

# Norfolk Police and Crime Panel



Date: **20 June 2017**

Time: **10am**

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

**New and existing Panel Members are invited to an induction session at 9:00am in the Colman Room, County Hall, Norwich.**

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

## **Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Mr Frank Sharp	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
To be confirmed	To be confirmed	Great Yarmouth Borough Council
Mr Brian Long	Mr Colin Manning	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsburgh	Norfolk County Council
Dr Chris Jones	Mr Terry Jermy	Norfolk County Council
Mrs Sarah Bütikofer	Mr Tim Adams	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Paul Kendrick	Mr Kevin Maguire	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council

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

**For further details and general enquiries about this agenda  
please contact the Committee Officer:**  
Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto: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**

To confirm the minutes of the meeting held on 4 April 2017.

(Page **5**)

7. **Public questions**

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

Please note that all questions were to have been received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) or 01603 223814) by **5pm on Monday 12 June 2017.**

8. **Recruitment of Co-opted Independent Member**

(Page **14**)

To consider the recruitment process and suggested timetable, and appoint a selection panel.

9. **Balanced Appointment Objective**

(Page **46**)

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

10. **Panel Arrangements and Rules of Procedure - Review**

(Page **51**)

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

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

(Page **93**)

To consider a progress update.

12. **Office of the Police and Crime Commissioner for Norfolk - Commissioned Services**

(Page **111**)

To consider an update about victim's services commissioning.

13. **PCC Complaints Monitoring Report**

(Page **119**)

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

**14. Information bulletin – questions arising to the PCC** (Page **121**)

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

**15. Norfolk Police and Crime Panel Funding** (Page **131**)

To consider the Panel's 2016-17 expenditure and 2017-87 Home Office grant allocation.

**16. Work Programme** (Page **137**)

To review the proposed work programme.

Date Agenda Published: Monday 12 June 2017

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

**All enquiries to:**

Hollie Adams  
Norfolk County Council,  
Democratic Services,  
County Hall,  
Martineau Lane,  
Norwich, NR1 2DH  
Tel. 01603 223029  
Fax. 01603 224377  
Email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



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



## **Norfolk Police and Crime Panel**

### **Minutes of the Meeting held on 04 April 2017 at 10.05am in the Edwards Room, County Hall, Norwich**

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

Mr Brian Hannah (Vice-Chairman)	Norfolk County Council
Dr Christopher Kemp	South Norfolk Council
Mr Paul Kendrick	Norwich City Council
Mr Colin Manning	King's Lynn and West Norfolk District Council
Mr William Richmond	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Fran Whymark	Broadland District Council
Air Commodore Kevin Pellatt	Co-opted Independent Member

#### **Officers Present:**

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

#### **Others Present:**

Mr Simon Bailey	Chief Constable, Norfolk Constabulary
Mr Martin Barsby	Director of Communication and Engagement, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Mr Lorne Green	Police and Crime Commissioner for Norfolk
Ms Sharon Lister	Director of Performance and Scrutiny, OPCCN
Mr Mark Stokes	Chief Executive, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN
Mr Ian Sturgess	Complaints and Scrutiny Manager, OPCCN
Mr John Hummersone	Chief Finance Officer, OPCCN

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

- 1.1 Apologies were received from Chairman Mr A Byrne, Mr B Long (Mr C Manning substituting) Mr A Sommerville, Ms K Stenhouse and Mrs M Wilkinson.
- 1.2 Vice-Chairman, Mr B Hannah, in the Chair.

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

- 2.1 No interests were declared.

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

3.1 There were no matters of urgent business.

**4. Minutes of the meeting held on the 02 February 2017**

4.1 The minutes of the meeting held on the 02 February 2017 were agreed as an accurate record and signed by the Chairman.

4.2 Matters arising from the minutes:

The Panel noted that neither the Chairman nor Vice-Chairman were standing for re-election in May. Dr Kemp voiced, on behalf of the Panel, thanks to Vice-Chairman Mr Hannah and Chairman Mr Byrne for their service to the Panel over the last 4 years and wished them a long and happy retirement.

**5. Public Questions**

5.1 No public questions were received.

**6. Police and Crime Plan for Norfolk 2016-2020**

6.1.1 The Panel received the report outlining the Commissioner's Police and Crime Plan for Norfolk 2016-20 and information on its development.

6.1.2 A video was shown giving detail on the Consultation process. The Police and Crime Commissioner introduced the Police and Crime Plan 2016-20 and the objectives behind it, the seven core priorities outlined within the plan and progress towards meeting the core priorities; see Appendix A for further details.

6.1.3 The Police and Crime Commissioner announced £200,000 given to the Constabulary for operation Moonshot; see Appendix A for further details.

6.2.1 The role of partnership working and collaboration in supporting the plan was queried. The Commissioner gave an example of work with the Criminal Justice Board to develop a joint victims' justice hub. The Commissioner also spoke of his intention to host a homelessness summit at the end of June 2017 in collaboration with Norfolk County Council and other agencies.

6.2.2 The Commissioner reported that due to Operations such as Moonshot and increased levels of reporting of historically under-reported crimes such as child sexual exploitation, domestic abuse and elderly abuse, some crime statistics may increase; it was deemed positive that more victims felt able to report abuse.

6.2.3 The baseline data for evaluating performance against most objectives was already available; baseline data for less well known or more challenging areas of crime, such as modern day slavery, would need to be established during the coming year.

6.2.4 The Chief Constable reported that collaboration between the Norfolk and Suffolk Commissioners and Constabulary was extensive and one of the most advanced in

the country. Nearly all areas of service (such as HR, recruitment and criminal justice, and even departmental directors) were now shared across the two Constabularies. This had enabled efficiency savings in the region of £16 million to be driven out. Eastern Region collaboration was a further natural step, and this was where Norfolk Constabulary would look to drive out the further £3 million additional savings required. Everything in the Norfolk-Suffolk shared space at that time could potentially be replicated regionally should it prove possible to bring the three regional preferred partnerships together. That was likely to require a minimum five year timescale.

- 6.2.5 Creation of a shared services centre was being looked into; this could offer an opportunity to look into selling services to other public services agencies to support income generation. In addition, an eastern region specialist operational unit and regional collaboration around criminal justice was being explored.
- 6.2.6 A discussion was held over the rural crime priority; the Police and Crime Commissioner had met with PCCs from Cambridgeshire, Suffolk and Lincolnshire to discuss collaboration over rural crime and a regional rural crime strategy had been established.
- 6.2.7 Crime and anti-social behaviour statistics in North Norfolk were noted to be reducing. The Commissioner cited the work of Operation Moonshot and joint work with Lincolnshire, Cambridgeshire and Suffolk constabularies.
- 6.2.8 Collaborative working with the Norfolk business and late night communities and consideration of the late night levy were queried:
  - The Commissioner had met with the Sheriff of Norwich to look at responses to business crime and held discussions with the Norfolk Chamber of Commerce to arrange seminars covering business crime issues;
  - Having visited Norwich's Prince of Wales Road, Yarmouth, and Kings Lynn at night, the Commissioner reported that a small percentage of people were involved in the incidents affecting the late night community; he had established a "night time economy forum" for doormen, night club owners, taxi company owners and other businesses associated with night time economy;
  - The Commissioner commented on the impact of the night time levy on "other" businesses open at night such as newsagents. He felt it would have a negative impact on sustainability of night clubs, bars and other small businesses.
- 6.2.9 The Commissioner reported that there was already outstanding collaboration between the Constabulary and the Norfolk Fire and Rescue Service, but did not wish to comment on future governance arrangements until after local elections in May 2017.
- 6.2.10 The Chief Constable reported strong collaboration with the National Crime Agency.
- 6.3 The Panel **NOTED** the development of the Police and Crime Commissioner for Norfolk's Police and Crime Plan for Norfolk 2016-2020.

## 7. **Office of the Police and Crime Commissioner for Norfolk (OPCCN) – Commissioned Services**

- 7.1 The Panel received the report providing an update about the performance of

services commissioned by the OPCCN.

- 7.2.1 The report showed 21% of those reporting domestic abuse were males; it was queried whether more IDVAs (Independent Domestic Violence Advocates) would be recruited to support males to report abuse. The Complaints and Scrutiny Manager, OPCCN, reported that Leeway were monitoring need for IDVAs, including male IDVAs, and would recruit further when needed.
- 7.2.2 The Complaints and Scrutiny Manager reported that perpetrator programmes were being researched to identify those best suited to Norfolk. It was noted that uptake of programmes could be an issue; in order to be successful the perpetrator's willingness was important. Discussions had been held with the Courts and Cafcass (Children and Family Court Advisory and Support Service) regarding their role in supporting implementation of perpetrator programmes.
- 7.2.3 The Director of Policy and Commissioning, OPCCN, was unsure whether the SARC (Sexual Assault Referral Centre) service would be expanded, however reported that the Commissioning strategy had been planned to ensure services were available Countywide.
- 7.2.4 The "pro-rata" allocation to 4Women, on page 64 of the report, was queried; the Director of Policy and Commissioning clarified this equated to £10,000 allocated in a quarter of the 2016/17 financial year. It was noted that 4Women were no longer being commissioned and the WONDER (Women Offenders of Norfolk Diversion, Engagement and Rehabilitation) project had been developed in its place.
- 7.2.5 The Commissioner discussed the dog training scheme which had been seen to have positive benefits on wellbeing for prisoners, as well as enabling them to gain employment skills.
- 7.3 The Panel **CONSIDERED** and **NOTED** the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services.

## 8. Complaints Handling Sub-Panel

- 8.1.1 The Panel received an update from the latest meeting of the Police and Crime Panel Complaints Handling Sub-Panel, held on the 2 February 2017.
- 8.1.2 Dr Kemp introduced the report to the Panel:
- It was noted that the Home Secretary could compel the Commissioner to take on the remit of Fire and Rescue; it was not currently indicated that this would happen;
  - It was noted that the IPCC (Independent Police Complaints Commission) would change to the Office for Police Conduct;
  - He highlighted the recommendation that the sub-panel continue, and inclusion on the June 2017 agenda for the Sub Panel to be re-constituted. In contacting appointing authorities, it would be helpful if the need for members either interested or already having experience in this area could be accommodated if possible;
  - The possible role of the Police and Crime Panel in recognising and being involved in super complaints was discussed.



8.1.3 The Chief Executive of the OPCCN recognised the valuable work of the Sub-Panel in acting as a critical friend to the OPCCN during the changes to the Police Complaints process.

8.2 The Panel **NOTED** the report.

## **9. Information bulletin – questions arising to the PCC (Police and Crime Commissioner)**

9.1 The Panel received the report summarising the decisions taken by the PCC and the range of his activity since the last Panel meeting on the 2 February 2017.

9.2 The Commissioner reported that his meeting with the Justice Secretary had been positive and gave feedback on a meeting he had attended with the Policing Minister which had focused on the Norfolk 2020 Constabulary review.

9.3 The Panel **NOTED** the report.

## **10. Work Programme**

10.1 The Panel **REVIEWED** the work programme covering June 2017 to April 2018.

10.2.1 The Chairman noted that Mr Somerville was unwell and the Panel passed on their best wishes to him.

10.2.2 The Chairman thanked the Commissioner, OPCCN staff and the Chief Constable for their work. The Chairman also wished to thank the Committee for their work over the past 4 years and Democratic Services staff. The Police and Crime Commissioner thanked Mr Hannah for his work on the Police and Crime Panel.

The meeting ended at: 11:46 am

**CHAIRMAN**



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

As Members are aware, a key part of my role as Police and Crime Commissioner is drawing up a Police and Crime Plan for our county, setting out how we will work together over the next four years to:

- tackle and prevent crime and disorder in Norfolk,
- protect the most vulnerable in our community
- and support victims and witnesses of crime.

As the Panel will remember I am sure, the process of developing our county's Police and Crime Plan began last summer with an eight-week public consultation:

<http://www.norfolk-pcc.gov.uk/police-and-crime-plan-consultation-video/>

Coming soon, it says. Well that Plan is in front of you today.

The experience of travelling the length and breadth of our county, listening to people and hearing about their concerns and the issues they face, made me more determined than ever to lead the fight against crime. It made me more determined to drive through measures to make our police force more efficient and more visible, in part through the delivery of a more innovative and effective model of local policing. It made me more determined to give our police force the resources it needs to invest in frontline policing and ensure it has the capacity and tools it needs to tackle domestic abuse, sexual offences and cyber-related crime in all of its forms. It made me more determined to prevent crime by tackling offending and addressing perpetrators of crime, which will, in turn, reduce demand on police and the criminal justice system. And it made me more determined than ever to support and protect victims of crime, and help them recover from their experiences.

In deciding where we need to devote energy and invest resources, I have tried to strike a balance between addressing the crimes that have the most destructive long-term effects, (including sexual offences, domestic abuse, the sexual exploitation of children and modern day slavery) and those other crimes that have an impact on our daily lives, including rural crime and anti-social behaviour.

It will come as no surprise when I say to you that our police service has faced and continues to face significant financial hurdles – and that necessitates some tough decisions.

Within the resources available to me and our police service, priority will always be given to preventing and fighting high volume, high risk and high harm crimes. BUT, as your PCC, I pledge that I will do all within my power to mobilise resources to prevent and fight all crime.

So with that in mind, and based on feedback from you, the people of Norfolk, and our partner organisations across the county, these are the seven core priorities I have

set for our county. The seven priorities can be found on page 7 of the Plan. People said they wanted their police to be more visible in their local area. We're going to see that – in fact you may already be seeing it.

We've now got community engagement officers in each district, building links with community groups and our parish councils. We're in the middle of a recruitment campaign – bringing on board student officers to join our policing teams. And we're working with our highly skilled, dedicated and valued Special Constabulary to make the most of what they have to offer and we'll be seeing their numbers grow.

People said they wanted more support for Norfolk's rural communities. We're going to get that too. When it comes to rural crime, your police force and your PCC are on it like never before.

In November I held a rural crime summit, bringing together key organisations whose lives and livelihoods are based in our rural areas. Views were heard and shared and, as a result, we now have a rural policing strategy for the county. A solid step in ensuring the impact of crime in our rural areas has greater recognition.

We now have a team of 23 Special Constables led by a Chief Inspector focused on dealing with rural crime. We have Special Constabulary Horse and Quad Bike Teams and 20 wildlife officers working across the Force. We now have 'barnstorming' sessions for any member of the rural community to attend and have their say on rural matters. And we're currently developing an initiative to protect our church roofs, targeting the cowardly attacks on our shared heritage.

People said they worry about dangerous driving – people speeding, using mobile phones behind the wheel. We're going to make our county's roads safer for all who use them.

We're already educating Norfolk's young people on the Fatal 4 – excessive speed, using a mobile behind the wheel, not wearing a seatbelt, and drink or drug driving. My #Impact campaign has been to colleges and sixth forms across the county, with Thomas Semmons sharing his story of crashing a car at just 18. 15 locations so far and more to come.

I've helped community speedwatch teams in South Norfolk and Great Yarmouth secure the equipment they need to tackle reckless driving in their districts. Since November 2016, Special Constables have carried out operations in 11 different locations in Great Yarmouth, stopping 26 vehicles, issuing 8 traffic offence reports and 18 words of advice.

People told me it's important for Norfolk's communities to be safe and feel safe – and

that, if you are a victim of crime, the right help and support must be available. We're going to work with those who commit crime to tackle offending, preventing people becoming victims of crime in the first place. We're already working to get people with an offending past into training, apprenticeships and employment to help with their rehabilitation and keep them clear of crime.

We're also working with women coming into police custody. By intervening early and offering support to help them change the things that make them vulnerable to offending, we can prevent crime, reduce vulnerability and stop victimisation. And, for those people who do become victims of crime, they will have access to specialist support through a victim and witness care hub for our county so that help is easily accessible when people need it.

Finally, people told me they wanted our police force to work effectively and efficiently so that you not only get the service you want and need, but can also have confidence that public money - your taxes – are being used properly and for the benefit of Norfolk's communities.

We need a new, more efficient local policing model for Norfolk. New technology and investing to save also have a key role to play here. The bottom line is that we need to do different – and better - with what we've got.

I want to see our officers equipped with the technology they need to fight 21<sup>st</sup> century crime in the most effective and efficient way possible. They need to have access to mobile computing technology and have the connectivity to ensure that technology works effectively and efficiently.

As an example, I don't want our police officers sitting in A&E after being assaulted. I don't want our police officers sitting defending spurious claims in complaints hearings. Body worn video will help support our officers as they go about doing their jobs. That equipment will be rolled out over the coming months.

With all that in mind, it gives me great pleasure to announce today that through my office, I have committed £190,000 to allow our Constabulary to continue to hit criminals hard. Operation Moonshot has been an extremely successful pilot operation which has disrupted criminals, prevented crime and recovered stolen property. In 150 days there have been nearly 200 arrests and 250 vehicles seized. Organised crime has been disrupted, burglaries prevented, ram raids stopped and drugs seized. High value items such as caravan, plant machinery and even a tractor have been recovered. Since the start of the Operation in the region of 60 months of prison sentences have been handed out, driving disqualifications totalling 500 months and more than £12,000 in fines collected.

My £190,000 will put the small but dedicated Moonshot team on a permanent footing across Norfolk. It will ensure that criminals continue to get the message that Norfolk is hostile environment for illegality and it will help keep our county one of the safest in the country. I wish I could tell you more about how Moonshot is being so successful – but for obvious reasons I won't do that. I hope you will agree though, that the results speak for themselves.

So there we are – the 7 core priorities and your Police and Crime Plan. And guess what – WE'RE going to do all of that. Take a look around this table. Take a look around this room. When I say 'we', I mean all of us. We all have a role to play. Tackling crime and disorder in Norfolk, protecting the vulnerable and supporting victims is not something that any one individual or organisation can achieve in isolation. I intend this Police and Crime Plan to be the foundation upon which we - Police, Police and Crime Panel, partners and communities – join forces to achieve these shared goals. Norfolk is our county, Norfolk Constabulary is our Police Force and this is our Police and Crime Plan.

Mr Chairman, we are on the offensive against criminality within our county; the fight is being carried to the criminal. Operation Hydrant is closing in on child abusers; Operation Moonshot is tightening the ring of steel around Norfolk and taking bad people off our roads. Operation Randall has made a step change in its campaign to prevent and fight crime in our rural areas. Operation Gravity is shutting down big time, violent drug dealers infesting our county from the outside. Our Police are being given the 21<sup>st</sup> century tools to fight crime in this 21<sup>st</sup> century – Athena, improved digital technology, Body Worn Cameras, and more to come. We have reinforced our capability to protect the vulnerable, and help victims of crime to rebuild their lives. WONDER will divert women from lives of criminality. Operation Impact will save young lives through driver safety awareness. Our victims' hub will improve victim services. Our youth commission will help build resilience among our young people. Our county heritage will be protected from those who would shamelessly strip the lead from medieval church roofs. We are helping ex-offenders to build new lives and offering counselling to victims of abuse.

Mr Chairman, crime prevention and crime fighting are being transformed in our county. It is owed to our community that they be safe, and that they feel safe. That is the driving purpose of our Police force. It is that burning passion that gets me up in the morning. It is to that purpose I have devoted myself as this county's Police and Crime Commissioner.

Lorne Green – Police and Crime Commissioner for Norfolk

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

### **Suggested approach from Jo Martin, Scrutiny Support Manager**

The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement and application pack, and suggested timetable for recruitment.
- c) Appoint a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 26 September 2017.

*For previous recruitment exercises, it was agreed that the selection panel should be cross-party and comprise three members; usually the Chairman and two others.*

#### **1. Background**

- 1.1 Schedule 6, paragraph 4, of the Police Reform and Social Responsibility Act 2011 (“the Act”), requires the Panel to appoint two co-opted independent members. The co-opted independent members must not be members of local authorities covered by the Norfolk police force area.
- 1.2 In co-opting the two independent members, the Act requires that the Panel must secure that (as far as reasonably practicable) the appointed and co-opted members of the Panel, when taken together, have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.

#### **2. Purpose of today’s meeting**

- 2.1 Mr Sommerville resigned from the position of co-opted independent member in April 2017, owing to ill health.
- 2.2 The Panel is asked to note the principles of the recruitment process, as set out in the Panel Arrangements, consider the draft advertisement and application pack, the suggested timetable, and appoint a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 26 September 2017.

#### **3. Panel Arrangements**

- 3.1 For ease of reference, an extract of the Panel Arrangements relating to the recruitment of co-opted independent members is set out below for the Panel to note:

## **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 position. 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.

#### 4. **Draft advertisement and application pack**

- 4.1 A copy of the draft advertisement for the vacancy and the draft application pack documents are attached at **Annex 1** and **Annex 2** of this report for the Panel to consider.
- 4.2 The Panel will wish to note that the role profile contained in the application pack sets out the pre-determined criteria against which all candidates will be assessed. This was created as a reference both for local authorities and the selection panel in considering nominations to the Panel when it was first established in 2012 and is clearly reflected in the application form. The elements are used each year by the Panel in considering whether its balanced appointment objective has been met.
- 4.3 The Panel agreed at its April 2017 meeting that it would be helpful to have more members on the Panel either with experience of handling complaints, or an interest in this area, in order that they might support the PCC complaint handling process. In appointing their members, constituent councils were asked to accommodate this request where possible. The recruitment documentation this year therefore also highlights complaints handling as an area of Panel business that independent members could usefully become involved in.

#### 4.4 The following timetable for recruitment is suggested:

- a) Mid July -The advertisement will be published on Norfolk County Council's website (around Monday 10 July 2017) and in local newspapers the following week. The closing date for applications will be late August (around Friday 18 August 2017), which meets the requirement for at least two weeks to have passed from the date the advertisement was first placed.

In addition, a copy of the advertisement will be circulated to relevant local organisations via various local networks, through the Norfolk Public Sector Communications Group, Voluntary Norfolk, the Countywide Community Safety Partnership, the Norfolk Association of Local Councils, the Office of the Police and Crime Commissioner for Norfolk and Norfolk Constabulary.

- b) End August – The selection panel will meet to shortlist candidates. (Potentially the week beginning 28 August 2017.)
- c) Early September - Interviews to take place. (Either the week beginning 4 or 11 September 2017.)
- d) 26 September 2017– Panel will be asked to endorse the selection panel's recommended candidate.
- e) 28 November 2017– successful candidate to attend their first Panel meeting.

- 4.5 Officer support will be made available for the selection panel for both the shortlisting exercise and interviews. This should assure both the Panel and candidates that recommendations for appointment will be made on the merit of



candidates whose skills, experience and qualities are considered best to secure the effective functioning of the Panel.

## 5. Action

### 5.1 The Panel is recommended to:

- a) Note the principles of the recruitment process, as set out in the Panel Arrangements.
- b) Consider the draft advertisement and application pack, and suggested timetable for recruitment.
- c) Agree a selection panel (a sub-committee) to; shortlist, interview and agree a candidate to recommend to the Panel when it meets on 26 September 2017.

*For previous recruitment exercises, it was agreed that the selection panel should be cross-party and comprise three members; usually the Chairman and two others.*



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.

# Appointment of Independent Member of the Norfolk Police and Crime Panel

**Serve your community - become an independent member of the Norfolk Police and Crime Panel**



**If you could take on a key role influencing local policing and community safety issues, and making a real difference to your community - you may be the right person to serve as an independent member of the Norfolk Police and Crime Panel.**

The Panel is part of the accountability arrangements for policing in Norfolk and maintains a 'check and balance' on the performance of the directly elected Police and Crime Commissioner.

The Panel is looking for one person who has knowledge and skills in this area to serve as a Co-opted Independent Member from September 2017. The role will require, on average, 3 to 10 hours a month, with meetings held during the day at locations across Norfolk. The role is unpaid but travel and some expenses will be reimbursed.

This is an important and challenging role which offers you the chance to provide independent and constructive challenge to support the Commissioner.

We would particularly welcome applicants from the business, voluntary and community sector, organisations supporting black and minority ethnic groups or victims of crime, as well as representatives of the community safety or the criminal justice system and anyone who has experience of reviewing complaints.

For a copy of the application pack see [www.norfolk.gov.uk/policeandcrimepanel](http://www.norfolk.gov.uk/policeandcrimepanel) or telephone HR Direct on **01603 222212**

The closing date for applications is **Friday 18 August 2017** and interviews will be held in early September.

## Annex 2

Serve your community

Become an independent member of the  
**Norfolk Police and Crime Panel**



Making a difference

<b>Contents</b>	<b>Page</b>
1. What is a Police and Crime Panel?	4
2. What is an independent member?	4
3. How many members will Norfolk's Police and Crime Panel have?	4
4. Why be an independent member?	4
5. What do Police and Crime Panels do?	4
6. How do Police and Crime Panels work?	5
7. What will I be expected to do?	5
8. Are there any rules about conduct or standards?	5
9. How much time is involved?	5
10. Will I receive any payment?	5
11. How long will I be a member?	6
12. What qualities do I need?	6
13. Who can be an independent member?	7
14. How do I apply?	7
15. What happens next?	7
16. Can I get any feedback on my application?	7
17. How can I find out more?	8
18. Other Useful information:	8

**If you could take on a key role influencing local policing and community safety issues, and making a real difference to your community – you may be the right person to serve as an independent member of the Norfolk Police and Crime Panel.**

## 1. What is a Police and Crime Panel?

Police and Crime Panels (PCPs) have been introduced to maintain a 'check and balance' on the performance of the directly elected Police and Crime Commissioner (PCC). They will both scrutinise the actions and decisions of the PCC and support and challenge PCCs in the exercise of their functions.

## 2. What is an independent member?

PCPs have two types of member:

- Local councillors – chosen by local councils, and
- Independent members – local people who are not councillors, chosen through an open recruitment process, who bring a non-political dimension to the PCP.

## 3. How many members will Norfolk's Police and Crime Panel have?

The Norfolk PCP comprises 12 members. 10 are local councillors and 2 are independent members.

## 4. Why be an independent member?

As a member of the PCP you can play a key role in helping to keep local communities safe by supporting and scrutinising the work of the directly elected PCC. It is an important and challenging role which offers you the chance to review the key strategic actions and decisions taken by the PCC, including whether they have achieved the objectives set out in their Police and Crime Plan and Annual Report, considered the priorities of community safety partners and consulted appropriately with the public.

## 5. What do Police and Crime Panels do?

The main responsibilities of the PCP are to:

- ☐ Review the draft Police and Crime Plan or variations and make a report or recommendations to the PCC;
- ☐ Review the annual report and make a report or recommendations to the PCC;
- ☐ Review and scrutinise decisions made or actions taken by the PCC;
- ☐ Make reports or recommendations to the PCC in respect of them (Note: The PCC must respond to the PCPs reports but they will not be bound to accept them);
- ☐ Review and ability to veto the PCC's proposed precept levels and the PCC's proposed appointment of a Chief Constable;
- ☐ Handle complaints relating to the conduct of the PCC.

## 6. How do Police and Crime Panels work?

PCPs will meet regularly to carry out their main responsibilities and question the PCC about all aspects of his or her activities. These meetings will usually be held in public.

## 7. What will I be expected to do?

You will be expected to attend and participate in all meetings of the PCP and any of its sub-committees that you may be assigned to. You will need to be prepared to read papers, reports and background information in advance of meetings and keep up-to-date with national and local crime and disorder issues and maintain a good working knowledge of PCC's role and responsibilities.

## 8. Are there any rules about conduct or standards?

At all times, PCP members must maintain the highest standards of conduct. You will be expected to abide by the same rules as local councillors and will be asked to sign-up to Norfolk County Council's Members' Code of Conduct (Norfolk County Council being the lead authority for the PCP).

See [ADD WEB LINK] for more information about Norfolk County Council's Members' Code of Conduct.

## 9. How much time is involved?

The PCP is likely to meet a minimum of four times each year. It may also decide to set up sub-committees, and if you are assigned to one of those you will be expected to attend those additional meetings.

The typical commitment required from a PCP member is expected to average 3 to 10 hours a month, including preparation time. Meetings will generally be held during normal office hours at varying locations throughout Norfolk.

All PCP members will receive induction and other appropriate training to support them in their role and you will be expected to participate in this.

## 10. Will I receive any payment?

Members of the PCP will not receive an allowance.

You will be able to claim for the costs of travel and other expenses involved in carrying out PCP work. If you have caring responsibilities, you will be able to claim for help towards the cost of paying someone (other than a family member) to look after the person you care for during the time that you spend on PCP business.

See [ADD WEB LINK] for more information about Norfolk County Council's Members' Allowances Scheme.

## 11. How long will I be a member?

The appointment will be for four-year terms. There will be no restriction on the overall time period that an independent member may serve on the PCP.

## 12. What qualities do I need?

As well as being of good character, you need to possess most, if not all, of the following competencies:

**The ability to think strategically:** Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

**The ability to make good judgments:** To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints, and to develop an understanding of the environment and context in which the PCC must operate.

**The ability to be open to change:** The ability to challenge accepted views constructively without becoming confrontational, and to recognize and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

**The ability to scrutinise and challenge:** To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.

**The ability to be analytical:** The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

**The ability to communicate effectively:** To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.

**The ability to manage time effectively:** To be able to identify priorities and make the most productive use of own and others' time.

The following personal skills and qualities are also very important:

**Team working:** The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others and encouraging collaborative working across agencies.

**Self confidence:** The skill to challenge accepted views constructively without becoming confrontational.

**Enthusiasm and drive:** To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.

**Respect for others:** The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.

**Integrity:** The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.

**Leadership:** The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.

**Decisive:** To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

Please refer to the PCP Member Role Profile, which is included in the application pack.



### 13. Who can be an independent member?

Age - You must be at least 18 years old

Other rules - There are some rules about who cannot be an independent member. The following may not be co-opted independent members of the PCP:

- a) the Police and Crime Commissioner 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.
- h) a Member of a Local Authority

If you have any questions or would like further information about NCC's equalities policy, please contact [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or telephone 01603 222212.

### 14. How do I apply?

Complete the application form explaining fully why you wish to become an independent co-opted member, what you would bring to the PCP and your relevant skills and experience. Please then either e-mail your completed application form to [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or post it to:

**HR Shared Service  
HR Direct  
Charles House  
County Hall  
Martineau Lane  
Norwich NR1 1DJ**

Applications should be received by 5pm on Friday 18 August 2017.

### 15. What happens next?

The PCP will appoint a selection panel (sub-committee) to consider all applications. Its job will be to shortlist, interview and agree candidates to recommend to the PCP. The PCP will then be asked to approve the recommended candidates.

It is anticipated that the shortlisted candidates will be invited for interview during early September 2017 and that the formal appointment will be made when the Panel meets on 26 September 2017.

### 16. Can I get any feedback on my application?

If you would like feedback on your application please contact [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or telephone 01603 222212.

### 17. How can I find out more?

For an informal discussion about the role please call Greg Insull on 01603 223100 or Jo Martin on 01603 223814.

## 18. Other Useful information:

You can find out more information on the following websites:

Norfolk PCP  
[ADD WEB LINK]

Office of the Police and Crime Commissioner for Norfolk  
[ADD WEB LINK]

Norfolk Constabulary  
[ADD WEB LINK]

## **Police and Crime Panel Member**

### **Role**

- To ensure that the Police and Crime Commissioner (PCC) is setting the strategic direction and accountability for policing in the area by; being accountable to the electorate, setting strategic policing priorities, holding the force to account through the Chief Constable, and consulting and involving the public.
- To ensure that the PCC is working with partners to prevent and tackle crime in the area by; ensuring that the police respond effectively to public concerns and threats to public safety, promoting and enabling joined-up working on community safety, and increasing public confidence in how crime is cut and policing delivered.
- To ensure that the PCC is invoking the voice of the public, the vulnerable and victims in the area by; ensuring that public priorities are acted upon, that the most vulnerable individuals are not overlooked and that the general equality duty under the Equality Act 2010 is complied with.
- To ensure that the PCC is contributing to the resourcing of policing response to regional and national threats by; ensuring an effective policing contribution, alongside other partners, to national arrangements to protect the public from other cross-boundary threats in line with the Strategic Policing Requirement.
- To ensure that the PCC is ensuring value for money by; being responsible for the distribution of policing grants from central government, setting the police precept raised through Council Tax and commissioning services from partners that will contribute to cutting crime.
- To participate constructively in the good governance of the PCC and, where appropriate, of activities undertaken jointly with partners.
- To handle complaints about the conduct of the PCC.

### **Responsibilities**

- To carry out collectively all statutory and locally determined requirements of a Police and Crime Panel member (such as reviewing the PCCs draft police and crime plan or variations, scrutinising the PCCs annual report, reviewing and scrutinising decisions made by the PCC, reviewing with the ability to veto the PCCs proposed precept levels, holding confirmatory hearings to review the proposed appointment of a Chief Constable, fulfilling functions relating to complaints about conduct matters, appointing an acting PCC).
- To carry out collectively the functions of the PCP with a view to supporting the effective exercise of the function of the PCC for Norfolk.
- Appointed members - to ensure that they represent their entire district council or county area, not just their own ward or division.

- To participate actively and effectively as a member of the Police and Crime Panel, or sub-committee, to ensure that its main responsibilities are carried out; and, by regular attendance and thorough preparation, that meetings are focussed and productive.
- To strive to work together to ensure that reports and recommendations made to the PCC provide constructive challenge based on robust evidence. While recognising political allegiances, PCP members will attempt to achieve consensus.
- To ensure collectively that rigorous scrutiny is carried out through constructive enquiry, in a spirit of mutual respect and trust.
- To maintain an up-to-date knowledge and awareness of national and local policing and crime issues.
- To maintain good working relationships with the PCC, the PCC's staff and others partner organisations who the PCP may wish to call on for assistance.
- To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics, including the prevention and detection of fraud and corruption.
- To attend local, regional and/or national conferences/seminars/briefings, if nominated by the PCP.
- To attend and actively participate in training programmes relevant to the role of a PCP member.

### **Experience**

Knowledge and experience of working in a scrutiny environment – candidates could have participated in a committee or board meeting that is part of an organisation's governance structure, or have given evidence to a local authority scrutiny committee.

Knowledge and experience of working in the community safety field - candidates could be an expert in their field or belong to a community organisation that delivers services relating to community safety matters.

Knowledge and experience of reviewing complaints.

### **Competencies, personal skills and qualities**

This section sets out the competencies and personal skills and qualities which are particularly relevant to the work undertaken by PCP members.

There is no expectation that all PCP members will have all of these qualities, but the PCP will wish to assure itself that, between the totality of their membership, all these qualities are available to it. All PCP members can make a valuable contribution to the work of the PCP from the start, drawing on their background and expertise gained in their working life, their involvement in the community, voluntary work or other experiences, although members will not be expected to be fully effective

immediately. But they must be willing to extend their knowledge and skills in order to play a full part in the PCP.

### **Competencies**

The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints made about the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate.

The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.

The ability to be analytical: The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

The ability to communicate effectively: To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.

The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.

### **Personal skills and qualities**

Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others.

Self confidence: The skill to challenge accepted views constructively without becoming confrontational.

Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.

Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.

**Integrity:** The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.

**Leadership** - The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.

**Decisive:** To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

**Norfolk Police and Crime Panel**

Panel Arrangements to be inserted in the application pack here.

**Norfolk Police and Crime Panel**

Rules of Procedure to be inserted in the application pack here





**If you would like this document in large print, audio, braille, alternative format or in a different language please ask.**

## **Confidential**

### **Application form to be a Co-opted Independent Member of the Norfolk Police and Crime Panel**

*It is intended that applications are to be made via NCC's electronic application system, but the required information will reflect those sections included in this document.*

## **Instructions**

- Please fill in all **sections 1 to 12** as well as the **Recruitment Monitoring Form**.
- Please complete the form electronically or write in **black ink** so the form can be photocopied.
- Put your **name** and the **job title** at the top of any additional sheets you use.
- **Sign and date** the declaration at the back of this form and the Recruitment Monitoring Form.

The information that you provide on this form will be handled and stored in accordance with current Data Protection legislation. All records from the recruitment process will be held for 6 months after which they will be destroyed, except for those of the successful candidate.

**1 Personal Details**

Title  Surname

First Names

Have you ever used any other names?

☐ Yes ☐ No

If yes please state

Permanent home address (in full)

Postcode

Please only give numbers/addresses on which you are willing to be contacted.

Telephone (home)

Mobile Telephone

Personal Fax No

Telephone (Work)

E-mail (personal or work – please specify)

How long have you lived at this address?

If less than five years at this address, please give details of your previous address(es)

Date of birth	<input type="text"/>	Place of birth	<input type="text"/>
---------------	----------------------	----------------	----------------------

Do you hold a valid driving licence for use in the UK? ☐ Yes ☐ No

Type - Provisional ☐ Full ☐ Other ☐ Please Specify

Do you have transport available if the duties of the post require you to travel? ☐ Yes ☐ No

Are you related to any Councillor or anyone already employed by the Council? ☐ Yes ☐ No

If yes, please give the name and employing department of the person.

## 2 Personal history

PCP Members will make a valuable contribution to the work of the PCP by drawing on their background and expertise gained in their working life, their involvement in community activities, voluntary work or other experience. Please therefore provide details of these areas in the sections below.

What is your current employment status and occupation, if any?

Brief description of duties

Please list details of part-time and full-time employment as well as any voluntary work, career breaks or any work you do or have done in the local community. If you do not live in Norfolk and/or have not done so during the past 12 months please include the main location of your work if this is different from your employer's address.

Employers name and address	Dates from/to	Job Title	Weekly Hours	Reason for leaving
----------------------------	------------------	-----------	-----------------	-----------------------

--	--	--	--	--

### 3 Voluntary or community activities

Please give details of any other voluntary or local community activities you are involved in not already mentioned above.

Dates from/to	Activity

### 4 Education and qualifications

Please list any academic, professional and/or vocational qualifications. If you are shortlisted for interview you may be asked to provide evidence of your qualifications.

Dates from/to	Educational establishment	Name of course/qualifications gained and grades
---------------	---------------------------	---

--	--	--	--

### 5 Membership of, or registration with, professional bodies

Name of professional body	Level/Type of membership	Reg. Number	Renewal date

### 6 Other relevant training e.g. short courses, personal development, special projects

Date	Organising body	Brief description of course content

### 7 Supporting information

It is important that you provide evidence in this section of how you meet the competencies, personal skills and qualifications set out in the PCP member role profile. There is no expectation that all PCP members will have all of these qualities but the PCP will wish to ensure that across the totality of its

membership, all of these qualities are available to it. Please note it is only information contained in this application which will decide whether you are short listed for interview.

*Tell us about things which you have been responsible for or involved in, what you have achieved and any feedback given. Include examples from paid or unpaid work or other activities you have undertaken in your personal life that are relevant to the position.*

<b>Competencies</b>	
1. The ability to think strategically: Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.	
2. The ability to make good judgements: To take a balanced, open-minded and objective approach, for example, in evaluating the PCC's priorities, assessing candidates for top level appointments or considering complaints made about the conduct of the PCC, and to develop an understanding of the environment and context in which the PCC must operate.	
3. The ability to be open to change: The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.	
4. The ability to scrutinise and challenge: To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of the PCC's performance, using appropriate data, evidence and resources.	
5. The ability to be analytical: The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.	
6. The ability to communicate effectively: To be able to explain issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.	
7. The ability to manage time effectively: To be able to identify priorities and make the most productive use of own and others' time.	

<b>Personal skills and qualities</b>	
1. Team working: The ability to play an effective role in the PCP through listening, persuading and showing respect for the views of others and encouraging collaborative working across agencies.	
2. Self confidence: The skill to challenge accepted views constructively without becoming confrontational.	
3. Enthusiasm and drive: To be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.	
4. Respect for others: The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.	
5. Integrity: The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.	
6. Leadership: The confidence to lead by example, establish clear goals and objectives and build support and commitment with the PCC, as well as the wider community and partner agencies.	
7. Decisive: To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.  <i>Please continue on a separate sheet if necessary</i>	

### 8 Why do you want to be a co-opted independent member?

Please say why you are interested in becoming a co-opted independent member of the Norfolk Police

and Crime Panel.

*Please continue on a separate sheet if necessary.*

## 9 Other information

If you are employed, is your employer willing to release you to carry out the duties of a co-opted independent member of Norfolk's Police and Crime Panel?



Do you hold, or have you recently held, any of the following positions?

- a) the PCC for the Police Area **Yes / No**
- b) a member of staff of the Police and Crime Commissioner for the area **Yes / No**
- c) a member of the civilian staff of the Police Force for the area **Yes / No**
- d) a Member of Parliament **Yes / No**
- e) a Member of the National Assembly for Wales **Yes / No**
- f) a Member of the Scottish Parliament **Yes / No**
- g) a Member of the European Parliament **Yes / No**

If yes, please give details.

Is there anything in your private or working life, now or in your past, or, to your knowledge, in that of any member of your family or close friends, which, if it became generally known, might bring you or the Norfolk Police and Crime Panel into disrepute, or call into question your integrity, authority or standing as a member of the Panel? If yes, please give details.

## 10 References

Please give the details of two people, not related to you, who have agreed to be contacted by us about your application. It would be helpful if one referee was familiar with your community activities.

### Ref. 1

Title  Name

Organisation

Occupation

Address (in full)

Postcode

Telephone

Fax No

Email Address

Can we contact before interview?

☐

Yes

☐

No

How do they know you?

### Ref. 2

Title  Name

Organisation

Occupation

Address (in full)

Postcode

Telephone

Fax No

Email Address

Can we contact before interview?

☐

Yes

☐

No

How do they know you?

## 11 Arrangements for people with disabilities

We will make reasonable adjustments to the recruitment and selection process (and to the role for successful candidates) if you let us know what your requirements are.

Do you have a disability?

☐

Yes

☐

No

(For definition of disability please see the Recruitment Monitoring Form)

Are there any special facilities you would like us to provide to help you attend or participate in an interview, or to perform this role?

☐

Yes

☐

No

If 'yes', please give details:

## 12 Declaration

I declare that the information I have given is true and complete.

I agree that personal data relating to me which has been or is obtained by Norfolk County Council, including personal data given by me on this form, may be held and processed either on computer or in manual records and may be disclosed to authorised employees of the Council and used by the Council for any purpose relating to my application and prospective position as co-opted independent member of the Norfolk Police and Crime Panel.

Signature

Date

Please return this completed application form and monitoring questionnaire no later than Friday 18 August 2017 to [HRDirect@norfolk.gov.uk](mailto:HRDirect@norfolk.gov.uk) or to:

HR Shared Service  
HR Direct, Charles House  
County Hall  
Martineau Lane  
Norwich NR1 1DJ

# Recruitment Monitoring Form

The information supplied on this form is strictly confidential and does not form part of your application. This page will be removed from your application form and the information will not be taken into account when making the appointment.

The information you provide will be handled and stored in accordance with the Data Protection Act 1998.

Norfolk County Council welcomes applications for employment from all sections of the community. It is a fundamental principle of our policies that all people are equally valued regardless of their gender, age, disability, race, ethnic origin, language, religion or sexual orientation. The aim of our policies is to ensure that the Council's employment practices do not allow unfair discrimination and to promote equality of opportunity for all.

To help us meet this commitment, we hope that you will assist us in monitoring the recruitment process by completing this form. Only by collecting the information provided on this form can we progressively assess our performance and identify where improvements should be made.

## Please fill in all sections in black ink

Post Title	<input type="text"/>		
Post Reference	<input type="text"/>	Male <input type="checkbox"/>	Female <input type="checkbox"/>
Surname	<input type="text"/>	Age	<input type="checkbox"/> Under 21
First Names	<input type="text"/>	<input type="checkbox"/> 21 – 30	<input type="checkbox"/> 51 - 60
Nationality	<input type="text"/>	<input type="checkbox"/> 31 - 40	<input type="checkbox"/> 60 - 64
		<input type="checkbox"/> 41 - 50	<input type="checkbox"/> 65 or over

**Present situation**, are you currently employed by Norfolk County Council? ☐ Yes ☐ No

## Vacancy

I heard about this vacancy through:  
Please give one answer only.

- ☐ [www.norfolk.gov.uk/policeandcrimepanel](http://www.norfolk.gov.uk/policeandcrimepanel)
- ☐ Local Newspaper\*
- ☐ Local community or voluntary organisation\*
- ☐ Other\*

\*Please specify

## Religion

If you feel the choices below do not provide a suitable option, please write how you would describe your religion.

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Christian | <input type="checkbox"/> Hindu    |
| <input type="checkbox"/> Sikh      | <input type="checkbox"/> Buddhist |
| <input type="checkbox"/> Judaism   | <input type="checkbox"/> None     |
| <input type="checkbox"/> Muslim    | <input type="checkbox"/> Other*   |

\*Please specify

**Ethnic origin**

*The following categories are recommended by the Commission for Racial Equality. If you feel the choices do not provide a suitable option, please write how you would describe your ethnic origin.*

**(a) White**

- ☐ British
- ☐ Irish
- ☐ Any other white background

**(c) Asian or Asian British**

- ☐ Indian
- ☐ Pakistani
- ☐ Bangladeshi
- ☐ Any other Asian background

**(e) Chinese or other ethnic group**

- ☐ Chinese
- ☐ Any Other

**(b) Mixed**

- ☐ White and Black Caribbean
- ☐ White and Black African
- ☐ White and Asian
- ☐ Any other mixed background

**(d) Black or black British**

- ☐ Caribbean
- ☐ African
- ☐ Any other black background

If you have ticked one of the '**any other**' boxes, please describe your ethnic origin below.

**Disability**

Do you have a disability?

☐ Yes

☐ No

**Definition of Disability**

The Disability Discrimination Act 1995 defines disability as follows:

A person has a disability if he/she has a physical or mental impairment which has a substantial and long term effect on his/her ability to carry out normal day to day activities.

According to the Act, a disabled person is currently someone who:

- Has a physical or mental impairment
- The impairment has an adverse and substantial effect on his or her ability to carry out normal day to day activities
- The effect of the impairment is long term

Examples of conditions covered include:

- Physical impairments: diabetes; epilepsy; multiple sclerosis; cancer; cerebral palsy; heart disease
- Mental impairments: schizophrenia; dyslexia; bi-polar disorder; learning difficulties
- Progressive conditions: cancer; multiple sclerosis; muscular dystrophy; HIV infection

Sensory impairments, such as blindness, having partial sight or hearing loss are also included within 'physical and mental impairments'.

Signature

Date

**For office use only**

- ☐ Shortlisted ☐ Appointed

## **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 2017 each council (the Borough, City, County and District Councils) appointed members to the Panel with a view to ensuring that the 'balanced appointment objective' is met, so far as is reasonably practicable.
- 2.2 The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
- (i) represent all parts of the police area;
  - (ii) represent the political make-up of the relevant authorities (when taken together);
  - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.
- 2.3 This is an opportunity for the Panel to consider whether the balanced appointment objective is being met.

#### **3. Suggested approach**

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

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

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

Following the May 2017 local elections, the number of places in each political group across the county is as follows:

Conservative - 273  
Labour - 63  
Liberal Democrat - 42  
UKIP - 16  
Green - 10  
Independent – 4

Consequently, the composition of the Panel has changed:

- 7 Conservative
- 2 Labour
- 1 Liberal Democrat

Great Yarmouth Borough Council is due to confirm its appointment following a Council meeting on 12 June 2017. Norwich City Council has appointed a Labour member and all other District and Borough Councils have appointed Conservatives. Norfolk County Council has appointed 1 Conservative, 1 Liberal Democrat and 1 Labour member.

- 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.



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.

To help the Panel assess whether or not the balanced appointment objective has been met, the majority of appointed Members have completed a self assessment form to briefly outline the skills, knowledge and experience that they will bring to the Panel. A summary of those returns is set out here.

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



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

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

## **Panel Arrangements and Rules of Procedure - Review**

### **Suggested approach from Jo Martin, Scrutiny Support Manager**

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

## **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 ("the Act") introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly elected Police and Crime Commissioners.
- 1.2 The Act required the local authorities in each police force area to establish and maintain as a joint committee a Police and Crime Panel, and that all the local authorities must agree to the making of Panel Arrangements. During May and June 2017 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 to recommend any changes to constituent councils (all of which would need to agree any changes before these could be implemented). These are attached at **Annex 1** of this report. It is suggested that they are endorsed in their current form.
- 2.2 The Panel may also wish to review its Rules of Procedure, which includes a scheme for public questions. The current Rules of Procedure are attached at **Annex 2** of this report. It is suggested that they are endorsed in their current form.
- 2.3 The Panel is recommended to review and endorse the existing detailed guidance for handling complaints about the conduct of the Commissioner, which is attached at **Annex 3** of this report, and appoint Panel members to be involved in the process during 2017-18.

*The Panel has previously appointed both independent members and one other.*

- 2.4 The Panel will also wish to appoint members to be involved in the Complaints Policy Sub Panel during 2017-18. The previously agreed Terms of Reference for this Sub Panel are attached at **Annex 4** of this report. Existing Members suggested that this should be renamed, to ensure that it is clear this body is dealing with complaints policy only and not discussing individual PCC complaints. When it meets next, the Sub Panel will agree a timetable of informal meetings with OPCCN at which decisions about local implementation of the police complaints model will be discussed. No minutes will be taken. A summary of the Sub Panel's deliberations and conclusions will be reported to the Panel at a future meeting.

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

## 3.0 **Action**

- 3.1 The Panel is recommended to:

- 1) Endorse the existing Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the existing Rules of Procedure (at **Annex 2** of this report), including the scheme for public questions.
- 3) Endorse the detailed guidance for handling complaints about the conduct of the Commissioner (at **Annex 3** of this report), and appoint Panel Members to be involved in the process.

- 4) Appoint Panel Members to the Complaints Policy Sub Panel previously called the 'Complaints Handling Sub Panel', (at **Annex 4** of this report).



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

## **Norfolk Police and Crime Panel**

### **Panel Arrangements**

#### **1. Background**

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

#### **2. Functions of the Police and Crime Panel**

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

2.3 The PCP must

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

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

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

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

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

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

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

2.8 The PCP must:-

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

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

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

### **3. Operating Arrangements**

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

### **4. Financial Arrangements**

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



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

- 4.2 The Home Office funding includes a specified sum per member per annum to cover their expenses. Each local authority will pay the expenses of its own representatives and seek reimbursement from the County Council at the end of each financial year, up to a maximum of the specified sum.
- 4.3 The local authorities will establish a joint independent remuneration panel to consider whether a special responsibility allowance should be paid to the 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 Seconder's speech

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

#### 20.3.4 Content and length of speeches

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

#### 20.3.5 When a member may speak again

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

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

#### 20.3.6 Amendments to motions

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

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

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

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

#### 20.3.7 Alteration of motion

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

#### 20.3.8 Withdrawal of motion

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

#### 20.3.9 Motions which may be moved during debate

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

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

#### 20.3.10 Closure motions

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

5. To adjourn a meeting

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

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

20.3.11 Point of order

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

20.3.12 Personal explanation

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

**21. Minutes**

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

**22. Members' Conduct**

22.1 Speaking

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

22.2 Chairman Requiring Silence

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

22.3 Member not to be heard further

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

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

22.4 General disturbance

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

**23. Disturbance by the public**

23.1 Removal of member of the public

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

23.2 Clearance of part of meeting room

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

**24. Suspension and Amendment of Procedure Rules**

24.1 Suspension

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

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

#### 24.2 Amendment

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

### 25. **Adjournment of Panel Meetings**

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

### 26. **Questions from the Public**

- 26.1 The Agenda for ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel's Chairman on issues within the remit of the Panel.
- 26.2 The Agenda item will ordinarily allow no more than 30 minutes for this item, although the Chairman of the Panel may reduce or extend this at his discretion.
- 26.3 Anyone living, working or studying within Norfolk will be entitled to ask questions.
- 26.4 A questioner can submit one question at each ordinary Panel meeting, limited to a maximum of 100 words.
- 26.5 Notice of questions must be received by the Lead Authority for the Panel at least 10 working days before the ordinary meeting of the Panel is held.
- 26.6 Questions must:
  - a) relate to the Panel's role and responsibilities, and not be questions that:
    - i. should more appropriately be addressed to another party or organisation,

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

## **27. Interpretation**

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

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

## **1. Introduction**

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

## **2. Role of Police and Crime Panel under the Regulations**

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

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

## **3. Key concepts**

The legislation contains a number of key definitions:

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

the Panel to carry out the initial handling of complaints in consultation with a nominated member of the Panel. He can be contacted in the following ways:

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

By email: [opccn@norfolk.pnn.police.uk](mailto: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 Chief Executive of the PCC. This is why we recommend that your complaint is made directly to the Chief Executive.

## **10. Recipients' duties on receipt of a complaint**

### Direct complaints to the Panel

The Panel has a duty to ensure that it is kept informed of matters relating to the conduct of the relevant office holders which might give rise to a complaint and to provide the 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 Chief Executive 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.

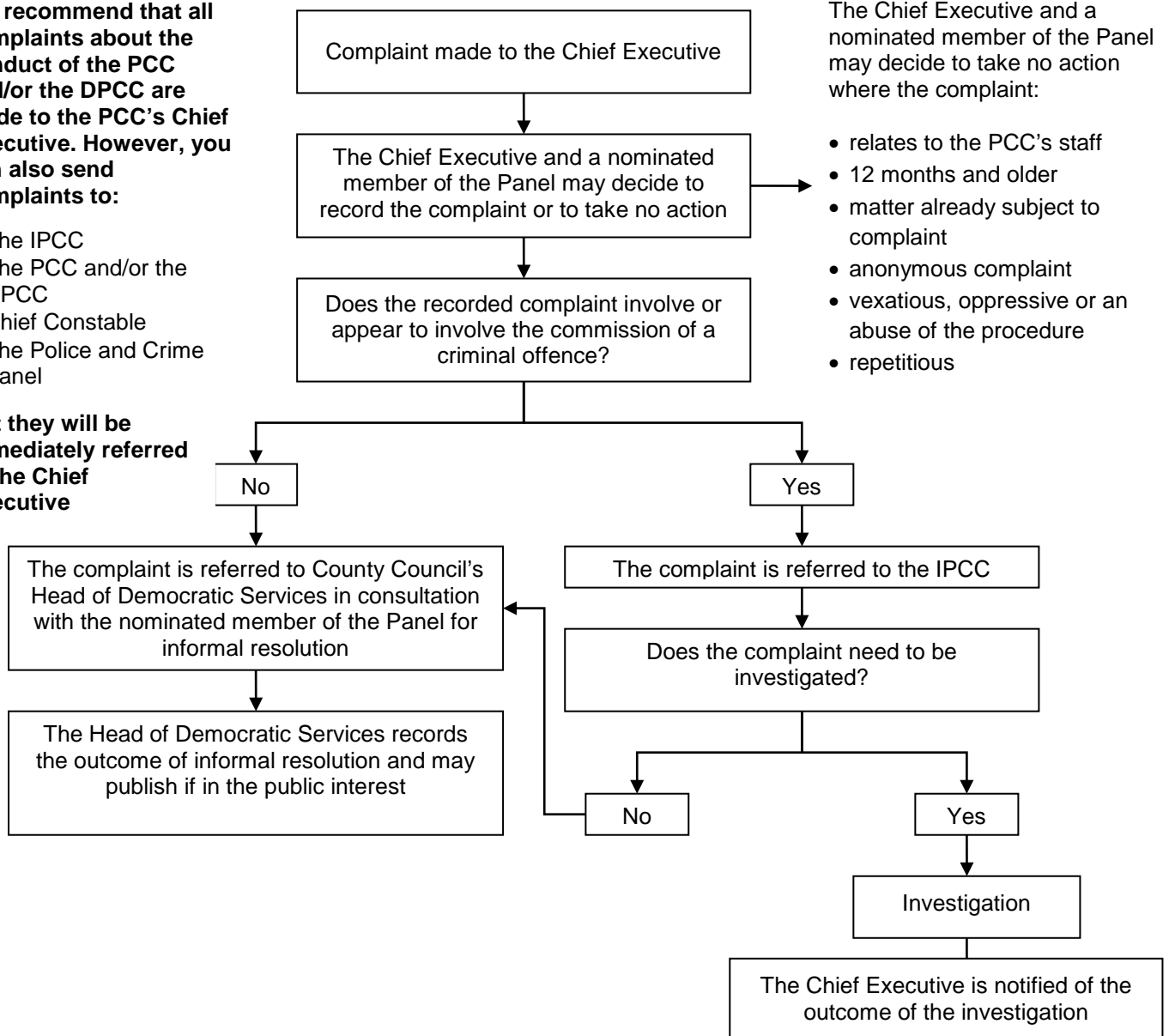


## Complaints about the Conduct of the Police and Crime Commissioner for Norfolk

**We recommend that all complaints about the conduct of the PCC and/or the DPCC are made to the PCC's Chief Executive. 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 Chief Executive**



The Chief Executive and a nominated member of the Panel may decide to take no action where the complaint:

- relates to the PCC's staff
- 12 months and older
- matter already subject to complaint
- anonymous complaint
- vexatious, oppressive or an abuse of the procedure
- repetitious

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

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

### **Issues and questions to be addressed**

#### Handling police complaints

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

#### Handling PCC complaints

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

### **Planned outcomes**

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

**Style and approach**

- Sub-Panel / Task & Finish Group meetings as required, following the timetable and publication of legislation and / or statutory guidance.
- Regular update reports and recommendations to be made to the PCP.

**Deadlines and timetable**

Depending on the timetable and publication of future legislation and / or statutory guidance, it is anticipated that the following interim reports will need to be made to the PCP:

2 February 2016 - suggested responses to the consultation on managing PCC complaints (deadline is 10 March 2016).

22 March 2016 - update

15 June 2016 – update

**Terms of reference**

**Agreed by sub-Panel / task and finish group**

**Endorsed by the PCP**

**Date**

19 January 2016

2 February 2016

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

### **Suggested approach from Jo Martin, Scrutiny Support Manager**

The Panel is recommended to:

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

#### **1. Background**

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

## **2. Purpose of today's meeting**

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the 2016-20 Plan.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** outlines the progress that has been made against the specific actions set within two of the police and crime plan priorities since its publication in March 2017:
  - a) Increase visible policing,
  - b) Prevent offending.
- 2.3 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 2.4 After the PCC has presented his report, the Panel may wish to question him on the following areas:

- a) Any areas of concern or innovation that the PCC wishes to highlight.
- b) The development of OPCCN's business delivery plan.

### Priority 1: Increase visible policing

- c) The impact of increasing numbers of policing volunteers on the levels of crime in Norfolk.
- d) Whether the public are using opportunities to engage with the PCC and police, and how those interactions are influencing the PCC.
- e) How development of positive relationships between communities, including young people, and police will be measured.
- f) The extent to which community views are influencing the development of local policing priorities
- g) Whether any new or emerging issues are being raised.
- h) Where communities are indicating increased public confidence and reduced fear of crime, and where they're not.

### Priority 4: Prevent offending

- i) The impact that ongoing partnership work is having on tackling all forms of abuse and violence.
- j) How the PCC is supporting the co-ordination and resourcing of partnership work and collaboration.
- k) The development of services for victims of domestic abuse and perpetrator programmes.

- l) The development of initiatives to tackle and reduce incidents of anti-social behaviour.
- m) The development of new initiatives to reduce overall levels of reoffending.
- n) How partnership approaches are enabling support for vulnerable young people to be prioritised, and the number of first time offenders to be reduced.

### **3. Action**

3.1 The Panel is recommended to:

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



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

**Office of the Police and Crime Commissioner**  
**Norfolk Police and Crime Plan 2016-2020**  
**Performance Monitoring Report**

**Summary:**

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

**1. Background**

- 1.1 The police and crime plan has been produced following a wide ranging public consultation during 2016. The plan covers a four year period until May 2020 but will be kept under review.
- 1.2 This is the first performance paper to be submitted to the Police and Crime Panel on this plan.

**2. Norfolk Police and Crime Plan priorities**

- 2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:
  - Increase visible policing
    - Increase the number of volunteers in policing
    - Increase opportunities for the public to engage with the police and the PCC
    - Bring the community, including importantly young people, and the police together to develop more positive relationships
    - Give people an opportunity to influence policing priorities where they live
    - Increase public confidence and reduce fear of being a victim of crime
  - Support rural communities
    - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
    - Increase confidence of rural communities
    - Increase levels of crime reporting in rural communities
  - Improve road safety
    - Tackle dangerous driving through education and enforcement
    - Reduce speeding in rural villages and communities
    - Reduce killed and serious injury collision's caused by the



Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

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

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

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

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

### **3. Monitoring progress against plan priorities**

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

#### 4. Progress to date

KEY: (OPCCN) Action for Office of the Police and Crime Commissioner (NC) Action for Norfolk Constabulary		
PRIORITY 1: INCREASE VISIBLE POLICING		
Strategic Objective	Action	Progress for Quarter 1 (Apr – Jun 2017) *performance measures will be provided annually
<i>SO1: Increase the number of volunteers in policing</i>	Support initiatives to increase volunteering in policing through the PCC's Early Intervention Fund (OPCCN)	The fund saw projects launched in 2016/17 including working with Special Constable who volunteer to support policing initiatives. Special Constables supported the Community Speed Watch schemes.
	Develop a Citizens in Policing command through the Norfolk 2020 review, publish a Citizens in Policing Strategy, increase engagement methods with diverse communities, realign and restructure the command in line with Force and PCC priorities (NC)	Community Safety and Citizens in Policing Command has now been established with objectives around increasing engagement with diverse communities and increasing the numbers of volunteers in policing.
	Increase the number of community volunteering schemes such as SpeedWatch and HomeWatch (NC)	Community Speed Watch has now been integrated within this Command and an increase from 660 to 758 schemes can be reported within the county. A further 18 volunteers are currently being vetted. HomeWatch is being rebranded to Neighbourhood Watch currently with 243 registered schemes and 255 coordinators countywide. Community Engagement Officers have the mechanisms to set up new schemes.
<i>SO2: Increase opportunities for the public to engage with the PCC and police</i>	Develop and implement a new communications strategy for the OPCCN, reflecting the priorities of the PCC (OPCCN)	New Communications Strategy has been published which supports the PCC in his pledge to be visible, accessible and accountable.
	Introduce a Tell Lorne email system to give the public direct and swift access to the PCC (OPCCN)	New email account has been set up and is monitored daily by the OPCCN staff <a href="mailto:telllorne@norfolk.pnn.police.uk">telllorne@norfolk.pnn.police.uk</a>
	Conduct county-wide consultation, engaging with all communities, on the Police and Crime Plan (OPCCN)	This is part of the new communications strategy and plan.

	Conduct comprehensive county-wide consultations annually to inform the setting of the police precept (OPCCN)	As above and during the last PCP precept public consultation 2,212 people took part in the 2017/18 survey either online or via hard copy.
	PCC to engage with frontline police across the county (OPCCN)	The PCC has undertaken several scheduled visits to liaise with frontline officers and staff but will also take every opportunity to conduct impromptu visits. Recent visits include Night Time Economy, Operation Gravity drugs warrant, Dogs Unit training day and Cadets event.
	PCC to attend, on occasion, meetings of Safer Neighbourhood Action Panels (SNAPs) and similar schemes (OPCCN)	Thetford, Kings Lynn and Sheringham SNAPs/resident group meetings attended by PCC and further visits will be planned throughout the duration of this plan. Part of communications plan moving forward will be to conduct PCC surgeries.
	Introduce community engagement officers in all policing districts (NC)	Seven Community Engagement Officers have been appointed to each of the policing districts within the County.
	Develop wider contact via the community engagement officers with community groups such as parish councils and under-represented groups (NC)	Community Engagement Officers have begun a comprehensive plan to engage with local communities including Parish Councils and underrepresented groups.
	Develop innovative ways of consulting the public using both traditional and electronic methods such as social media surveys (NC)	Engagement officers are now using social media in a different number of mediums to communicate with the public. Norwich engagement officer has been conducting a pilot of a new innovative way to survey public opinion of policing priorities.
	Develop a local policing engagement strategy as part of the wider Citizens in Policing agenda (NC)	Local policing engagement strategy has been implemented and sets out how Local Policing command will effectively engage with Norfolk residents. Key aims are to actively engage with the public, utilise digital technology to reach a wider audience, ensure officers and staff have a clear understanding of expectations, actively engage with partners, and act on feedback to ensure the needs of service users are met.
	Provide more opportunities for the Independent Advisory Group (IAG) members to be involved in local	The IAG has been considerably reinvigorated following the appointment of a number of new

	policing, including the Ethics Committee, selection processes, observations on safeguarding decisions, becoming part of the Stop Search Scrutiny Panel and developing relationships with district commanders on operational issues (NC)	members. Whilst the IAG is an OPCCN body, the Constabulary has been working in partnership to develop what is considered a vitally important part of public engagement. The IAG is now involved in the chairing of the Ethics Committee, actively involved in selection of Direct Entry Fast Track police officers and internal promotion processes. IAG also support lay observation of policing legitimacy and scrutinise use of coercive powers such as Stop and Search. Integration between District Commanders and local IAG is continuing.
<i>SO3: Bring the community, including importantly young people, and the police together to develop more positive relationships</i>	Create and manage a youth commission to give young people a greater say on police and crime issues (OPCCN)	Youth Commission set up in May 2017 and opening event attended by both the PCC and Chief Constable.
	Continue with the development of the Safer Schools Partnership, including delivery of key packages in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation (NC)	Safer Schools Partnership is now an integrated part of the Community Safety and Citizens in Policing Command. Additional resources have been identified to develop the partnership further with Short Stay Schools, where we consider many of the most vulnerable young people to be, and Primary Schools to capture children at an earlier age.
	Enhance operational effectiveness and partnership with the early help hubs across the county (NC)	Norfolk Constabulary is represented on the Early Help Improvement Board chaired by the Early Help Assistant Director in the County Council. Each Local Council District is engaged with plans to progress the development of Early Help Hubs through their District Commander and Operational Partnership Team (OPT) lead and all are at various stages of development. The Constabulary Early Help strategy is in the final stages of development and links directly with the Local Authority Early Help Offer. The Early Help resource within the Multi-Agency Safeguarding Hub (MASH) is also under review and being expanded to ensure appropriateness of response upon receipt of referrals.
	Explore expansion of the cadet scheme, and co-operation and joint initiatives with other emergency	Norfolk Volunteer Police Cadet Scheme is now fully integrated within the Community Safety and

	service cadet schemes (NC)	Citizens in Policing Command. The constabulary have introduced a Cadet Unit in Norwich with a further four planned for implementation this summer. National funding has been secured to support the delivery of these new schemes and they are now exploring joint initiatives with other Emergency Service Cadet schemes.
	Participate in the youth parliament (NC)	The Constabulary is currently undertaking a review into how they best support the Youth Parliament.
<i>SO4: Give people an opportunity to influence policing priorities where they live</i>	Increase outreach to the wider community through public meetings and ensure public awareness of the Police Accountability Forum (OPCCN)	Police Accountability Forums have been scheduled throughout the county during the evenings followed by a public Question & Answer session with both the PCC and the Chief Constable. To date 172 people have attended the PAF events.
	Encourage a safer neighbourhood action panel or equivalent approach in all districts, specific to the needs of the community (NC)	The Constabulary is conducting a review of Community Engagement processes concurrently with the introduction of the Engagement Officers. The pilot in Norwich for neighbourhood priority setting has seen encouraging results. Further engagement to be developed making best use of social media and technology whilst maintaining a traditional face to face meeting structure, supplemented by community and parish surgeries.
	Support the OPCCN in its development of the Police Accountability Forum (NC)	The Police Accountability Forum has been developed as a strategy to ensure that a medium exists where the Police and Crime Commissioner can hold the Chief Constable to account for the delivery of policing objectives in a public forum.
	Further develop a partnership approach with key stakeholders within local policing and specifically with minority groups (NC)	The revised Community Safety and Citizens in Policing Command Diversity Team is working with local policing districts to develop more effectively minority group engagement through neighbourhood policing. The team has also developed more effective tension monitoring processes, to allow the Constabulary to respond more appropriately to matters that affect minority groups and those with protected characteristics.

<i>SO5: Increase public confidence and reduce fear of crime</i>	Implement the recommendations of the Norfolk 2020 review into local policing, particularly with regards to safer neighbourhood development (NC)	Norfolk 2020 has established an Implementation Board, chaired by the Deputy Chief Constable to oversee the implementation of what will be at least a two year programme of change. This meets monthly and currently has over 30 individual work streams relating to the 2020 review. Beneath this programme board are a number of working groups driving forward various aspects of the programme. Business cases with detailed cost and benefit analysis are being prepared for formal sign off, implementation is due in the autumn and appropriate communications and plans are being drawn up in line with the recommendations of the review.
	Review the complaints reduction strategy (NC)	The strategic profile for Professional Standards is currently under review which outlines a number of key aspects such as the highest categories of complaints, any trends and the circumstances of complaints. This is used to assist with future training of staff and community engagement.
	Further develop initiatives, such as Operational Randall, in order to address areas of concern and particularly rural crime issues (NC)	The Constabulary in partnership with the OPCCN launched a new Rural Policing Strategy following the PCCs Rural Crime Summit in October 2016. The strategy is supported by an action plan to ensure delivery of strategic intentions and objectives. Renewed launch of Operation Randall to support the strategy includes increasing dedicated Special Constables from 8 to 23 working on Rural Crime.
<b>PRIORITY 4: PREVENT OFFENDING</b>		
<i>SO12: Tackle all forms of violence and abuse</i>	Hold a multi-agency conference on child sexual exploitation to explore ways to improve the Norfolk response (OPCCN)	The 'Mind the Gap' Child Sexual Exploitation Conference was held in autumn 2016 and attended by 110 professionals from statutory, private and third sector organisation including neighbouring counties. The theme was digital media and how children and young people may be targeted through a variety of digital platforms. Best practice

		was shared with delegates as well as opportunities for delegates to network and participate in presentations through digital media.
	Develop a multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund (OPCCN)	Partnership bid with OPCCN as lead in partnership with Sue Lambert Trust, Leeway Domestic Violence and Abuse Services and Norfolk and Suffolk Foundation Trust submitted to Home Office in March 2017. Aim of project is to enhance specialist mental health provision for survivors of sexual/domestic abuse within Norfolk, including historic cases by providing early intervention with the right support at the right time. Due to purdah Home Office have not announced fund decisions and results expected post June 2017.
	Support County Community Safety Partnership campaigns such as 'I walked away' (NC)	County Community Safety Partnership projects are managed through the Domestic Abuse and Sexual Violence Board which is attended by the Head of Safeguarding. Links between campaign leads and the Constabulary Communications Department are already established and support has been provided to the most recent Domestic Abuse Campaign ( <i>I Walked Away</i> and <i>It is Abuse</i> ). This support will continue but resources to support partnership campaigns is an issue being repeatedly raised at the Public Protection Forum.
	Work with the Eastern Region Specialist Operations Unit (ERSOU) in tackling of Organised Crime Groups (OCGs) operating within Norfolk (NC)	The Constabulary works with Prison Liaison Officers based in ERSOU and the Integrated Offender Management team to actively manage Life Time Offender Management through the Organised Crime Groups Meeting process.
	Work to implement initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio (NC)	The Constabulary has established regular meeting with the National Police Chiefs Council (NPCC) Staff Officer to ensure awareness locally of national work streams and local pilots regarding the National Child Abuse and Protection portfolio. Most recent examples of these are the Lucy Faithful Foundation <i>Stop It Now</i> campaign and the work to ensure



		timely dissemination of Child Exploitation and Online Protection Centre (CEOP) referrals to forces for action and enforcement.
	Continue to work with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect (NC)	Norfolk Constabulary has representation on the Norfolk Safeguarding Children Board (NSCB) at senior management level and also represented at every NSCB sub group. The Child Sexual Abuse (CSA) Working Group is chaired by the Constabulary and has developed the NCSB's CSA strategy. This working group provides support to the NSCB and its member bodies with an implementation action plan seeking to develop services centred on Leadership, Practice, Awareness Raising and Training & Development.
	Continue to work with the Norfolk Safeguarding Adults Board in the delivery of the Business Plan (NC)	Norfolk Constabulary is represented on the Safeguarding Adults Board and the Head of Safeguarding currently chairs the Business Group which is responsible for the delivery of their business plan and co-ordinates activity between existing sub groups and Local Safeguarding Adult Panels. A strong focus of the board is on the commissioning of Safeguarding Adult Reviews (SARs).
<i>SO13: Reduce the number of domestic abuse incidents</i>	Hold a domestic abuse symposium to develop a shared understanding of the root causes of domestic abuse that should be prioritised through future action (OPCCN)	Symposium held last summer which focused on young people, perpetrators and reducing the number of people being subjected to Domestic Abuse. Event was attended by specialist service providers, statutory agencies and voluntary services.
	Develop, commission and roll out domestic abuse perpetrator programmes (OPCCN)	The OPCCN is working with the Domestic Abuse and Sexual Violence Partnership Perpetrator sub-group to develop programmes in the county and with the Walking with the Wounded Charity to co-fund two programmes for veterans.
	Continue to explore engagement methods with victims of domestic abuse to better understand the root causes of abuse (NC)	A survivor panel has been established between Victim Support Service (VSS) and Norfolk Constabulary which meets quarterly. A number of

		domestic abuse survivors attend to discuss police response and assist with any views on service delivery methods. Most recently the group were asked to provide views on lack of engagement and also comment on the Domestic Abuses refresher training package being rollout out to officers.
	Support the implementation of domestic abuse perpetrator schemes (NC)	Norfolk Constabulary has chaired the Domestic Abuse Perpetrator Scheme. Two pilots of <i>Caring Dads</i> have been implemented in Great Yarmouth (funded by OPCCN and Norfolk Constabulary) with limited results (although of note this is a child centred fathering programme rather than a Domestic Abuse perpetrator programme per se). Attempts have been made to try and encourage the use of the Building Better Relationships (BBR) programme for those who have been cautioned for a first offence – this was an early pilot but there was no interest from those arrested and there is no mandatory element to them undertaking the course). Currently a pilot is being run in the west of the county, focuses on two families where Domestic Abuse is repeated. Localised problem solving meetings are being held to identify and address triggers.
	Continue to explore in conjunction with the OPCCN multiple contact with victims of domestic abuse to streamline processes and provide a more enhanced service (NC)	Multiple contacts with victims of domestic abuse has been raised by the Head of Safeguarding to the OPCCN as an issue following the recruitment of additional case investigators in the Multi-Agency Safeguarding Hub (MASH) and the continuing funding of Victim Support Services to contact Domestic Abuse victims.
<i>SO14: Continue to work in partnership to tackle anti-social behaviour</i>	Fund and support the development of a graffiti wall to engage and divert young people into positive activities (OPCCN)	The Graffiti Wall project is now complete and feedback from the young people involved has been very positive, including Police Cadets.
	Develop initiatives where appropriate in conjunction with the Evidence-Based Policing and OPCCN Early Intervention Fund (NC)	The Constabulary has successfully completed a number of applications to the Constabulary Evidence Based Policing Fund and OPCCN Early

		Intervention Fund, such as tackling street drinkers in Thetford and a campaign to target and educate beggars in Norwich.
	Work in partnership with agencies to develop initiatives to reduce incidents of ASB (NC)	The District based Operations Partnership Teams (OPT's) continue to work with partners to reduce incidents of Anti-Social Behaviour. More recently the OPTs have been instrumental in utilizing new legislation in conjunction with the Local Authority to more effectively target those who cause the most harm to our communities.
	Continue to work with partners to explore new legislation to tackle offending (NC)	The Constabulary is exploring new legislation to tackle ASB, and as such, has implemented a number of civil orders under the Anti-Social Behaviour, Crime and Policing Act 2014. These have included Criminal Behaviour Orders, Public Space Protection Orders and the use of Dispersal Powers.
	Develop the roll out of the positive vouchers scheme (NC)	The positive vouchers scheme has been piloted in Breckland District with good results. It was established that the scheme was problematic due to relying on one person; the scheme is now being revitalised to be incorporated into daily business with local policing supervisors having an overview of the scheme.
<i>SO15: Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses</i>	Develop and implement a criminal justice strategy setting out the PCC's priorities (OPCCN)	The PCC is now Chair of the Norfolk and Suffolk Criminal Justice Board and the OPCCN is working with the Board's support staff to devise a new strategy wider a wider focus including prevention of offending and rehabilitation.
	Implement a prevent of offending strategy (OPCCN)	The Norfolk Prevention of Offending strategy has now been published and an associated delivery plan developed.
	Develop and implement a restorative approaches strategy in partnership with the county Restorative Approaches Board (OPCCN)	The Head of Rehabilitation is currently working the Restorative Approaches Board and lead for the County Council to develop the county wide strategy.

	Implement the Gateway to Employment action plan (OPCCN)	The action plan is being delivered and the GtoE Board is on target to meet its aim of offering 100 opportunities in a two year period. Since the launch of GtoE 28 people with offending histories have found employment through the scheme.
	Support and commission the Rescue Rehab Project (OPCCN)	Two tranches of the project have now been run at Norwich Prison and funding is now being sought to extend the project and the number of beneficiaries.
	Commission a community chaplaincy scheme for Norfolk (OPCCN)	The scheme is now operational – further info to follow.
	Establish a court mentor scheme to support people to lead law abiding lifestyles and reconnect families to their communities and services (OPCCN)	The scheme is fully operational – further info to follow
	Review and develop the 180 Degree Scheme in Norfolk (NC)	The Norfolk and Suffolk Integrated Offender Management (IOM) scheme has continued to develop from an acquisitive crime based scheme to one focused on threat, risk and harm. The evidence shows IOM is effective in working with offenders whose chaotic lifestyles drive their offending. Work is continuing to consider how identified Domestic Abuse offenders can be effectively managed through the IOM approach.
	Implement the new approach to managing registered sex offenders across local policing (NC)	The Constabulary has recently piloted a new approach to managing registered sex offenders, which has ended with some positive feedback from those involved and it, will now be rolled out across other Local Policing Commands.
	Support the introduction of the Women of Norfolk Diversion, Engagement and Rehabilitation Programme (NC)	Meetings regarding the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation Project (WONDER) have been held with the project lead at the OPCCN to ensure links with the project are established.
<i>SO16: Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people</i>	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)	Research and scoping for the PCC led Operation RESPECT programme is now being undertaken by the OPCC's new Engagement Officer. Work will be done with the OPCC's Youth Commission to ensure the programme meets the needs of children and

		young people will be effective in making them more resilient to victimisation and offending.
	Reduce the number of first-time entrants into the criminal justice system by developing a triage system (NC)	Norfolk Youth Offending Team (NYOT) in conjunction with Norfolk Constabulary introduced a tiered triage scheme 'Challenge for Change C4C' in June 2015. The programme is designed to screen all young people on the verge of receiving a first youth caution and referring, as appropriate, to Norfolk YOT for the direct and indirect provision of 'early help' and intervention services with the aim of reducing the number of children entering the criminal justice system in Norfolk for the first time. The March 2017 performance report illustrates a decrease in Norfolk since the introduction of the triage scheme by 38.8%. Norfolk's performance is better than national comparators but remain above the regional figures.
	Support evidence-based funding for initiatives targeting young people at risk of reoffending (NC)	The Safer Schools Partnership team have applied for Home Office funding to deliver a play to all Norfolk high schools in relation to drugs, violence, and child sexual exploitation and to reduce victims/perpetrators regarding Operation Gravity.
	Continue to maximise the work of the Liaison and Diversion Teams within each Police Investigation Centre (NC)	The Liaison and Diversion Team will shortly move to a further extended service to continue and maximise its work in custody. Practitioners will work from 0800 – 1900hrs, seven days a week and will also cover courts. Trials have been running at Wymondham Police Investigation Centre (PIC) with longer shifts to see what times are key around virtual courts.
	Introduce a protocol to reduce criminalisation of young people that are looked after (NC)	Norfolk Constabulary is committed to reducing criminalization of young people that are looked after. A force wide Children in Care action plan is in place, and a joint protocol to reduce offending and criminalisation of look after children has been completed and implemented by Children's Services.

**5. Background**

5.1 There are no implications for the Police and Crime Panel

**6. Financial Implications**

6.1 There are no financial implications.

**7. Recommendations**

7.1 The Panel is recommended to consider the information contained within this report.

## Office of the Police and Crime Commissioner for Norfolk – Commissioned Services

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

The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.

#### 1. Background

- 1.1 The PCC for Norfolk (through OPCCN) commissions services, projects and interventions to protect the vulnerable, prevent and reduce crime across the county and support victims to cope and recover from their experiences and thrive.
- 1.2 At the Panel's April 2017 meeting, the PCC provided an update on the performance of services and interventions funded during 16/17. In addition, he provided an overview of his long-term commissioning intentions to support the delivery of the 2016-20 Police and Crime Plan, published in March 2017.
- 1.3 The 2017/18 commissioning budget is approximately £1.5 million.

#### 2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to allow the Panel to consider an update from OPCCN, specifically about the performance of victim's services commissioned during 2016-17.
- 2.2 The attached report at **Annex 1** explains the type of support provided by each commissioned service and the outcomes for victims, reflecting OPCCN's annual data return to the Ministry of Justice. It also describes projects currently being developed.
- 2.3 The Commissioner will attend the meeting to answer the Panel's questions and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:
  - a) The range of victim's services commissioned during 2016/17.

- b) Whether the number of referrals and supported cases is showing an increasing need for victim's services, year on year.
- c) The capacity of commissioned services to provide specialist support for rising numbers of clients and the impact of lengthy waiting times.
- d) How service users are encouraged to provide feedback, and whether satisfaction levels during 2016-17 compares favourably to previous years.
- e) How victim's commissioning in Norfolk compares to other parts of the country.
- f) The services that are continuing to receive funding during 2017/18 and why.
- g) The services that are no longer receiving funding and why.
- h) Projects currently under development.

### **3. Action**

#### **3.1 The Panel is recommended to:**

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.



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.



## **OPCCN Commissioning – Victim’s Commissioning 2016/17**

Dr Gavin Thompson – Director of Policy and Commissioning

The Panel note the outturn data for Victim’s Services Commissioning for 2016/17, including the numbers of people supported by services funded by the Office of the Police and Crime Commissioner for Norfolk (OPCCN), the type of support that was provided and the outcomes for the victims.

<b>1.</b>	<b>Background</b>
1.1	In 2016/17 the OPCCN provided a range of specialist and non-specialist victim’s services across Norfolk, using funding from the Ministry of Justice and additional funding from the OPCC general commissioning budget to enhance provision to meet needs.
1.2	This report provides a summary of each commissioned services and delivery and outcome data for 2016/17 as returned to the Ministry of Justice.
<b>2.</b>	<b>Summary of Commissioning Services and Delivery and Outcome Data for 2016/17</b>
	<b><u>Initial Referral and Needs Assessment Services for Victims of Crime</u></b>
2.1	<p><b>Victim Support - £359,367</b></p> <p>The service provides initial assessments of need and where relevant an onward referral for all victims of crime in Norfolk; both reported and unreported.</p> <p>The majority of referrals to the service are crimes reported to Norfolk Constabulary and come via a daily Automated Data Transfer (ADT).</p> <p>The type of response is based on crime type and the vulnerability of the victim, with serious crimes and vulnerable victims receiving an enhanced service.</p> <p>In 2016/17:</p> <ul style="list-style-type: none"> <li>• 28,624 referrals were processed</li> <li>• 21,665 cases were created, 6,310 enhanced and 15,355 standard</li> <li>• 4,142 assessments completed</li> <li>• 1,712 cases were supported</li> <li>• 1,232 victims received in depth support including advocacy and emotional support</li> <li>• 2,205 services were delivered</li> <li>• 3,095 needs were met</li> <li>• Self-referrals increased to 14% of total referrals</li> <li>• 95% of victims were satisfied with the service delivered</li> <li>• 0 complaints were received.</li> </ul>

	<b><u>Services for Victims of Sexual Violence</u></b>
2.2	<p><b>SUE LAMBERT TRUST – £98,000</b></p> <p>Specialist support to victims of specific offences including childhood sexual abuse, rape, sexual assault and domestic violence.</p> <p>Support comprises a combination of:</p> <ul style="list-style-type: none"> <li>• one to one counselling for men, women and children aged 11 and over who have experienced sexual or domestic violence or abuse.</li> <li>• short and long term counselling based on the needs of the client</li> <li>• support groups facilitated by trained workers for women aged 18 and over who have experiences of childhood sexual abuse (CSA)</li> <li>• a (new) group for male survivors of CSA</li> <li>• top-up session for clients on the waiting list who are in crisis</li> <li>• telephone service offered on an as needed basis to all clients, mostly through regular calls (every 8-10 weeks) with people on the waiting list for counselling</li> <li>• practical advice and support including client referrals to other agencies such as Julian Support who have a specialist worker based at the Sue Lambert Trust.</li> </ul> <p>The OPCC funds over 25% of Sue Lambert Trust's core costs for delivering services to victims. The data below is for the whole service.</p> <p>At the end of 16/17 196 clients were receiving weekly counselling, of whom 24 were active with the short-term counselling service and 172 active with the long-term counselling service</p> <p>Although more services than ever before were delivered in 2016/17, the demand for services was higher than ever with 658 people making first contact with the Sue Lambert Trust in 2016/17, an average of 13 a week. This means that despite the increase in sessions, the waiting list has increased and not been reduced.</p> <p>Currently there are approximately 396 clients waiting with 87 booked in for initial assessments. Realistically, most of these clients will be waiting between 12 and 18 months for a service.</p>
2.3	<p><b><u>Support for Victims of Historic Child Sexual Abuse – Victim Support - £30,000</u></b></p> <p>Support for victims of historic cases of sexual violence, including emotional, practical and advocacy support to victims waiting for a full therapeutic intervention from the Sue Lambert Trust. The support was in the form of face to face or telephone contact and ceased once the client had returned to Sue Lambert Trust for support.</p> <p>During 2016/17:</p> <ul style="list-style-type: none"> <li>• there were 130 referrals to support clients on the Sue Lambert waiting list, 26 men and 104 women.</li> </ul>

	<p>At the end of the Project (March 17) there were 70 ongoing cases...</p> <ul style="list-style-type: none"> <li>• 44 cases offered support by Victim Support Core Services.</li> <li>• 20 declined support from Victim Support Core services – cases closed and Sue Lambert Trust notified.</li> <li>• 6 did not respond to project closing letter – cases closed and Sue Lambert Trust notified.</li> <li>• Additional Funding was issued to Sue Lambert Trust to extend core services to support victims of historic child sexual abuse.</li> <li>• 7 clients were reassessed, re-prioritised and offered counselling form Sue Lambert Trust.</li> </ul>
	<p><b><u>Services for Victims of Domestic Abuse</u></b></p>
2.4	<p><b>Independent Domestic Abuse Advocacy Service (IDVA) – Leeway Domestic Abuse and Sexual Violence Service - £337,171</b></p> <p>The IDVA Service, which covers the whole county, is co-located in the Multi Agency Safeguarding Hub (MASH), supports high risk victims of domestic violence and comprises 10 IDVAs and 1 IDVA Manager. The IDVA Service covers an age range of 16 years and above and is available to both men and women.</p> <p>In 2016/17 the service:</p> <ul style="list-style-type: none"> <li>• received 1955 referrals (up from 1702 from 2015/16), including 1021 high risk victim referrals</li> <li>• engaged with 71% of clients referred</li> <li>• participated in 243 Claire's Law Disclosures</li> <li>• Leeway secured Leading Lights accreditation.</li> </ul>
2.5	<p><b>Standard and Medium Risk Domestic Abuse Triage Service – Victim Support - £47,759</b></p> <p>The service is an enhancement of the general assessment and referral service provided by Victim Support, including an enhanced contact methodology, and constitutes a specialist domestic abuse gateway and triage services for standard/medium risk victims of domestic abuse. The service is aimed at males and females aged from 18 years to 74 years.</p> <p>Analysis shows that increasing attempts to contact victims via telephone has leads to increased take up of service by standard and medium risk victims.</p> <p>In 2016/17 the service:</p> <ul style="list-style-type: none"> <li>• had over 3500 referrals</li> <li>• conducted over 1500 needs assessments</li> <li>• made over 600 follow on referrals for further support</li> <li>• gave safety advice to over 2000 clients.</li> </ul>

2.6	<p><b>Enhanced Support for Children and Young People Experiencing Domestic Abuse – Victim Support - £30,000</b></p> <p>A service supporting children and young people aged 4-18 years affected by domestic/relationship abuse across Norfolk. Delivered by three specialist workers based in the areas of Norwich, Kings Lynn and Great Yarmouth.</p> <p>Support is through:</p> <ul style="list-style-type: none"> <li>• Face to Face sessions</li> <li>• Group sessions - through schools programme.</li> </ul> <p>In 2016/17:</p> <ul style="list-style-type: none"> <li>• there were approximately 250 referrals to the service</li> <li>• the average length of support was between 3 and 6 months</li> <li>• 19 educational sessions were delivered.</li> </ul>
2.7	<p><b>Domestic Abuse Co-ordinators – £75,142</b></p> <p>The OPCC jointly funded, with Norfolk County Council Children's Service, three co-ordinators during 2016/17, who established, trained and maintained a network of 500 Domestic Abuse Champions. The champions work across the public and other sectors and are a first point of contact for people suffering from domestic abuse and provide a referral mechanism into more specialist support agencies. The Domestic Abuse Champions are integral to the strategy of increasing disclosure of victimisation and plans for 2017/18 are to focus on the education and health sectors where signs of abuse are more identifiable.</p>
2.8	<p><b>Domestic Abuse Support Services in West Norfolk – Pandora Project - £46,776</b></p> <p>Pandora provides advocacy, advice, support and information to victims of domestic abuse in West Norfolk, including one to one support around domestic abuse issues, which may be current or historic.</p> <p>In 2016/17 Pandora Project:</p> <ul style="list-style-type: none"> <li>• delivered the Freedom Programme to 48 clients</li> <li>• delivered the Escape the TRAP (Teenage Relationship Abuse Programme) to 25 young people from Terrington Primary School, including 5 children on a 1-2-1 basis</li> <li>• provided support to 99 adult clients on a 1-2-1 basis</li> <li>• provided support to 97 child clients.</li> </ul> <p>At the end of the support period:</p> <ul style="list-style-type: none"> <li>• 94% clients said they felt improved confidence and self-esteem</li> <li>• 91% clients said they felt more confident in keeping themselves safe</li> <li>• 85% clients said they relied less on other specialist services</li> <li>• 92% clients had improved mental and physical health</li> <li>• 98% clients said they had a better understanding of healthy relationships</li> </ul>

	<ul style="list-style-type: none"> <li>• 81% clients were less reliant on drugs and alcohol</li> <li>• 79% clients said they felt more connected to their community.</li> </ul>
	<b><u>Services for Victims of Child Sexual Abuse</u></b>
2.9	<p><b>Support for Victims of Child Sexual Abuse – Fresh Start New Beginnings - £20k (covering a 3 month period)</b></p> <p>FSNB works through Norfolk, Suffolk and North Essex and provide therapeutic support for children and young people up to the age of 18 years, male or female who have reported being sexually abused and to their families.</p> <p>Their aim is to help children and young people make sense of the confusion they feel and to teach them coping strategies to deal with the difficulties they face. The majority of children/young people are between the ages of 7-15 years.</p> <p>Support is through 1-2-1 sessions for children and family sessions supporting parents and siblings.</p> <p>In 2016/17 the service:</p> <ul style="list-style-type: none"> <li>• supported 11 children and young people, referred from the Sexual Assault Referral Centre, with therapeutic treatment</li> <li>• worked with the children and young people being supported to develop their own individually tailored Treatment Plan.</li> </ul>
	<b><u>Victim Lead Restorative Justice Services</u></b>
2.10	<p><b>Norfolk and Suffolk Restorative Justice Service – Victim Support - £10,000</b></p> <p>The service is open to all victims regardless of crime type. Victims are able to self-refer or be referred by the police or other agencies. In addition the service works with police data to identify potential cases which might benefit from RJ to discuss with the officer dealing with the case.</p> <p>This Restorative Justice Service enables victims of crime to state directly to the offender how they have been harmed by their actions and what can be done to repair the harm. It gives the offender the opportunity to acknowledge and address that harm and to take steps to change their behaviour. This service supports and complements other victim services being delivered under the Victim's Code by Victim Support and the Norfolk and Suffolk Police and Crime Commissioners.</p> <p>In 2016/17 outcomes were limited due to low take up for the service. In total:</p> <ul style="list-style-type: none"> <li>• 41 victims were given initial information about Restorative Justice</li> <li>• 10 victims took up the offer of service and preparation for a Restorative Justice intervention was carried out</li> <li>• 2 cases were in progress.</li> </ul>

<b>3.</b>	<b>Current Activity and Projects in Development</b>
3.1	<b>Victim Care Hub:</b> The OPCCN is working with the Office of the Police and Crime Commissioner for Suffolk and the current supplier, Victim Support, to redesign the current Victim's Assessment, Referral and Support Service. The new operating model will be based on a shared Victim Care Hub, with improved self-service through digital channels, stronger case management and improved victim advocacy and improved referral into specialist services.
3.2	<b>Hidden Victims Fund:</b> The OPCCN is currently devising the criteria for a new three year fund to support "hidden victims" of crime, including modern slavery, human trafficking and hate crime to support and encourage them to come forward and disclose these crimes and receive the support they need. The fund, which will total £450k over three years, will be based on an open call for innovative programmes and launched in the summer.
3.3	<b>Integration of Domestic Abuse Triage Service into the Multi Agency Safeguarding Hub (MASH):</b> The service, which is currently operated from Victim Support's offices in the centre of Norwich, will be redesigned and integrated into the MASH to reduce multiple contact with victims from different agencies, enable specialist victim support workers to support case investigators, and enable a more consistent and specialised service to victims at the earliest point.
3.4	<b>Housing and Homelessness Summit – Autumn 2017:</b> The Police and Crime Commissioner will be hosting a Housing and Homelessness Summit in the Autumn, involving housing strategists, providers and criminal justice agencies to explore and find solutions to current housing related issues that are adversely affecting vulnerable people, victims and offenders.
3.5	<b>Sexual Violence Needs Assessment:</b> The OPCC is currently working with the Domestic Abuse and Sexual Violence Board (DASVB) and specialist domestic abuse providers in the county, to carry out a comprehensive assessment of the needs of sexual violence victims in the county, with the overall aim of integrating service delivery, strengthening referral pathways and increasing provision through joint commissioning across the health and criminal justice sectors.



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.

## Complaints Monitoring Report

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

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

#### 1. Background

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

#### 2. Purpose of today's meeting

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

#### 3. Ongoing complaints relating to the PCC

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

- **Complaint 2 – Dated: 11 January 2017**

The complainant asserted that the PCC had not provided an adequate response to their repeated requests for assistance.

It was determined that there was no conduct issue to address in relation to the PCC. The complainant was reminded of steps that had been taken to help resolve the matter and advised that no further action would be taken.

**Completed.**

#### 4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report (February 2017), five FOI (Freedom of Information) requests have been received and no internal reviews have been requested. The main themes of the FOI requests are:
- Police National Computer / Unlawful Access
  - College of Policing Consultation Response
  - Illegal Hunts – Use of Dogs
  - Illegal Hunts – Use of Dogs (revised request)
  - Commissioned Services for Survivors of Domestic Violence and Abuse
- 4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

#### 5. Complaints and FOI requests relating to the Panel

- 5.1 Norfolk County Council's Head of Democratic Services has confirmed the following update in relation to ongoing complaints to date:

• **Complaint 2 – Dated: 26 January 2017**

The individual wished to complain that they had been denied the right to generally address the Norfolk Police and Crime Panel during a public meeting, having been advised that there was no provision to do so.

Having reviewed ongoing correspondence with the complainant, Norfolk County Council's Complaints Team confirmed with the complainant that they had been correctly advised and that the Council would not respond further on the matter.

**Completed.**

- 5.2 As background information for the Panel, Norfolk County Council's Head of Democratic Services has also confirmed that since the Panel's last monitoring report (November 2016), two FOI requests have been received. The main themes of the FOI requests are:
- Access to copies of PCP agenda and minutes
  - Access to copies of PCP Complaints Handling Sub Panel agenda and minutes

#### 6. Action

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



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



## Information bulletin – questions arising to the PCC

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

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

#### 1. Background

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

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

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

##### a) Decisions taken

All decisions made by the PCC, except those containing confidential information, are recorded and published on his website. Decisions made by the PCC, up until 9 June 2017, are listed at **Annex 1** of this report.

##### b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 9 June 2017, are listed at **Annex 2** of this report.

##### c) Police Accountability Forum meetings

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

##### d) Norfolk and Suffolk Collaboration Panel meetings

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

services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 4 April 2017 and 19 June 2017:

Date	Activity
11 <sup>th</sup> April 2017	Visit of Home Secretary, Amber Rudd to OPCCN
26 <sup>th</sup> April 2017	Young Driver Focus Conference and Award Ceremony, London
26 <sup>th</sup> April 2017	Meeting with Damien Hinds MP, Minister for Employment, London
17 <sup>th</sup> May 2017	Norfolk and Suffolk Criminal Justice Board, Suffolk

- f) Audit Committee


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

### 3. Suggested approach

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

#### 4.0 Action

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

	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.
---	---

## PCC's Decisions

(Decision 2017-01 not published)

### **Independent Custody Visiting Association membership**

*Decision 2017-02*

The PCC agreed to subscribe to the Independent Custody Visiting Association for the period 2017/18 at a cost of £840.

(Decisions 2017-03 and 2017-04 not published)

### **Norfolk County Council Children's Services - Domestic Abuse Co-ordinators (including grant variation)**

*Decision 2017-05*

The PCC approved grant funding to support this joint project with Norfolk County Council which has been running since 2015.

### **Funding for Court Mentor**

*Decision 2017-06*

The PCC agreed to employ a court mentor at Norwich Magistrates' Court as part of the Gateway to Employment scheme.

### **WONDER (Women of Norfolk Diversion Engagement and Rehabilitation) Project**

*Decision 2017-07*

The PCC agreed to provide Julian Support with £101,753 funding over one year to operate the WONDER scheme in partnership with the Sue Lambert Trust and The Magdalene Group.

### **Funding for Rescue Rehab project**

*Decision 2017-08*

The PCC agreed to grant £2500 to Best for Pets to deliver the Rescue Rehab project at HMP Norwich.

### **Funding for Rescue Rehab project extension**

*Decision 2017-09*

The PCC agreed to extend the rescue Rehab project, managed by Best for Pets, running at HMP Norwich.

### **Funding for the Pandora Project**

*Decision 2017-10*

The PCC allocated funding to Pandora Project to deliver specialist support services to victims of domestic abuse in the West Norfolk area.

### **Funding of specialist worker to support young people in care**

*Decision 2017-11*

The PCC provided funding to secure continued provision of a specialist worker to support young people in care who are at risk of sexual exploitation.

### **Funding for Community Chaplaincy**

*Decision 2017-12*

The PCC agreed to fund Community Chaplaincy - Norfolk to provide a two-year mentoring service which contributes to a reduction in the number of referred offenders who breach or are recalled to custody.

## **Extensive service provision to the Sue Lambert Trust**

*Decision 2017-13*

To relieve demand pressure on the Sue Lambert Trust, the PCC has agreed to extend funding for its services, including counselling, and operating hours.

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

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

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

## Summary of the PCC's activity

### Thetford youngsters encouraged to become 'graffiti artists'

Young people from across Thetford became artists for the afternoon as part of an initiative launched by PCC Lorne Green.

17 March 2017

### Have your say on policing as PCC and Chief Constable come to Cromer

Lorne will again be taking his regular public meeting and policing Q&A 'on the road' as he holds the county's Chief Constable to account.

22 March 2017

### #Impact makes whirlwind tour of the county

#Impact continues its tour of the county this week with visits to three different schools and colleges.

24 March 2017

### PCC praises "dedication" of Op Gravity policing teams

"There is no defying gravity" was the message from Norfolk's Police and Crime Commissioner as he accompanied officers on the frontline.

24 March 2017

### PCC backs initiative to educate young people about knife crime

An innovative project to educate young people about the dangers of knife crime has been launched thanks to funding from the PCC.

27 March 2017

### PCC office welcomes the Home Secretary to Norfolk

Lorne Green and the PCC Office team were delighted and honoured to host the Home Secretary, Amber Rudd, during her recent visit to the county.

12 April 2017

### Project supporting female offenders set to expand

The WONDER Project, which offers support to women coming into contact with the criminal justice system to help them turn their lives around, has secured funding to extend its services.

20 April 2017

### Rural crime under spotlight at PCC-led event

Rural crime will be top on the local agenda at a special meeting hosted by Norfolk's Police and Crime Commissioner next month.

21 April 2017

### PCC office's Marathon runners get behind veterans charity

Two members of staff from the Norfolk Police and Crime Commissioner's office have returned from London with Marathon medals in hand.

27 April 2017

### PCC pledges continued commitment to tackling rural crime

Fly tipping, illegal metal detecting, online scamming and speeding were just a few of the topics raised at a special meeting hosted by Norfolk's Police and Crime Commissioner.

3 May 2017

Lorne Green marks first year as Norfolk's PCC

This month sees Lorne Green marking his first year as Norfolk's Police and Crime Commissioner (PCC).

17 May 2017

PCC invites public to quiz him and county's Chief Constable

PCC Lorne Green is inviting people to his next public meeting to question him and the county's Chief Constable on policing and crime issues.

18 May 2017

Bids welcome to help expand scheme for female offenders

Partner organisations across the county are being invited to play their part in helping deliver a vital scheme aimed at helping women who find themselves in police custody to turn their lives around.

26 May 2017

PCC welcomes body-worn cameras for officers across Norfolk

Body-worn cameras have been rolled out across the county as part of the PCC's pledge to provide 21st century tools to tackle 21st century crimes.

2 June 2017

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

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

## List of items discussed at the most recent Police Accountability Forum meeting

<b>Date: 22 May 2017</b>	
Subject	Summary
<b>Public agenda</b>	
Police and Crime Plan Theme: Increase Visible Policing	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 1: Increase Visible Policing, as set out in the Police and Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> The PCC is asked to note the contents of the paper.</p>
Police and Crime Plan Theme: Prevent Offending	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 4: Prevent Offending, as set out in the Police and Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> The PCC is asked to note the contents of the paper.</p>
Police and Crime Plan Theme: Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set out in the Police and Crime Plan 2016-2020.</p> <p><b>Recommendation:</b> The PCC is asked to note the contents of the paper.</p>
Financial Outturn Report for 2016/17	<ol style="list-style-type: none"> <li>1. This report provides a high level financial overview of spend against revenue and capital budgets for the year ended 31 March 2017.</li> <li>2. The former PCC approved the total revenue budget and capital programme for 2016/17 in February 2016.</li> </ol> <p><b>Recommendation:</b> The PCC is asked to note the spending position for 2016/17 including the movements in the reserves.</p>
Estates Update	<p>This paper updates the PCC on the latest position with the major estates strategy projects and the Norwich city area Norfolk PCC estate.</p> <p><b>Recommendation:</b> For the PCC to note the estates strategy update.</p>
Norwich City District Performance Overview	<p>The following document gives an overview of recent performance in the Norwich City District.</p> <p><b>Recommendation:</b> The PCC is asked to note the contents of the report.</p>

Emerging Operational/Organisational Risks	Oral report.
---	--------------

In addition, the agenda included:

7.00pm. Public Question and Answer session with PCC and Chief Constable

The next PAF meeting is due to take place on 31 August 2017 – venue to be confirmed.

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

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

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



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

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting. The date of the next Collaboration Panel meeting is due to be confirmed.

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

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

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

## List of items discussed at the most recent Audit Committee meeting

<b>Date: 7 June 2017</b>	
<b>Subject</b>	<b>Summary</b>
<b>Public agenda</b>	
Reports from the Head of Internal Audit	<ul style="list-style-type: none"> <li>- Progress Report (2016/17 and 2017/18)</li> <li>- 2016/17 Head of Internal Audit Annual Report</li> <li>- Follow-up – Previous Audit Reports</li> </ul> <p><b>Recommendation</b> For discussion and comment.</p>
Review of the Accounting Policies – 2016/17 Statement of Accounts	<p>To consider the accounting policies set out in the report.</p> <p><b>Recommendation</b> To note that the accounting policies will be included in the Statements of Accounts for 2016/17.</p>
Review of the effectiveness of the system of internal control and the draft Annual Governance Statement for 2016/17	<p>The report describes the review of the system of internal control and presents the Annual Governance Statement for endorsement.</p> <p><b>Recommendation</b> To note the completion of the review and endorse the Annual Governance Statement.</p>
Audit Committee Annual Report 2016/17	<p>The work undertaken by the Committee is presented in the Annual Audit Committee Report.</p> <p><b>Recommendation</b> To review the report.</p>
External Audit Fees 2017/18	<p>The External Auditor's Annual Audit Fee 2017/18 letters are presented.</p> <p><b>Recommendation</b> To note.</p>
Forward Work Plan	To consider the forward work plan.
<b>Private agenda</b>	
Strategic Risk Registers update	Exempt report - not published.

The next Audit Committee meeting is due to take place on at 2pm on 18 July 2017 in the Wroxham Room, Jubilee House, Falconers Chase, Wymondham, Norfolk.

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

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

1. Consider the 2016-17 expenditure.
2. Consider the 2017-18 grant allocation.
3. Endorse the previously agreed process for approving Panel Member attendance at external training events and conferences (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. 2016-17 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 during 2016-17.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. Individual Panel Member's expenses can be found on relevant councils' websites. The Panel will note that it did not claim the full amount available for the year, with a variance of £7,346.18

#### **3. 2017-18 grant**

- 3.1 The Home Office has confirmed that funding levels for police and crime panel grants are to be maintained in 2017-18. It has approved a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the Norfolk Police and Crime Panel.
- 3.2 Payment will be made in arrears in two payments during 2017-18.

#### 4. Suggested approach

- 4.1 It is likely that the Panel's expenditure will remain at a broadly similar level during 2017-18, although costs may vary 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 therefore 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 Members' attendance at training events.*
- If the Panel would like to hold meetings at different places around the county, there may be charges for the use of buildings which are not owned by local authorities or partners.
- 4.3 The Panel has previously agreed that it would be beneficial to be a member of an Eastern Region Police and Crime Panel Network, convened by Frontline Consulting, with an annual subscription fee of £500 (plus VAT). The offer, purchased for 2017, includes:
- Two meetings a year for Chairs, Vice-Chairs and support officers of each panel to share information, problem solve and collaborate as appropriate.
  - A 'helpline' facility to answer queries and provide advice.
  - Access to a website, which all PCP members and support officers could sign up to, for free, to share their experiences and good practice.
  - Discounts on any learning and development sessions that Panels might want to engage Frontline Consulting to deliver.
  - Discounted places for attendance at Frontline Consulting's annual PCP conference.
- 4.4 The Panel 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:

1. Consider the 2016-17 expenditure.
2. Consider the 2017-18 grant allocation.
3. Endorse the previously agreed process for approving Panel Member attendance at external training events (at paragraph 4.2).



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

## ANNEX A

### PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

<b>Grant Recipient: Norfolk County Council</b>	<b>Grant Stream: Police and Crime Panels</b>
--	--

<b>Period</b> From: 1 September 2016 To: 31 March 2017	<b>Resource (£)</b>
(1) Total funding received for this financial year	£25,091.37
(2a) Actual expenditure in this period (To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule1)	£31,902.45
(2b) Forecast/accrued expenditure in the period <sup>1</sup>	
<b>(3) Funding request for this period</b>	<b>£31,902.45</b>
(4) Total funding received and requested (1+3)	£56,993.82

#### MONITORING INFORMATION REQUIREMENTS

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


Schedule 3

Annex B

Management Letter, Norfolk Audit Services – audit clearance.

#### CONFIRMATION BY GRANT RECIPIENT

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

<b>Signature:</b>			
<b>Name (printed):</b>	GREG INSOLL	<b>Date:</b>	25/4/17
<b>Position:</b>	ASSISTANT HEAD OF DEMOCRATIC SERVICES		

Home Office sign off:

<b>Signature:</b>			
<b>Name (printed):</b>		<b>Date:</b>	
<b>Position:</b>			

### 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:

<b>Breakdown of expenditure (items)</b>	<b>£(0.000s)</b>
<b>Administration</b>	
Staff	£28,683.92
Printing & postage (agenda and training materials)	£679.42
Internal audit	£1043.19
Eastern Region PCP Network (travel expenses)	£223.80
<b>Member expenses</b>	£1272.12
<b>Total:</b>	<b>£31,902.45</b>

#### Ad Hoc Reporting

3.1 Any incidents or matters arising the outcome of consequences of which is likely to result in:

- a. Serious harm to any individual;
  - b. Significant community impact; or
  - c. Significant impact on public confidence in the Authority, including the provision of the Programme
- must be reported to the Authority within 24 hours. The Recipient must provide a follow up report within 3-days to the Authority on how the matter has been resolved or whatever the Authority will need to intervene.

## ANNEX B

### END OF YEAR FINANCIAL MONITORING REPORT – APRIL 2016 TO March 2017

The form should be completed and certified by the Recipient's Treasurer, Finance Office or equivalent and returned to the Authority in accordance with Clause 7.


<b>Grant Recipient:</b> NORFOLK COUNTY COUNCIL	<b>Grant Stream:</b> Police and Crime Panel Grant
---	--

Expenditure category	Actual resource Expenditure (£)
Administration costs	£55,115.65
Member expenses	£1,878.17
<b>TOTAL EXPENDITURE:</b>	£56,993.82
<b>TOTAL GRANT PROVIDED:</b>	£64,340.00
<b>VARIANCE:</b> total grant provided minus total resource expenditure	£7,346.18

#### TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

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

<b>Signature:</b>			
<b>Name (printed):</b>	HARVEY BOLLEN	<b>Date:</b>	24/4/17
<b>Position:</b>	ASSISTANT DIRECTOR FINANCE		

#### Home Office sign off:

<b>Signature:</b>			
<b>Name (printed):</b>		<b>Date:</b>	
<b>Position:</b>			



## Forward Work Programme

26 September 2017, County Hall	<b>PCC's 2016-17 Annual Report</b>  <b>Complaints Handling Sub-Panel – Update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
28 November/December 2017, County Hall	<b>PCC's Budget Consultation</b>  <b>Police and Crime Plan performance monitoring</b>  <b>Commissioned services update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
Late January 2018 (To be confirmed)	<b>Panel refresh training - consideration of precept</b>	
6 February 2018, County Hall	<b>Review the PCC's proposed precept for 2018-19 (the Panel must review and report by 8 February 2018)</b>  <b>Police and Crime Plan performance monitoring</b>  <b>Commissioned services update</b>  <b>PCC Complaints Monitoring Report</b>  <b>Information bulletin – questions arising to the PCC</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

26 February 2018, County Hall	<b>Reserve date – to review a revised precept for 2018-19, if vetoed (the Panel must review and report by 22 February 2018)</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10 April 2018, County Hall	<b>Police and Crime Plan performance monitoring</b>  <b>Commissioned services update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	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

#### **PCP - Complaints Handling Sub Panel**

Membership: To be agreed.

Date of next meeting: To be agreed.

#### **For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; it last met on Friday 20th January 2017 at 10am in the Cranworth Room at County Hall.

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

- 31 August 2017
- 14 November 2017

Norfolk and Suffolk Collaboration Panel meetings are held in public every other month, with the venue alternating between Norfolk and Suffolk. The date and time of the next meeting is to be confirmed (agendas will be made available via OPCCN's website).