



## **Norfolk Police and Crime Panel**

**Minutes of the Meeting held on Tuesday 22 March 2016 at 10.00 a.m.  
Edwards Room, County Hall, Norwich**

### **Main Panel Members Present:**

|                                 |                                      |
|---------------------------------|--------------------------------------|
| Mr Alec Byrne                   | Norfolk County Council               |
| Mr Brian Hannah                 | Norfolk County Council               |
| Mr Terry Jermy                  | Norfolk County Council               |
| Mr Brian Long                   | King's Lynn and West Norfolk Council |
| Mr William Richmond             | Breckland Council                    |
| Mr Robert Savage                | South Norfolk Council                |
| Mr Richard Shepherd             | North Norfolk District Council       |
| Mr Alexander D Sommerville, CPM | Co-opted Independent Member          |
| Mr Fran Whymark                 | Broadland District Council           |

### **Officers Present**

|                |  |
|----------------|--|
| Mr Greg Insull | Assistant Head of Democratic Services            |
| Mrs Jo Martin  | Democratic Services and Scrutiny Support Manager |

### **Others Present**

|                  |  |
|------------------|--|
| Mr Stephen Bett  | Police and Crime Commissioner for Norfolk        |
| Ms J McKibben    | Deputy Police and Crime Commissioner for Norfolk |
| Mr Mark Stokes   | Chief Executive, OPCCN                           |
| Ms Sharon Lister | Performance & Compliance Officer OPCCN           |
| Ms Vicky Day     | Head of Rehabilitation OPCCN                     |

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

- 1.1 Apologies received from Dr C Kemp (substituted by Mr R Savage), Ms K Stenhouse, Ms S Brooks and Mr K Driver.

### **2. Members to Declare any Interests**

- 2.1 No declarations were made.

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

3.1 None

**4 Minutes of the meeting held on the 2 February 2016 and 16 February 2016.**

4.1 The minutes of the meetings held on the 2 and 16 February were confirmed by the Panel as a correct record and signed by the Chairman.

**5. Public Questions**

5.1 The Chairman advised the Panel that one question was received after the deadline had passed. However, he had reviewed it with the Head of Democratic Services and they agreed that it should be disallowed as it was a question for the Commissioner not the Panel.

**6. Office of the Police and Crime Commissioner for Norfolk Commissioned Services – Quarterly Report**

6.1 The Panel received the suggested approach from the Democratic Support and Scrutiny Team Manager and the update report from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its commissioned services (a paper on prevention and rehabilitation of offenders).

6.2 The following points were raised during the discussion:-

- When the Commissioner's team was first formed 3 years ago, one of the first areas that came to light as an area to tackle was the revolving door of reoffending with the plan being to co-ordinate partners' activity and enable existing small organisations to work with larger ones to provide effective services. Now there was an established work stream and framework for these organisations to work within.
- A Countywide Rehabilitation Board had been set up to help identify any gaps in local provision and help to steer the commissioning activity.
- It had become apparent through working with partners that the main areas of focus needed to be on young people, first time offenders, children of current offenders and those with learning disabilities. It had also been highlighted that there were certain pathway concerns that needed to be addressed such as debt and mental health.
- Many local companies were supporting the Gateway to Employment initiative. In December 2015, Norse had interviewed 16 members of the public who had previous convictions and by demonstrating the skills they had to offer, 8 were recruited, 2 were offered work experience opportunities and 1 was given an apprenticeship.
- OPCCN had developed the Women in Norfolk Service after winning Ministry of Justice funding for the project. This was a huge success, as it was one of only 4 successful bids to be awarded funding. The 12 month

pilot project in Norwich and Kings Lynn would be subject to an independent evaluation, requiring quarterly monitoring reports to be produced. The hope was that if this pilot was successful then the team would approach the Ministry of Justice for further funding to extend the scheme to include children and young offenders.

- A Panel Member asked if any statistics were available that could evidence how successful the PCC's commissioned services were at preventing re-offending. The Panel was advised that Sodexo (a community rehabilitation company in Norfolk) may be able to provide local data. The Ministry of Justice and National Probation Service regularly published national re-offending data.
- There were many different facets that had to be considered and looking just at statistics would not give the whole picture. As a result the team were looking to track cohorts (such as female offenders) to determine how effective the services were.
- The Deputy Commissioner highlighted that while OPCCN was working closely with Norfolk County Council's Children's Services, she felt much more could be done to develop a more targeted whole-family approach. For example, when a parent committed an offence, their children could be risk assessed and interventions put in place to prevent them from following similar paths.
- The team had found it challenging when they first started as they had realised that there was no long-term support or provision in place for any of the existing organisations. However, the Commissioner wanted the allocated funding to be sustainable, to allow the organisations to be well supported if they continued to deliver agreed outcomes.

6.3 The Panel noted the update and asked OPCCN to provide it with any available statistics, to show how successfully the services were preventing re-offending.

## **7. Police and Crime Plan Performance Report**

7.1 The Panel received the suggested approach from the Scrutiny Support Manager and an update on the progress made against the Police and Crime Plan from OPCCN.

7.2 The Police and Crime Commissioner for Norfolk introduced the performance report (Appendix A).

7.3 The following points were raised during the discussion:-

- In response to a query regarding the accuracy around the statistics on Norfolk Constabulary's website, the Panel was informed that the statistics were correct as of 19 October 2015.
- The Commissioner would be attending the Police Accountability Forum this week where he would receive the update on the Athena system.

- In response to a query regarding the performance of the PCC and the Police and Crime Plan in comparison to other PCC's around the country, the Panel was advised that there would be detailed information regarding this in the Annual Report which the Panel would receive in the summer. The Office of the Police and Crime Commissioner for Norfolk (OPCCN) had received a national award for openness and transparency from CoPaCC, a national organisation which monitored police governance.

7.4 The Panel noted the Police and Crime Plan Performance Report.

## **8. Norfolk Independent Custody Visiting Scheme**

8.1 The Panel received the suggested approach from the Scrutiny Support Manager and the update from OPCCN.

8.2 The following points were raised during the discussion:-

- A copy of the Norfolk Independent Custody Visiting Annual Report for 2015/16 would be provided to the Panel after May.
- In response to a question regarding the vacancies available, the Panel was informed that they currently had capacity for 27-28 volunteers on the scheme with 20 current members in post but recruitment was in progress to ensure there was a reserve of volunteers available. There were quite a few volunteers that had long term service and reconstitution of panels would take place later this year.
- In response to a query about why the volunteers had to work in pairs, the Panel was informed that this was due to national guidance provided, which advised that this was safer and also ensured the objectiveness of the visits.
- The Panel was informed that the background of the volunteers was quite broad, with some being retired, some had nursing backgrounds and some were students. Further information regarding the diversity of volunteers would be available in the annual report.
- The Panel was advised that the recruitment process was robust with in depth interviews being undertaken, thorough vetting and scenario based training once appointed.

8.3 The Panel noted the update.

## **9. Complaints Monitoring Report**

9.1 The Panel received the suggested approach from the Scrutiny Support Manager which provided an update on the ongoing complaints to date received.

9.2 The following points were raised during the discussion:-

- An additional complaint had been received since the agenda for this meeting had been published and was currently being assessed.

- Members asked what could be done to deal with serial complainers and were informed that there was a policy in place that would be used to deal with any complainer that was felt to be vexatious.
- In reference to the number of FOI's received by the Commissioner's Office, the Panel was advised that 9 had come from members of the public and 2 had been received from media sources.

9.3 The Panel noted the report.

## **10. Information bulletin – questions arising to the Commissioner**

10.1 The Panel received the report from the Support and Scrutiny Manager which summarised for the Panel both decisions taken by the Commissioner and the range of his activity since the last Panel meeting.

10.2 The Panel noted the Information Bulletin.

## **11. Recruitment of Co-opted Independent Member**

11.1 The Panel received the report from the Support and Scrutiny Manager which outlined the principles of the recruitment process for member to consider and agree upon.

11.2 A member of the Panel queried whether the application form was too complicated and therefore could be off putting to those interested in the role. He was advised the application form was intended to draw out the appropriate skills and experience required for the role, and that the form was to be completed online so would not perhaps appear as onerous as it may do in paper format.

11.3 The Panel **RESOLVED** to:-

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Agree the draft advertisement and application pack, and suggested timetable for recruitment.
- c) Appointed the following members to be the selection panel:  
Mr B Long  
Mr A Byrne  
Mr B Hannah
- d) Delegate to NCC's Head of Democratic Services, in consultation with the Panel's Chairman and Vice Chairman, the authority to adjust the membership of the selection panel if necessary following local elections.

## **12. Work programme**

12.1 The Panel received the report which outlined the Forward Work Programme.

12.2 The Commissioner's office requested that the following be added to the programme:

- New Police and Crime Plan for Norfolk Consultation Proposal (June meeting)
- OPCCN Commissioning Strategy (September meeting).

The Panel **Agreed.**

The Panel thanked the Commissioner and his staff for all their contributions during the last 4 years. In particular, the Panel thanked the Deputy Police and Crime Commissioner, Ms J McKibben, who would not be returning to the role.

The meeting closed at 11:21am

#### CHAIRMAN



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Thank you Chairman.

It genuinely is with great pleasure that I present this Police and Crime Performance Paper to you today. To my mind it has good news written right through it and showcases some serious achievements, both by Norfolk Constabulary and the Office of the Police and Crime Commissioner.

As the report makes clear, when I drafted my first Police and Crime Plan back in 2012 the world of policing was a very different place. If a day is a long time in politics, four years is a lifetime in policing.

We originally set nine numerical targets as the objectives for Norfolk Constabulary – however it soon became clear that the landscape for performance and monitoring was shifting, and shifting fast.

The Home Secretary held a review of target driven performance monitoring and asked PCCs to consider the potential negative impact and limitations of setting cold, hard targets and driving forces hard to achieve targets that are out of date almost as soon as they are set.

Members, we needed to be smarter.

As you know, last month I brought a paper to you outlining the new performance framework and a new approach to performance monitoring. I believe this is the way forward.

As the report before you shows, there are many ways in which performance can be monitored and managed. The bi-monthly Police Accountability Forums, the HMIC strategic performance PEEL reviews and success and positive outcomes across the spectrum of police and crime.

The HMIC reports speak for themselves. Good, Outstanding, Good, Outstanding. Not too shoddy I would say. To have a force at the top of the Premier League is a magnificent achievement and one which ever member of the Norfolk policing family should be rightly proud of.

Targets have their place but in a world moving as fast as policing they simply don't tell enough of the picture. For example we have seen a number of emerging issues during the period of the police and crime plan.

With partners the police and OPCCN have acted with such initiatives as the launch of a joint cybercrime unit with Suffolk, for example. However there is more to do in areas such as child and adult sexual exploitation, human trafficking, new psychoactive substances, improving support for the vulnerable in the criminal justice system .....The list goes on.

As you will see, the paper is also full of achievements, innovation and initiatives driven by the Office of the Police and Crime Commissioner. I won't go through them all but a few highlights include:

- a new and enhanced victims, assessment, referral and support service for Norfolk, which went live on the 1<sup>st</sup> April 2015 and provided by Victim Support

- a restorative justice service for Norfolk and Suffolk provided by Victim Support
- Specialist services for victims of domestic abuse and sexual violence, including a new independent domestic violence advocacy service, which went live on the 1<sup>st</sup> April 2015, provided by Leeway.
- The launch of Gateway to Employment – an ambitious initiative between the OPCCN and the Department for Work and Pensions to get 100 Norfolk employers to take on an ex offender.
- The OPCCN producing a 60 second video entitled ‘What is a Police and Crime Commissioner?’ The video received more than 10,000 views online. The video was so well received by other PCC offices that a second version has been produced by the office for the APCC for national distribution and use in the run up to the PCC elections.

And these are just a few of the successes. There are many, many more. Not bad for a very small team.

To summarise Chairman I am proud of every single person who has contributed and helped deliver the Police and Crime Plan.

If this report was an end of term report I would be giving both Norfolk Constabulary and the OPCCN an A grade – with a note in the comment section saying very clearly:

“Well done and thank you. But there is much, much more to do.”