agendas will be made available via the Commissioner's website:

- 30 April 2014, 10:30am – Sandringham Room, Norfolk Constabulary Headquarters
- 2 July 2014, 10:30 am – Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath
- 3 September 2014, 10:30am - Filby Room, Norfolk Constabulary Headquarters
- 5 November 2014, 10:30am - Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath