



## Norfolk Police and Crime Panel

### Minutes of the Meeting held on 2 December 2021 at 11am in the Council Chamber, County Hall, Norwich

#### Main Panel Members Present:

Cllr William Richmond (Chair)  
Cllr Gordon Bambridge  
Cllr Jonathan Emsell  
Cllr Mike Smith-Clare  
Cllr Colin Manning  
Cllr Graham Carpenter  
Cllr James Easter  
Cllr Cate Oliver  
Mr Peter Hill

Norfolk County Council  
Breckland District Council  
Broadland District Council  
Great Yarmouth Borough Council  
King's Lynn and West Norfolk Council  
Norfolk County Council  
South Norfolk Council  
Norwich City Council  
Co-opted Independent Member

#### Officers Present:

Julie Fisher  
Jo Martin

Lead HR Business Partner, Norfolk County Council (NCC)  
Democratic Support and Scrutiny Team Manager, NCC

#### Others Present

Giles Orpen-Smellie  
Paul Sanford  
Mark Stokes

Police and Crime Commissioner (PCC) for Norfolk  
Candidate, Chief Constable for Norfolk  
Chief Executive, Office of the Police and Crime  
Commissioner for Norfolk, OPCCN

Sharon Lister  
Helen Johns

Director of Performance and Scrutiny, OPCCN  
Head of Communications, OPCCN

- 1. To receive apologies and details of any substitute Members attending**
  - 1.1 Apologies had been received from Air Commodore Kevin Pellatt, Cllr Tim Adams and Cllr Sarah Butikofer.
- 2. Members to Declare any Interests**
  - 2.1 There were no interests declared.
- 3. To receive any items of business which the Chair decides should be considered as**

## **a matter of urgency**

3.1 There were no items of urgent business.

### **4. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's Chief Constable**

4.1 The Chair welcomed the PCC and Mr Sanford. The Chair explained the format of the meeting and checked whether they had any questions about the process.

4.2 The Chair invited the PCC to introduce the preferred candidate

4.3 The PCC explained that he recommended Paul Sanford to be the next Chief Constable of Norfolk Constabulary. His aim was to conduct a fair and open process in the best interest of Norfolk and Norfolk Constabulary. Therefore, the College of Policing offers a common process and offers national standards and is overseen and scrutinised by independent members. He assured the panel that the process was fully compliant in the letter and the spirit of the College of Policing. He expressed his gratitude for the independent members' input and participation in conducting the selection process.

The role was advertised through normal channels in policing publications, and he had written to every PCC and Chief Constable across the country. The College of Policing also wrote to every qualified officer drawing their attention to the vacancy; however, a limited field was expected. However, the PCC was very clear that any candidate who put themselves forward must have met the national standard for the importance of Norfolk, Norfolk Constabulary and for the candidate themselves who needed a clear mandate to do the job. The option of not appointing would have been taken if required and the process was halted and re-started which demonstrated the rigour that the standards were placed upon the process.

Stakeholder panels reported that their respective panels were unanimous that the PCC should appoint Mr Sanford. The appointment panel was also unanimous in their decision for appointing Mr Sanford.

Terms and conditions were included for the Panel's information.

The PCC assured the Panel that Mr Sanford confirmed and reinforced all that had been seen by the PCC in working with him temporarily for the previous few months. The PCC confirmed that he felt that Mr Sanford was the right candidate for Norfolk, Norfolk Constabulary and especially currently with all that was happening in policing. He confirmed that he had no hesitation recommending Mr Sanford for the role of Chief Constable.

4.4 The following questions were addressed to the PCC and answered by him;

4.3.1 Q Do you feel you could have done any more to increase the number of candidates who applied for the position?

A. Behind the scenes a lot of work was carried out by College of Policing and the Independent Member who was sitting on other recruitment panels. I feel that we reached out as far and as widely as we could, having made the vacancy known to all those who could apply. There were a couple more potential candidates who had shown vague interest but didn't apply.

4.3.2 Q. Norfolk's previous Chief Constable was one who had successfully worked through the ranks, and Mr Sanford has also followed that path. How do you see that playing for the community, positively and negatively?

A – That has been in my mind from the outset. There is always a balance between going for home grown individuals who know everyone but may keep things the same, or fresh blood who would take time to learn the people and job. Throughout the selection process, I was keen to learn that there would be a new direction. However, it isn't just the Chief Constable alone but the whole Chief Officer team and, once an appointment is confirmed, there would be the opportunity for the new Chief Constable to look at the whole team.

There could be the risk of going to the Chief Constable and being told that it had always been done in that way in Norfolk, but the PCC's job is to encourage to look at things with a fresh pair of eyes and to scrutinise, and that's part of the relationship being developed. I have been encouraged that conversations already held have indicated that it won't be more of the same. I can provide that fresh pair of eyes from conversations I have with Ministers, and other organisations that I am involved in. That's part of the scrutiny that the PCC has to do.

4.3.3 Q – With reference to the guidance of independent members on page 31, and the list of independent members who were involved on page 18, although all respected, competent and professional individuals, was any consideration given to independent members from the ambulance or fire service, or the private sector.

A – Consideration had been given to the private sector, but we chose those who the Chief Constable was more likely to work with hence the Head of Paid Service from Norfolk County Council. There was also the former Chief Constable from Cambridgeshire who covered all blue light services.

4.4 The Chairman invited the candidate, Mr Paul Sanford to explain why he would make a suitable candidate. In response, Mr Sanford explained that this was an important time to choose the right chief constable bearing in mind the challenges being faced locally and nationally by police forces. More than ever, a trusted, competent, and inspirational leader who is passionate about the county and wants to deliver exceptional services for the county is needed. He explained that he was invested in the constabulary having served in every rank, as a constable and as a detective. He had high levels of organisational credibility and was widely known and accepted as a leader and had the confidence that people will follow. Mr Sanford was trained as firearms and had led some high-risk incidences Norfolk Constabulary had managed, leading homicide investigations. It was also important to note that for just under 4 years he had worked out of Norfolk Constabulary, predominately in London, to see how policing and business works and doesn't work. He was part of a team that investigated child sexual abuse leading to 80 convictions, at least one in very force. Mr Sanford had a strong track record in policing and knew policing well.

His main vision over the coming years was to deliver exceptional service. In achieving that, there were three priorities; protecting our communities, with a particular emphasis on prevention of crime; to build and sustain trust and to be accountable to those who serve and be visible and accessible; and to be prompt and professional at the first point of contact. This was all achievable by exploiting data and with collaborative relationships.

4.5 The following questions were addressed to Mr Sanford and answered by him;

4.5.1 Q. Do you feel by not having had the experience of a position in another authority rather than a secondment, that this might inhibit your effectiveness of being Chief Constable?

A.. Not at all. If I felt that I was not ready to be Chief Constable I would not have applied. I have too much respect for the County and the Constabulary. The six months experience of being temporary Chief Constable has left me with the confidence of being able to do the role. As rated by Her Majesty Inspectorate, Norfolk is an exceptional police force, and I have been part of what's made it exceptional. The rating particularly noted our innovation and that we were pioneers of change, and I have been leading that change.

4.5.2 Q. If the Chief Constable woke up after a great night's sleep and all the policing woes were gone overnight, how would that Chief Constable know the difference?

A. Policing is not about crime figures and numbers, and I'm not a Chief Constable who pays particular regard to them. Policing is about relationships, communication and trust, and service, so I wouldn't know the difference until I was walking the streets and can feel and touch it. We have to deliver policing that wins trust and support, and then the figures will take care of themselves.

4.5.3 Q. What would you do to ensure that the Police Force represents the diversity of the community, and in particular how would you support female colleagues to reach senior roles and fulfil their potential?

A. We have made good progress over recent months. 40% of the new recruits will be female and men are the minority of police staff. The recruitment effect will take some time to move forward to those senior positions. Over last few years established new staff support networks for all staff. Amongst numerous action plans and strategies, there needs to be a culture that once people are at work, they are trusted, respected and allowed them to be themselves. My job is to create the environment where those people can thrive.

4.5.4 Q. The use of technology has worked well in the past, such as the initiative with county lines. Moving forwards, there is a need to ensure that the human face of policing is still public. How do you see the balance?

A. Better technology is an enabler to help get Officers out of stations and make processes more efficient to prevent double keying. The PCC is keen to maximise the front-line staff, and so streamlining the back office will help make the most of the front line.

4.5.5 Q. You will be working closely with the PCC. Can you explain what you understand by the term operational independence?

A. I've had the opportunity to work alongside the PCC for the last six months, and I felt it was important to test out that relationship before applying for the role as it was important for everyone that it was a strong relationship. At the heart of operational independent, I need to make decisions that are in the public's interests. I have to be responsible and accountable for the decisions of the police officers. I have due regard for the police and crime plan, but the day to day running of the constabulary is the Chief Constable's responsibility.

Q. What steps could you take if that line of independence which should be clearly drawn, and the principle of it was safeguarded, what would you do if you reached the conclusion that the PCC was crossing that line.

A. PCC and CC are talking, meet informally at least on a weekly. First port of call is conversation. I am held to account by the PCC through various boards. I have high values and will stick to those decisions that I think are right. There has been no sight of the boundaries being breached and I am confident that it won't be a situation, but I will be ready for it if it did occur.

- 4.5.6 Q. What would you do to ensure colleagues mental health and emotional needs were acknowledged, met, and supported?  
A. This is a concern. Officers are working harder than ever and dealing with a challenging workload. Often finding ourselves as a first responder to mental health. Firstly, significant investment has been made into workplace health teams, such as occupational health but an equal priority is preventing. There has been investment in psychological support, and in the past invested in fitness, as well as running wellbeing seminars for a range of topics. I can also give the practical steps such as providing the best equipment, best leadership, best stations. Hopefully through Government Uplift Programme, 200 police officers will be recruited in a 3-year period which will help with resilience.
- 4.5.7 Q. Please given an example of an unpopular decision you have made and the process of the lead up to that decision?  
A. The closure of inquiry offices in all but three locations was a difficult and unpopular decision for communities. When you are making those decision, there is a need to understand the business, what are the services and can they be provided differently. Even after making that decision, had to ensure that the community need was being addressed. There was investment in the phone lines so people weren't waiting on the phone, which was the main reason why people would use the inquiry office and ensured that those times when the police officer were available was advertised.
- 4.5.8 Q. This is a rural county which suffers from rural crime, and there is still the perception in villagers that they don't see much of the police in these areas. What kind of innovation will you bring to those areas?  
A. This is an issue close to my heart that we need to police the whole of the county. It would be easy to plough resources into 3 or 4 main resource hubs but that won't solve things. Recent innovation that will hopefully make a difference such as 'Park and Walk' where Officers park the car and walk among the local area. This can be used to maximise the audience if used in a time-orientated way. 'Streetsafe' makes use of technology, website which anyone can access and shows a map where residents can identify locations where people do not feel safe. Norfolk was the third highest user nationally of this platform. However, no police force can respond to every demand it faces but through these initiatives, where Officers are visible, can target where matters most and make the most impact.
- 4.5.9 Q. How might you reduce crime in relation to domestic abuse?  
A. A good response to domestic abuse may see a rise in figures because it would encourage earlier reporting. It concerns me that data shows that it often the 25<sup>th</sup> – 30<sup>th</sup> time of abuse before it is reported. We have seen an exponential increase in domestic abuse and the domestic abuse which is being increasingly attending by Officers is predominantly by a younger cohort of individuals. The police role is to provide an exceptional response, thorough investigation, and support for the victims. The County's role is to look at how we can change those factors which are causing the increase. The parental responsibility is also massive within this and there is also a vital role for the voluntary and third sector to ensure that once domestic abuse has occurred the support is there. I have a real appetite to change our approach to domestic abuse. We have been putting a significant number of resources into the support for victims but we want to proactively go after the perpetrator who bounce from one relationship to another and have therefore launched a domestic abuse perpetrator programme.
- 4.5.10 Q How can you as Chief Constable help the PCP carry out its role effectively?

A. It is vital for the PCP to have a solid, comprehensive understanding of how the Constabulary is performing. I am keen to provide any increased access needed either by person or by data or reports. I will be open, honest, transparent, and share problems and be transparent about the challenges we face. Along with the PCC, we can provide all information needed for the PCP to do the role.

## 5. Exclusion of the Public

5.1 The Chairman suggested that, regarding item 6, the Panel should consider whether to exclude the public for the consideration of its recommendation to the PCC.

5.2 The Scrutiny Support Manager advised that the Panel could consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item on the grounds that its discussion will involve the likely disclosure of exempt information as defined by a Paragraph 1 of Part 1 of Schedule 12A to the Act, that is, information relating to an individual, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information for the following reasons:

- To take the best and most informed decision that they can, Panel Members need space to consider and discuss the suitability of the candidate for the role without feeling constrained by the presence of the public and press.
- The Panel's decision, and the reasons for it, would be released into the public domain in due course and the delay in doing so was not critical to the public interest.

5.3 The Panel **RESOLVED** that the public be excluded.

## 6. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Constable appointment

6.1 The Panel discussed the outcome of the Confirmation Hearing and agreed its recommendation to the PCC.

## 7. Return to Public Session

7.1 Varying from the local protocol, but with the agreement of all parties, the Panel returned to public session to confirm its recommendation to the PCC.

7.2 The Chair confirmed that the Panel had unanimously **RESOLVED**;

- a) To recommend to the PCC that he proceed in appointing Mr Paul Sanford to the position of Chief Constable for Norfolk;
- b) That the Panel's formal report should commend the PCC on the recruitment process;
- c) To delegate to the Chair, to report the Panel's recommendation to the PCC.

7.3 The Chair also confirmed that he would write to the PCC that same day, to formally report the outcome of the Confirmation Hearing.

7.4 The PCC conveyed his thanks to the Panel and looked forward to working together in

the future.

- 7.5 Mr Paul Sanford also conveyed his thanks and pledged to try and uphold those statements he had made earlier in the meeting. He was proud to work for Norfolk Constabulary and he too looked forward to working together in the future.

Meeting ended at 12.25pm

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



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