

Norfolk Police and Crime Panel



Date: **8 August 2014**

Time: **10am**

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

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

Membership

Main Member	Substitute Member	Representing
Mr William Richmond	Mr Mark Robinson	Breckland District Council
Mr Ian Graham	Mr Roger Foulger	Broadland District Council
Mr Trevor Wainwright	Mr Brian Walker	Great Yarmouth Borough Council
Mr Brian Long	Mrs Elizabeth Nockolds	King's Lynn and West Norfolk Council
Mr Alec Byrne	Michael Chenery of Horsburgh	Norfolk County Council
Mr David Harrison	Mr Tim East	Norfolk County Council
Mr Fred Agnew	Mr Colin Aldred	Norfolk County Council
Mr Richard Shepherd	Mr Roy Reynolds	North Norfolk District Council
Mr Keith Driver	Mr Alan Waters	Norwich City Council
Dr Christopher Kemp	Ms Lisa Neal	South Norfolk Council
Ms Sharon Brooks	(no substitute member)	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	(no substitute member)	Co-opted Independent Member

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please contact the Committee Officer:**
Catherine Wilkinson on 01603 223230
or email committees@norfolk.gov.uk

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A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. 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.

3. **To receive any items of business which the Chairman decides should be considered as a matter of urgency**
4. **Minutes** (Page **5**)
To confirm the minutes of the meeting held on 4 July 2014.
5. **Police and Crime Commissioner for Norfolk's draft Annual Report** (Page **15**)
To consider the draft Annual Report.
- 6 **Information bulletin** (Page **32**)
To hold the Commissioner to account for the full extent of his activities and decisions since the last Panel meeting.
7. **HMIC's programme for regular force inspections** (Page **41**)
To consider the HMIC consultation document and agree which issues, if any, to raise in response.
8. **Work Programme** (Page **81**)
To review the proposed work programme.

Date Agenda Published: Thursday 31 July 2014

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Norfolk Police and Crime Panel
Minutes of the Meeting Held on Friday 4 July 2014 at 10.00 a.m
Office of the Police & Crime Commissioner for Norfolk, Falconers Chase,
Wymondham, Norfolk

Main Panel Members Present:

Mr Stephen Agnew	Norfolk County Council
Ms Sharon Brooks	Co-opted Independent Member
Mr Alec Byrne	Norfolk County Council
Mr Keith Driver	Norwich City Council
Mr Ian Graham	Broadland District Council
Dr Christopher Kemp	South Norfolk District Council
Mr Brian Long	Borough Council of King's Lynn & West Norfolk
Mr William Richmond	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Alexander Sommerville	Co-opted Independent Member

Officers Present

Mr Greg Insull	Assistant Head of Democratic Services
Mr David Johnson	NPLaw
Mrs Jo Martin	Democratic Services & Scrutiny Support Officer
Mrs Julie Mortimer	Committee Officer

Others Present

Mr Simon Bailey	Chief Constable for Norfolk
Mr Charlie Hall	Deputy Chief Constable for Norfolk
Mr John Hummersone	Commissioner's Chief Finance Officer
Ms Jenny McKibben	Deputy Police & Crime Commissioner for Norfolk
Mr Mark Stokes	Police & Crime Commissioner for Norfolk's Chief Executive

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

- 1.1 Apologies were received from Mr Trevor Wainwright, Great Yarmouth Borough Council, Mr David Harrison and Mr Tim East, Norfolk County Council.

2. Election of Chairman

Mr Alec Byrne was elected Chairman of the Norfolk Police & Crime Panel for the ensuing year.

Mr Byrne in the Chair.

3. Election of Vice-Chairman

Dr Christopher Kemp was elected Vice-Chairman of the Norfolk Police & Crime Panel for the ensuing year.

4 Members to Declare any Interests

4.1 None.

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

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

6 Minutes of the meeting held on 4 April 2014

6.1 The minutes of the meeting held on 4 April 2014 were confirmed as a correct record and signed by the Chairman.

7. Balanced Appointment Objective

7.1 The Panel received the report by the Scrutiny Support Manager asking the Panel to consider whether it had met the balanced appointment objective as set out in Schedule 6, paragraphs 31 and 32 of the Police Reform and Social Responsibility Act 2011.

7.2 The Panel **AGREED** that the balanced appointment objective was being met.

8 Police and Crime Commissioner for Norfolk's temporary leave of absence.

8.1 The Panel received the report by the Scrutiny Support Manager setting out the advice of the QC relating to the legal issues connected with the Police & Crime Commissioner's decision to take a temporary leave of absence while an investigation into an allegation relating to the PCCs expenses was conducted by the Independent Police Complaints Commission.

8.2 Mr Mark Stokes, Police & Crime Commissioner's Chief Executive read out the following statement to the Panel on behalf of Mr Stephen Bett, Police and Crime Commissioner for Norfolk:

"When I heard about the Independent Police Complaints Commission investigation I took what I believe was the right decision and temporarily stepped aside from my post with immediate effect. I took this decision knowing that I had the safest pair of hands possible in my deputy in Jenny McKibben. It was my decision and my decision alone.

I have read the report and legal advice to the Panel and considered it extremely carefully. It is obvious to me that there is a grey area within the legislation when it comes to a PCC stepping aside or taking a leave of absence and legal opinion seems to differ.

It is abundantly clear to me that unless I return to full duties there is a significant

likelihood of a protracted and expensive legal wrangle and I am not prepared to burden the Norfolk taxpayer with substantial legal bill.

Taking all this into consideration I have decided that the best course of action is for me to return to full duties on Monday 7 July. This is not a decision I wanted to have to make but I recognise I have to reach a legal position which satisfies the Panel in order for us to move forward”.

8.3 The Panel suggested that the Chairman should write to the Home Secretary, on behalf of the Panel, requesting that legislation be updated to provide clear guidance for similar incidents in the future.

8.4 **RESOLVED** that the Panel note the statement of intent by the Police & Crime Commissioner for Norfolk to return to full duties on 7 July 2014.

9. Panel Arrangements and Rules of Procedure – Review.

9.1 The Panel received the suggested approach from the Scrutiny Support Manager asking the Panel to review its Panel Arrangements and Rules of Procedure.

9.2 The Joint Independent Remuneration Panel would consist of non-councillor members from each of the district council areas. Once the Remuneration Panel had been established it would determine how it would proceed. Members noted that the Panel was unable to prescribe how the Independent Panel carried out its work, although a request was made for Members of the PCP to be consulted before the Independent Panel commenced its work.

9.3 The Panel noted that it was unable to change the wording contained within the Legislation rules, therefore the word “veto” would remain.

9.4 Public Questions. The Panel **AGREED** that its preferred model was for questions to the Chairman of the Panel only, and that the procedure for dealing with public questions should include the following elements:

- One question per person, in writing, to be received 10 working days in advance of the meeting.
- Questions to contain a maximum of 100 words.
- The Chairman and Vice-Chairman would review each question before it was answered by officers to ensure that it fell under the remit of the work of the Panel. Questions that were not within the remit of the Panel should be disallowed, but forwarded to the relevant body for a response to be provided to the questioner.
- The questioner should be required to attend the meeting to ask their question and to hear the response. A supplementary question could be asked if desired.
- 30 minutes should be allocated on the agenda to deal with public questions.

9.5 **RESOLVED** to:

- a) Endorse the existing Panel arrangements set out in Annex 1 of the report.

- b) Note that a Joint Independent Remuneration Panel would be set up to consider whether a Special Responsibility Allowance should be paid to the Chairman.
- c) Agree a scheme for public questions as set out at paragraph 9.4 above and that consequential changes to the Rules of Procedure should be considered at the next meeting.
- d) Endorse the detailed guidance for handling complaints, as set out in Annex 3 of the report, with the minor amendment that complaints should be sent by post to the Commissioner's Chief Executive, Office of the Police & Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, NR18 0WW.
- e) Appointed Dr Kemp, Mr Somerville and Mrs Brooks as Panel members to be involved with the handling of complaints about the Commissioner or his Deputy.

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

- 10.1 The Panel received a report by the Norfolk Chief Constable, setting out how Norfolk Constabulary would make the required savings (it had to save £20.3m by 2018) whilst continuing to preserve frontline policing services.
- 10.2 The Chief Constable gave a verbal presentation to the Panel, explaining the planned changes and savings profiles for Norfolk over the next four years. A copy of the presentation is attached at Appendix A to these minutes.
- 10.3 The following points were noted in response to questions from the Panel:
 - The Panel was reassured that where resources could be shared this was happening and cross-border activity and liaison between Norfolk, Suffolk, Lincolnshire, Cambridgeshire and Essex Police Authorities took place regularly.
 - Regular meetings took place between the Norfolk Police and Crime Commissioner and Deputy Police & Crime Commissioner and the Suffolk PCCs to explore all possible collaborative opportunities. They were committed to existing collaboration work.
 - Consideration would be given to any opportunities to part-fund PCSOs in towns and villages if communities expressed an interest in buying into the service as the value of PCSOs patrolling these areas was well known.
 - The Chief Constable reassured the Committee that he would not present a savings plan that was not capable of being delivered, although it had to be recognised that the face of crime was continually changing. The Deputy PCC reaffirmed that the PCC and D/PCC would continue to monitor the situation closely.
- 10.4 **RESOLVED** to note the report.

11. Office of the Police and Crime Commissioner for Norfolk's Organisational Review.

11.1 The Panel received the report by the Scrutiny Support Manager and the OPCCN's Chief Executive, setting out the background, context and strategic objectives for the Organisational Review and providing details of the new structure, roles and responsibilities.

11.2 During the discussion, the following points were noted:

- The budget had been set by the Police Authority and had therefore been inherited by the OPCC.
- Recruitment was currently taking place for the newly established role of Senior Policy & Commissioning Officer.
- It was expected that the roles of Performance and Compliance Officer and Senior Policy & Commissioning Officer would work closely together.
- 50% of the office budget saving had been realised from employee costs, the remainder were from associated overheads and ensuring all costs were aligned with the PCC's priorities.
- The Deputy PCC advised that the review had led to much better commissioning and compliance arrangements, with the skills now available within the team to be able to take advantage of applying for any additional funding grants which became available. This would ensure applications were completed quickly and appropriately to ensure the maximum amount of funding could be applied for.
- The DPCC also advised that an announcement would shortly be made about how some of the savings from the organisational review would be diverted to commissioning and reducing the impact of budget cuts on the Constabulary.

11.3 **RESOLVED** to note the report.

12. Commissioning Strategy and Plans

12.1 The Panel received the report by the Scrutiny Support Manager recommending the Panel consider and comment on the Police and Crime Commissioner for Norfolk's Commissioning Strategy and Plan.

12.2 The following points were noted in response to questions from the Panel:

- The Commissioning Strategy and Plan would be published on the PCC website. The Panel were invited to visit the website and provide feedback on the Plan.
- In an attempt to ensure joined up working with charities, work was taking place to co-ordinate this work and a meeting of the data-sharing guardians would be held on 11 July to try to identify the different approaches and to

try to agree a way forward.

- Additional funding had been secured this week, to support the commissioning intentions of reducing demand for services and supporting victims. Compared nationally, OPCCN's team had been one of the highest performing in terms of securing additional funding.

12.3 **RESOLVED** to note the report.

13. Information bulletin

13.1 The Panel received the information bulletin summarising the decisions taken by the Commissioner and the range of his activities since the last Panel meeting.

13.2 During the discussion, the Panel asked that the re-named Commissioner-Chief Constable Bi-lateral meetings (Police Accountability Panel) be amended. The PCC Chief Executive agreed to look into this possibility in consultation with the Chairman and Vice-Chairman.

13.3 **RESOLVED** to note the report.

14. Norfolk Police and Crime Panel Funding.

14.1 The Panel received the report asking the Panel to endorse the 2013-14 expenditure and to consider the 2014-15 grant allocation, including the suggested process for approving member attendance at external training events.

During the presentation of the report it was noted that there had been a £16,000 underspend in 2013-14, which would be returned to the Home Office. The majority of the underspend was due to the fact that Panel Members had not needed to use the full amount allocated to them for expenses (up to £920 per member).

14.2 Members felt that if it was likely that there would be an underspend in the next financial year that money should be used for publicity or training purposes, or funding external advice if necessary.

14.3 The Panel asked the Scrutiny Support Manager to ask Communications colleagues to draft a costed programme to help raise the profile of the Panel.

14.4 **RESOLVED** to note the report.

15 Work Programme

15.1 The Panel received the Forward Work Programme 2014-15.

15.2 **RESOLVED** that:-

- The forward work programme be agreed.

The meeting closed at 12.15pm, after which the Panel were invited to attend a tour of the Police Headquarters.

CHAIRMAN



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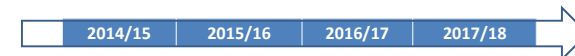
Key Messages

- Protecting Neighbourhood Policing
- Commitment to collaboration
- Retaining public confidence
- Keeping Redundancies to a minimum

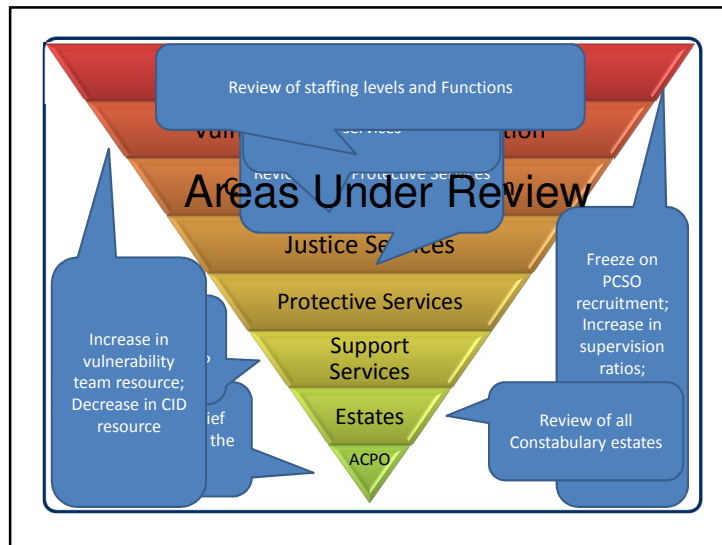
Setting the Record Straight

- Savings from the business plan to merge the Norfolk and Suffolk CCR as well as creating a Shared Services Partnership would have saved **£2.4m**
- Norfolk only savings from CCR and ERP will amount to **£1.6m**
- **£0.8m** of savings will therefore need to be found elsewhere

Financial Gap



£20.3m
Funding
Gap

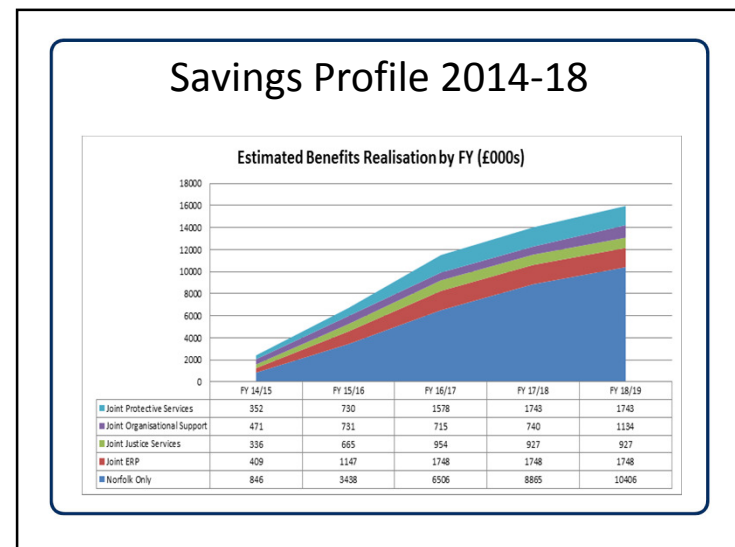


Savings Plans

- £15.95m identified in departmental reviews
- £4.8m deficit still to find
- Four years to drive out savings

Programmes of Change 2014-18

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



HR Process

Our Record since April 2011

- | | |
|-------------------------------------------------------------------|-----|
| - Number of staff placed 'at risk' | 172 |
| - Number of staff redeployed
(excluding medical redeployments) | 122 |
| - Number of staff redundant | 50 |

Current Norfolk Constabulary employees:

- | | |
|----------------|------|
| - PCSOs | 253 |
| - Police Staff | 1137 |
| - Total | 1390 |

HR Process

- Estimated FTE reductions over the next 4 years (March 2018) ≈ approximately 350 posts

- This may equate to:

- Police Officer posts = 120 FTE
- Police Staff posts = 110 FTE
- PCSO Posts = 120 FTE

Any Questions?



Thank you

www.norfolk.police.uk



Police and Crime Commissioner for Norfolk's draft Annual Report

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to review the Police and Crime Commissioner for Norfolk's draft Annual Report for 2013-14 and agree what report or recommendations it wishes to make to the Commissioner.

1. Background

- 1.1 Part 1, paragraph 12 of the Police Reform and Social Responsibility Act 2011 ("the Act") states that "each elected local policing body must produce a report (an "annual report") on (a) the exercise of the body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan."
- 1.2 Part 1, paragraph 28 also states that the relevant Police and Crime Panel must review the annual report and make a report or recommendations on the annual report to the Commissioner.

2. Suggested approach

- 2.1 The Police and Crime Commissioner for Norfolk's draft Annual Report for 2013-14 is attached at **Annex A**.
- 2.2 The Police and Crime Commissioner for Norfolk will attend the meeting to answer the Panel's questions and will be supported by his deputy, members of his staff and the Chief Constable.
- 2.3 After the Commissioner has presented his draft Annual Report, the Panel may wish to question him on the following areas:
 - a) Progress being made towards meeting the objectives set out in the Police and Crime Plan 2013-17 ("the Plan"), including:
 - a. Norfolk Constabulary's performance against the policing objectives.
 - b. Progress with partner agencies towards meeting the objectives for crime and disorder reduction in Norfolk.
 - b) Emerging issues impacting on communities that may need to be captured within the Police and Crime Plan.

- c) Progress being made with partnership arrangements and developing a collective approach in Norfolk to “work smarter, intervene earlier and ensure our most vulnerable are protected”.
- d) Putting in place performance measures with criminal justice and community safety partners.
- e) Commissioning local services for the support of victims of crime from October 2014.
- f) Performance of projects/partners/services funded through the Commissioner’s Safer Norfolk Fund and Crime and Disorder Reduction Grants.
- g) Opportunities for collaboration.

3. Action

- 3.1 The Panel is recommended to agree what report or recommendations it wishes to make to the Commissioner.



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ANNUAL REPORT 2013/14

Introduction

I am pleased to be able to issue my second annual progress report as Norfolk's first elected Police and Crime Commissioner (PCC).

When I wrote to you this time last year, my time in office had been short and I was only then beginning to see the impact that my Police and Crime Plan for our county was having.

I was able to report at that time that our county was a safe place to live, policed by a high-performing Constabulary which delivered good value for money.

The last 12 months have, by no means, been easy. As we all work with reduced budgets, stretched resources and ever-evolving demands for service, the already challenging objectives and targets I have set become an even bigger ask.

Despite the current situation, the bleak financial outlook and the difficult decisions we face because of that, it does give me pleasure to confirm that, performance-wise, we find ourselves in a good place.

The high standards we have come to expect from our police service have been maintained, and levels of crime and disorder in the county continue to fall. Although there have been marked improvements in the detection rates for serious sexual offences and domestic abuse incidents, this needs to continue to be an area of focus for Norfolk Police. We also need to see increases in the satisfaction rate. The Constabulary still has some way to go to make improvements in these areas and I will continue to robustly monitor progress.

It is promising to see that partnership arrangements in the county are starting to become more effective, and key milestones like the signing of Norfolk's first Mental Health Crisis Care agreement give me hope for the future. As individual organisations continue to struggle, it is vital that, collectively, we step up to the plate, work smarter, intervene earlier and ensure our most vulnerable are protected.

The road ahead is going to be a bumpy one - there is no doubt of that. But I have every confidence that we will do our very best with the resources we have to keep Norfolk one of the safest places in the country. You can continue to monitor our progress by visiting my website or coming along to one of my public meetings with your Chief Constable. Details can be found at www.norfolk-pcc.gov.uk



My objectives for crime and disorder reduction in Norfolk

My ultimate goal is to keep Norfolk safe and secure for all of the people who live, work and visit here. The three objectives below set out a clear focus for me, as your Police and Crime Commissioner, and for police and other agencies involved in tackling crime and disorder and delivering criminal justice, steering how we are working to meet that goal.

The objectives were chosen based on a thorough assessment of the crime and disorder issues which have the greatest impact in Norfolk. That assessment was fuelled, in part, by what Norfolk's communities and the statutory and non-statutory organisations with whom I am working tell me are the key concerns for our county.

Reduce priority crime, anti-social behaviour (ASB) and reoffending



Norfolk is one of the safest counties in the country and I want to keep it that way. In recent years, we have seen significant reductions in crime and ASB, so this objective focusses on ensuring this trend continues. I have set a number of objectives for our police force which put a focus on reducing crime types which cause the most harm to our county's communities. I also took the decision to place Norfolk Police under the competent direction of our former Deputy Chief Constable Simon Bailey when Chief Constable Phil Gormley moved on to the National Crime Agency in June 2013. Simon is an excellent leader and home-grown talent, working his way up the ranks in our county's police force. I was delighted to name him substantive Chief Constable in October 2013.

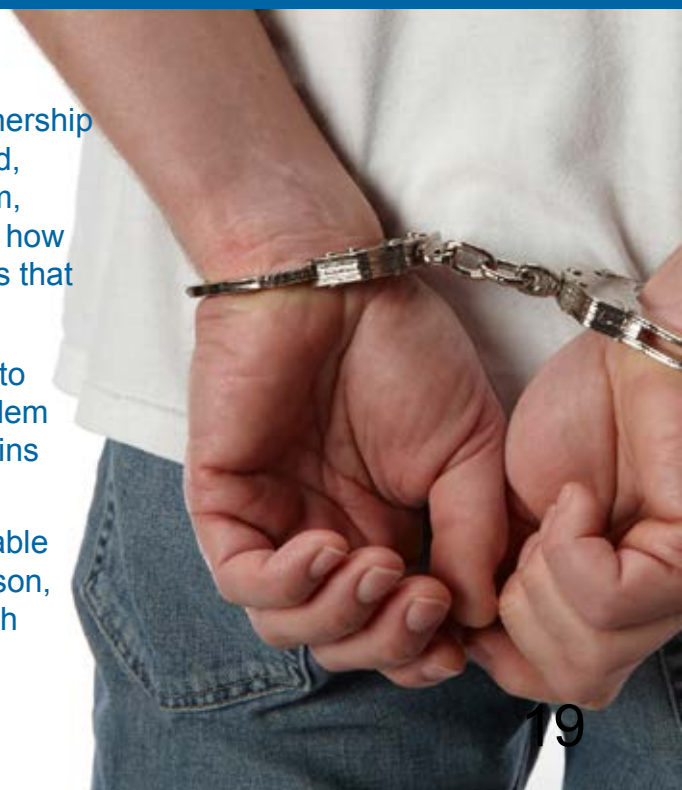
Recognising that the most prolific offenders in Norfolk are responsible for a significant proportion of the crime in the county, I, as your PCC, am taking a lead role in co-ordinating efforts to rehabilitate offenders. I am working with partners to ensure appropriate support is available to ex-offenders to help them address the factors in their lives which may make them vulnerable to re-offending.

Stopping the revolving door of offending

Stephen has been instrumental in setting up a county partnership focused on offender rehabilitation. The Rehabilitation Board, consisting of police, prison, probation, youth offending team, health and local authority representatives, aims to improve how offenders are supported to change the aspects of their lives that make them vulnerable to committing more crime.

"If nothing changes then that revolving door just continues to spin," Stephen said. "If it was a lack of a job or a drug problem that led the individual to offend initially and that issue remains unaddressed, it is very likely that they will re-offend."

The Board is working to ensure consistent support is available to offenders prior to, during and after their release from prison, looking at rehabilitation of female offenders, and joining with Norfolk's business community to improve employment and training prospects for ex-offenders.



Reduce vulnerability, promote equality and support victims

Supporting people who are victims or witnesses of crime or who are vulnerable to becoming a victim is a key priority. I am committed to working with partners to, where possible, prevent offences occurring, and also improve opportunities for Norfolk's most vulnerable. Understanding that many perpetrators of crime will also have been victims, it is essential to ensure everyone receives services appropriate to their needs.



I have a specific responsibility to obtain victims' views regarding policing and, from October 2014, will be responsible for commissioning local services for the support of victims of crime. Finding out about victims' experiences of the criminal justice system and what they want and need in terms of support has been a key focus this year.

I have listened hard to what victims of domestic abuse and sexual violence have told me about their experience of the criminal justice system. Using victims' feedback, and led by my Domestic Abuse and Sexual Violence Coordinator Ian Sturgess, I have worked with partners to identify five focus areas for Norfolk. These include improving support for victims through police investigation and court processes, working with children affected by domestic abuse, and delivering specialist training to organisations across the county so that help is readily available to all seeking it.

Two domestic homicide reviews in Norfolk during 2013 identified an urgent need for GPs and their staff to be trained to recognise the symptoms of domestic abuse. Funding I have provided from my commissioning budget has secured the delivery of a programme of training by local charity Leeway to all of the 115 GP practices in the county.

Police in Norfolk are seeing a significant increase in the reporting of serious sexual offences, as well as more cases of adult abuse and child exploitation. These crimes often involve vulnerable members of our communities, they're often complex investigations and they require appropriate resourcing. I began a consultation with Norfolk's communities in late 2013 on the police Council Tax precept for 2014/15. One of my reasons for proposing a modest increase was the emerging issues in this area, alongside the considerable funding shortfall we were facing due to Government cuts. My proposal for a 1.97% precept increase was supported by 53% of the 1,000+ people who took part in the consultation.

The logo for Hate Free Norfolk. It consists of the words "HATE FREE NORFOLK" in a bold, black, sans-serif font, stacked vertically. The text is centered within a yellow rectangular box with rounded corners and a black border.

Standing together for a Hate Free Norfolk

Stephen and Deputy PCC Jenny McKibben gave their full support to the Hate Free Norfolk campaign launched in March 2014. They had a key role in encouraging people to sign up to the Hate Free Pledge, sending the message that hate won't be tolerated in Norfolk. They also took part in community events marking the launch, meeting with hate crime victims to find out about their experiences.

Hate crime is a priority area for your PCC, as well as for the County Community Relations and Equality Board which is chaired by the Deputy PCC. Stephen scrutinises hate crime/ incident statistics on a six-monthly basis, holding your Chief Constable to account for the way the police tackle the issue and respond to victims.

Hate crime is also a regular discussion topic at meetings of the volunteer advisory panels working alongside your PCC, giving community members the opportunity to challenge the police on how they are responding and raise any concerns they may have about hate crime in their local area.

One of those community panels, the Disability Advisory Forum, was the driving force behind the introduction of Norfolk's Safer Places scheme. The Scheme, which has now been welcomed in seven locations around the county, provides vulnerable and disabled people with somewhere to go for help if they feel scared, lost, bullied or harrassed while out and about.

"Speaking to users of the Scheme", Stephen said, "I have heard first-hand the difference it is making, helping them feel safer going about their daily lives and giving them the confidence to get out in their local area. I watch with interest where Safer Places goes next."



Reduce the need for service through a number of preventative and restorative approaches and through more joined-up working with partners, protecting the availability of frontline resources

This objective focuses on tackling the root causes of crime by preventing crime occurring, making early interventions, encouraging victims to report and providing high-quality services to victims.

By exploring approaches to working with offenders and further collaboration with partners, I aim to reduce the demand on policing services and other organisations, protecting the availability of frontline resources.

I have recruited commissioning co-ordinators dedicated to steering a consistent county-wide approach to tackling issues with a clear crime or anti social behaviour link. They are identifying new ways for partners to work together and ensuring that opportunities for early intervention or prevention are maximised.

The co-ordinators are focussed on the following themes:

- Domestic Abuse and Sexual Violence
- Rehabilitation of Offenders
- Veterans in Custody
- Mental Health, Drugs and Alcohol

I am also hosting the County Community Relations and Equality Officer two days a week. That post reports directly to the County Community Relations and Equality Board which is chaired by my Deputy, Jenny McKibben, and is responsible for co-ordinating partnership activity to promote equality and eliminate discrimination in Norfolk.

Action on mental health - an issue for us all

Each year, one in four people experience a mental health problem.

That statistic is no surprise to the staff in the police control room and officers in our neighbourhoods who regularly come into contact with people in crisis because of a mental health condition.

Your PCC has worked with Norfolk Constabulary to secure a mental health specialist for the police control room, providing real-time support for staff and improving safeguarding for those with mental health conditions.

Stephen is working with partners from policing and health, among others, to improve the system of care for people in mental health crisis, and put in place a multi-agency agreement for the county.

A key aspect of that agreement, also signed by Care Minister Norman Lamb MP, is working together to stop mental health crises happening where possible by identifying vulnerability and intervening early, reducing the demand on police and other services.



How is your police force performing?



My objectives for reducing crime and disorder in Norfolk cannot, and should not, be delivered by any one organisation in isolation. Achieving shared aims needs to be a collective effort and will involve statutory agencies, local groups, organisations, and communities.



One of the key agencies with whom I am working to deliver my crime and disorder reduction objectives is Norfolk Constabulary.

I have set Chief Constable Simon Bailey a number of objectives specific to the policing of our county to ensure the issues which matter most to Norfolk are priorities for the Force.

The objectives and performance measures are for the period to 31 March 2016. I took this decision to enable the public to make an assessment of performance ahead of the next PCC elections in May 2016. In order to track progress, the performance outlined on the next page provides a position statement as at 31

March 2014 based upon interim targets put in place by the Chief Constable.

Overall, the Constabulary has performed well this year, with good progress being made against the performance measures. In six out of nine of the objectives, the standard set for the year has been exceeded. Levels of crime and anti-social behaviour in the county have reduced further this year which is excellent, but I want to see more crimes being detected and will be closely monitoring performance in relation to detections for serious sexual offences and domestic abuse over the coming months, as well as how the Force is working to improve satisfaction levels with the service it delivers.

My priorities are your priorities

- Reduce priority crime by 18%
- Increase detection rates for serious sexual offences to 35%
- Increase detection rates for serious violent offences to 68%
- Reduce the number of collisions in which people are killed or injured on Norfolk's roads to no more than 320
- Increase public satisfaction to 80%
- Reduce anti-social behaviour (ASB) by 40%
- Increase the detection rate for incidents of domestic abuse to 55%
- Reduce the re-offending of the most prolific offenders by 50%
- Reduce violent and sexual crime within key night-time economy (NTE) areas to no more than 450 incidents.

		Actual	Target	Variance
Priority Crime	Long-term reductions in priority crime: Interim target - maintain 2012/13 performance. 5 years to 31 March 2016 - 18% from the 2010/11 baseline	9,029	9,415	✓ 4.1% / 386 crimes above target
Anti-Social Behaviour	A reduction in ASB: Interim - 2.5% from 2012/13 performance 5 years - 40% from the 2010/11 baseline	28,154	30,893	✓ 8.9% / 2,739 incidents above target
Killed or Seriously Injured Collisions	A reduction in the number of road traffic collisions where people are killed or seriously injured: Interim - no more than 345 5 years - no more than 320	339	345	✓ 6 collisions above target
Priority Crimes Committed by Prolific Offenders	A reduction in the percentage of priority crimes committed by prolific offenders post-adoption onto the 180 degree scheme: Interim - 40% 5 years - 50%	44.6%	40%	✓ 4.6 percentage points above target
Serious Sexual Detection Rate	To attain a detection rate for serious sexual offences of: Interim - 32% or better 5 years - 35% or better	30.4%	32%	✗ 1.6 percentage points below target
Serious Violence Detection Rate	To attain a detection rate for serious violence offences of: Interim - 63% or better 5 years - 68% or better	66.7%	63%	✓ 3.7 percentage points above target
Satisfaction Rate	An increase in the amount of people who were very/completely satisfied with the whole experience of the service they received: Interim - 79% 5 years - 80%	77.2%	79%	✗ 1.8 percentage points below target

		Actual	Target	Variance
Violent and Sexual Crime within Key Night Time Economy Areas	A reduction in priority violence, volume violence and sexual offences accruing in King's Lynn, Norwich and Great Yarmouth patrol zones between 21:00 and 06:00: Interim - 500 crimes 5 years - 450 crimes	497	500	✓ 0.6% / 3 crimes above target
Domestic Abuse Detection Rate	Increase the domestic abuse detection rate: Interim - 52% 5 years - 55%	50.9%	52%	✗ 1.1 percentage points below target

Performance Highlights

Reduce the number of priority crimes

Priority crime refers to offences which cause the most harm to the public (burglary dwelling, burglary non-dwelling, priority criminal damage, priority violence, robbery, theft from motor vehicle and theft of motor vehicle). This target looks at the levels of priority crime that have occurred in the performance year. The target was set to maintain the levels of these crimes in line with prior performance year.



The Constabulary is 4.1% or 386 crimes better than target and has recorded one less priority crime per day from 1 April 2013 to 31 March 2014. Priority crime at county level has decreased in every category except robbery, arson and priority crime other which have not changed significantly.

Reduce the impact of anti-social behaviour (ASB):

This priority area measures the number of ASB incidents reported in the performance year and the target is for a 2.5% reduction. The Constabulary is 8.9% or 2,739 incidents better than target. This equates to almost eight fewer ASB incidents per day across the county.

Reduce the number of collisions in which people are killed or seriously injured (KSI) on Norfolk's roads

This priority measures the number of road traffic collisions where people are killed or seriously injured. There have been 339 KSI collisions and with a target of 345 the Constabulary has achieved its target.

Reduce re-offending of the most prolific offenders

This priority is measured by reducing the number of priority crimes committed by prolific offenders being managed by the 180 Degree Norfolk. The actual rate achieved was 44.6% which is 4.6% points better than target.

Increase serious sexual detection rates

This priority measures the detection rate for serious sexual offences within the current performance year. The detection rate achieved is 30.4% (233 detections and 768 crimes) which is 1.6% points below the target of 32%.

The rolling twelve month data continues to show improvements in detection rates reflecting the intensive focus upon this area of business by Vulnerabilities and Partnerships and other contributing teams. The number of serious sexual offences increased by 198 (34.7%) over this period while the number of detections increased by 54 (30.2%).



Increase serious violence detection rates

This priority measures the detection rate for serious violence offences within the performance year and the target is to achieve a detection rate of 63%. The detection rate is 66.7% which is 3.7% points better than target.

Increase public satisfaction

This priority measures the whole experience satisfaction rate of victims of crime. The target is to achieve a satisfaction rate (completely and very satisfied) of 79%. The rolling twelve month satisfaction rate (to the end of March) is currently 77.2% which is 1.8% points below target.

Within the satisfaction survey for victims of crime, there are four diagnostic questions in addition to overall satisfaction. These additional questions relate to ease of contact, actions taken, follow up and treatment and show continuous long-term improvement. The most notable improvement relates to follow up.

Reduce violent and sexual crime within key night time economy areas

This priority measures the number of priority violent crimes, volume violent crimes and sexual offences which occur within key night-time economy locations (Norwich, Great Yarmouth and King's Lynn) between the hours of 21:00 and 06:00. The target for the year is for there to be no more than 500 offences.

The Constabulary has achieved this target. There have been 497 offences - 3 offences better than the target.



Domestic abuse detection rate

This priority measures the detection rate for incidents of domestic abuse within the current performance year. The detection rate achieved is 50.9% which is 1.1% points under the target of 52%. The detection rate is 3.1% points better than last year.

There has been an increase of 545 reported domestic abuse crimes and a corresponding increase of 386 domestic abuse detections.

Holding your police to account

Stephen is responsible for holding the Chief Constable to account for an efficient and effective policing service for Norfolk. That includes monitoring how the Force performs against the objectives he has set, how it contributes to national policing issues such as counter-terrorism and tackling organised crime (set out in the Home Secretary's Strategic Policing Requirement), how it works to promote equality and safeguard children, and how it uses its budget and collaborates with other forces.



As well as being in regular contact with the Chief Constable and other senior officers to ensure key pieces of work are progressing as they should, Stephen meets formally with the Chief Constable at scheduled meetings which are open to the public. There were six such meetings, known as the Police Accountability Panel, during 2013/14. Details of each meeting, as well as the agenda, minutes and update reports Stephen receives from the Chief Constable, are available to view at www.norfolk-pcc.gov.uk

Over the coming months, Stephen will be taking the opportunity to review the current Police and Crime Plan for Norfolk and assess if there are any emerging issues impacting on our communities that may need to be captured within the Plan moving forward. This may result in the introduction of additional objectives or performance measures against which the Chief Constable will be held to account for the Force's progress in those areas.

Working together for a safer Norfolk

Community safety, tackling issues such as anti-social behaviour and domestic abuse, and protecting the vulnerable are not just matters for the police. My crime and disorder reduction objectives, and the benefits that will result from achieving them, are relevant to the work of statutory and non-statutory organisations across the county.

The reality is that there is limited funding available across all sectors and, in order to deliver what is required, we have to work together to use our stretched resources as efficiently and effectively as possible.

Partnerships have been set up around the county bringing together different organisations to work towards shared goals. Details of the partnerships in which I participate, along with a summary of their purpose, are available [on my website](#).

Just as I have set specific objectives for policing, it is intended, over the coming year, to explore putting in place performance measures with criminal justice and community safety partners. This will help to develop a broader understanding of the performance of other organisations and their impact upon one another.

Collaboration

Working more efficiently and effectively via collaboration with other organisations is a key part of my plan to protect Norfolk's frontline policing services as much as possible from the impact of budget cuts. Suffolk Constabulary is Norfolk's preferred partner for collaboration. Both Suffolk's PCC and I remain committed to collaboration, and I monitor joint activity between the two forces very closely.

I was delighted that Her Majesty's Inspectorate of Constabulary (HMIC) commended Norfolk's exemplary work with Suffolk, citing our extensive collaboration arrangements as a key contributor to the very good progress we have made in responding to the financial challenge.

The two constabularies have been collaborating for over four years, with the partnership yielding significant savings for both forces. We have a number of joint units and departments in areas such as protective services, custody, transport and IT, with more to come.

This year we have been pursuing further collaborative opportunities, not least the potential of a combined control room for the two Constabularies and a shared support services hub. I was disappointed that those plans had to be parked in April 2014 following Suffolk PCC Tim Passmore's decision not to approve the proposals. I voiced my regret at the time that any doubts had not been voiced earlier in this process so as to save taxpayers' money and staff weeks of stress and anxiety. It is only right that the proposals are left on the table but, equally, we cannot afford to delay any longer and must press ahead with a Plan B for making the required savings.

I continue to meet regularly with Suffolk's PCC Tim Passmore and the Chief Constables from both counties to monitor current collaborative projects and agree next steps.

As the purse-strings pull ever tighter, I am committed to radical thinking and leaving no stone unturned in order to protect our frontline. I am actively involved in a collaboration panel for the eastern region, enabling me to keep collaboration opportunities with other police forces under consideration.



Where does the money come from?

Funding for my work as PCC and the policing services under the direction of the Chief Constable comes from the Government in the form of grants (a police grant for day-to-day running costs and additional grants for specific purposes such as capital purchases or providing local services to support victims of crime) and also from the annual Council Tax precept levied on all households in the county.


The level of grant received from the Government has been cut significantly over recent years with further funding reductions anticipated until at least 2018. Looking at the next four years, financial plans indicate a funding shortfall of up to £20 million. Our resources are already stretched and our budgets are ever-decreasing, but yet demand on our policing services is not letting up and the challenges faced, particularly around reducing vulnerability and tackling crimes like serious sexual offences, domestic violence and child exploitation, are growing.

Setting the police budget is an incredibly important part of my role, especially with how bleak the current financial outlook is. The challenge I faced in setting the police budget for 2014/15 and the amount Norfolk's households contribute through their Council Tax was one I am sure many are familiar with - how to make ends meet in these tough financial times.

In the course of preparing the budget, the Chief Constable presented to me details of what he believed to be the biggest challenges facing the Force and outlined the growing pressures on the service. It was crystal clear to me that, even after efficiencies from our nationally-recognised collaboration with Suffolk Constabulary were taken into account, Norfolk Constabulary still had a financial mountain to climb.

For Norfolk, the collaboration with Suffolk has already delivered around £11m in efficiencies. A further £11m is planned to come out by 2017/18, but even with an annual 2% rise in the police element of the Council Tax the Force will still have some £9m to find by March 2018. No-one can be in any doubt that we still face extremely difficult decisions over the next few years. That is the reality of the situation.

Norfolk Constabulary is a highly performing force, and is making good progress in many areas. The force clearly recognises the need to pull the purse strings tighter but is equally clear that demand in some areas is rising. Officers are seeing the emergence of new patterns of offending including increased reporting of serious sexual offences and domestic violence and more cases of adult abuse and child exploitation. These crimes often involve vulnerable members of our communities and are more often than not complex and difficult investigations and require appropriate resourcing. None of this can, or will, be ignored.



Ahead of setting the budget, it was of vital importance to me to ensure all the residents of Norfolk had every opportunity to have their say through an extensive consultation process. More than 1,000 residents responded - overall 53% were in favour of a 2% rise with 47% in favour of a freeze.

The full consultation breakdown and all comments made are available on [my website](#).

Looking over the medium term and taking all of the above into consideration, I decided to increase the police element of the Council Tax by £3.96 per annum (1.9722%) to £204.75 (Band D) for 2014-15.

This was not a decision I took lightly but I strongly believe that it was the right one for Norfolk.

Where the money comes from

	2013-14	2014-15
	£m	£m
Government Funding	96.74	93.03
Council Tax	53.05	54.98
Approved Budget	149.79	148.01

How the money is spent

	2013-14	2014-15
	£m	£m
Employees	126.80	128.63
Premises	6.19	6.48
Transport	4.09	3.89
Supplies, Services & Other	16.98	18.74
Capital Financing	8.61	9.90
Gross Spending	162.67	167.64
Other Income	(12.88)	(18.63)
Net Spending	149.79	148.01

With the exception of funding provided to me by the Government for victim services and restorative justice, which can only be used to deliver those things, funds for revenue and capital purposes are allocated to the Chief Constable and, at my discretion, to other individuals and organisations who can support the objectives within my Police and Crime Plan (see information on Crime and Disorder Reduction Grants)

Throughout the year, budgets are regularly monitored and formal reports on the latest spending position are submitted to public meetings providing me with an opportunity to openly ask questions or challenge the Chief Constable on use of budgets where necessary.

At the end of the financial year, annual accounts are examined by external auditors, Ernst and Young, who are required to provide an audit certificate. I have also appointed internal auditors, PricewaterhouseCoopers, to ensure that throughout the year there is continual audit of financial controls.

A detailed breakdown of the budget is available [on my website](#), alongside all budget monitoring and auditor reports.

Funding a safer Norfolk

January 2014 marked the launch of the first round of your PCC's Safer Norfolk Fund.

"During my first year as PCC, I travelled the length and breadth of Norfolk and saw firsthand some incredible work done by dedicated people. I met people who have a drive and determination to turn the lives of others around and give up their time to help and make a genuine difference.

"There are people working with youngsters trying to help them set off on the right path, those supporting victims and others running offender rehabilitation programmes to get former offenders back into employment, education or training.

"I want to do something to support the wide range of charitable, voluntary and community organisations across Norfolk working in these key areas day in, day out, and that's my aim in launching this fund."

I put forward the initial £100,000 fund from his commissioning budget to deliver grants to those working with the disadvantaged and vulnerable in what he feels are key priority areas across Norfolk. These areas include tackling domestic abuse and sexual violence, supporting victims and preventing victimisation, working with offenders to prevent reoffending, working with people with mental health, drug and alcohol issues to prevent offending and victimisation, and working with young people to help them stay clear of crime.



Get Involved

I was elected by the people of Norfolk to influence and oversee the work of the police, community safety and criminal justice partners on their behalf. But community involvement in keeping Norfolk one of the safest counties in the country doesn't end with casting that vote.

While it is vitally important to work with partner agencies from all sectors to make the most of finite resources, and use my crime and disorder reduction grants to commission schemes and projects which contribute to the safety and security of our county, it is crucial not to overlook the knowledge and experience that communities themselves can offer.

Whether it's sharing their views from the comfort of their armchair, joining others to debate issues of concern and provide a community perspective, or becoming part of a team of volunteers who check on the welfare of detainees in Norfolk's custody facilities, there are lots of ways in which communities are making a real difference. For details of how you can get involved, visit www.norfolk-pcc.gov.uk

How am I doing?

With the job title of Police and Crime Commissioner comes much responsibility.

It is only right that, just as I oversee the work of our Chief Constable, someone monitors how I am performing. This duty falls to the Norfolk Police and Crime Panel, made up of county councillors and independent members who, at regular public meetings, scrutinise, support and challenge my actions and decisions. More information on the Panel is available from the [Norfolk County Council website](#).

Ultimately, Norfolk's voting public will have the final word on how well I carry out my role as their Police and Crime Commissioner at the next PCC elections due in May 2016. On my election, I made a pledge to the people of Norfolk of what I would deliver on their behalf. Updates of how I am doing against that pledge can be found [on my website](#).

I am committed to being open and transparent about my work and my website is where you will find a whole raft of information about my day-to-day activities, police finance and performance, partnership arrangements and much more. Making this information available via my website is the most practical and cost-effective way of ensuring its accessibility but I appreciate this will not meet the needs of everyone. Key documents, like my Police and Crime Plan, will be made available in alternative formats as a matter of course. However, if you have a request for information in a specific format, please get in touch.



Contact your Police and Crime Commissioner

I am proud to be your PCC and welcome views, input and feedback from Norfolk's communities, businesses and organisations. If you have a comment or question about this annual report or any other aspect of my work, please get in touch.

In writing to:

Police and Crime Commissioner for Norfolk
Building 8, Jubilee House
Falconer's Chase
Wymondham
Norfolk
NR18 0WW

Telephone:

01953 424455

Email:

opccn@norfolk.pnn.police.uk

Website:

www.norfolk-pcc.gov.uk

Information bulletin

Suggested approach from Jo Martin, Scrutiny Support Manager

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

1. Background

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

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

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

a) Decisions taken

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

b) Items of news

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

c) Police Accountability Panel meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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


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

3. **Suggested approach**

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

4.0 **Action**

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

 The logo for 'IN TRAN' features the words 'IN' and 'TRAN' in a bold, sans-serif font. To the left of 'TRAN' is a stylized graphic of two triangles pointing towards each other. Below the main text, the phrase 'communication for all' is written in a smaller, lowercase font.	<p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.</p>
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Commissioner's Decisions**Leeway and Orwell Housing IDVAs Crime and Disorder Reduction Grant***Decision 2014/10*

The PCC approves the allocation of a Crime and Disorder Reduction Grant to Leeway and Orwell Housing for the continuation of the Independent Domestic Violence Advocates (IDVAs) service until 31 March 2015.

Independent Custody Visiting Association - Membership Subscription 2014/15*Decision 2014/11*

The PCC agrees to subscribe to the Independent Custody Visiting Association for a further year at the cost of £500.

Preparation for Commissioning Victims Services*Decision 2014/12*

Stephen agreed to enter into a collaboration agreement with the other 5 regional PCCs to appoint and joint fund an Eastern Region Victims Commissioning Project Manager at a cost of up to £10,000 for each PCC.

Norfolk Youth Offending Team Grant*Decision 2014/13*

Stephen agrees the allocation of a Crime and Disorder Reduction Grant to the Youth Offending Team to continue the provision of the Youth Inclusion and Support Programme.

(Decision 2014/14 not published)

Extension of Services Provided by The Sue Lambert Trust*Decision 2014/15*

The PCC supports the extension of services provided by the Sue Lambert Trust and fully supports this Crime and Disorder reduction grant.

Victim Support Domestic Abuse Victims Gateway and Triage Service*Decision 2014/16*

The PCC supports the delivery of this intervention service to be delivered by Victim Support Services for Norfolk and Suffolk, and endorses this crime and disorder reduction grant.

Draft Annual Governance Statement*Decision 2014/17*

The PCC approves the Draft Annual Governance Statement.

Commissioning Strategy and Delivery Plans*Decision 2014/18*

The PCC approves the Commissioning Strategy and Commissioning Plan.

Safer Norfolk Foundation Medium Grant Programme - First Round*Decision 2014/19*

The PCC allocates the first round of grant awards in relation to the Safer Norfolk Foundation Medium Grant Programme.

Organisational Review of OPCCN

Decision 2014/20

The PCC approves the organisational review of the OPCCN.

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

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

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

Summary of the Commissioner's activity

Deputy Commissioner temporarily assumes duties

23 June 2014

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

Stephen marks return to office with Audit Committee meeting

7 July 2014

Stephen has returned to normal duties today. First major item of business – a meeting with the members of the Audit Committee.

£180k for Norfolk charities and community groups

7 July 2014

PCC Stephen Bett has awarded £180,000 to community groups and charities in Norfolk which keep the county one of the safest places in England.

PCC welcomes Victims' Commissioner review announcement

8 July 2014

Stephen has welcomed the announcement by Victims' Commissioner Baroness Newlove that a review of victims' treatment within the criminal justice system is to be carried out.

Commissioner vows to cut red tape

14 July 2014

Norfolk's Police and Crime Commissioner brought together representatives from organisations across Norfolk, on Friday 11 July, including the police, clinical commissioning groups, the prison...

PCC to challenge Chief Constable

15 July 2014

Norfolk's Police & Crime Commissioner is to question the county's Chief Constable over whether a 'significant increase' in reports of violence from care homes is down to a rise in incidents.

PCC responds to 'outstanding' report

23 July 2014

"I know how hard all those at Norfolk Constabulary have worked...." - PCC responds to HMIC report.

PCC gives Norfolk Police £1m+

25 July 2014

Norfolk's Police and Crime Commissioner is to give Norfolk Constabulary £1.4m over four years to help protect the county's frontline

Norwich celebrates Pride 2014

28 July 2014

Deputy PCC Jenny McKibben attended the annual Norwich Pride event over the weekend, speaking to stall holders and those enjoying the celebrations about their experience of being LGBT in Norfolk.

Discover Recovery

28 July 2014

Norwich hosted the Discover Recovery Festival on Sunday, which celebrates those who have recovered from drug or alcohol problems and inspires others to begin their own recovery journey

Supporting veterans in Norfolk and Suffolk

29 July 2014

A new role being hosted by the PCC's office is to support critical services for veterans in Norfolk and Suffolk. Rickie Botwright has been announced as the new Prison In-Reach Coordinator

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

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

List of items discussed at the most recent Police Accountability Panel meeting

Date: 16 July 2014	
Subject	Summary
Public agenda	
Revenue and Capital Outturn 2013-2014 – June 2014	<p>1. This report presents the revenue and capital outturn figures for the financial year ending 31 March 2014, final proposals for financing the capital programme and final proposals for the allocation of general balances, earmarked reserves and provisions.</p> <p>2. The report follows the format used in budget monitoring. In some instances the figures will be presented in a different manner to that of the Annual Statement of Accounts for 2013-14. The outturn report and the accounts are compiled from the same information. However, the Statement of Accounts has to reflect certain statutory technical accounting requirements.</p> <p>3. The Chief Financial Officer is required to certify the accounts by the 30th June and these draft accounts are then reviewed by the Audit Committee and examined by the external auditor prior to the submission of auditor's final report on the accounts in September 2014.</p> <p>Recommendations: It is recommended that the Commissioner :</p> <ul style="list-style-type: none"> (i) Notes the revenue and capital outturn for 2013-2014, including assessment against the Prudential Indicators; (ii) Approves the financing of the capital programme as detailed in paragraph 2 of the report; (iii) Approves the contributions to earmarked reserves as detailed in paragraph 3 of the report; (iv) Approves the overall movement in general and earmarked reserves as detailed in Appendix F of the report; (v) Approves the level of provisions as detailed in paragraph 4 of the report.
Strategic Performance Overview	<p>A summary of performance against the 2014/15 Policing Priorities.</p> <p>Recommendation: For discussion only.</p>
Human Resources Update	<p>This report provides an update on the following:</p> <ul style="list-style-type: none"> • The Constabulary's sickness performance, an overview of establishment, strength and recruitment profile, course attendance rates and e-learning compliance rates up to 31 May 2014

	<ul style="list-style-type: none"> • A profile of Fairness at Work (FAW) activity to 31 March 2014 • Diversity training and workforce profile update as at 31 March 2014 • Performance Improvement Unit (PIU) update as at 31 May 2014 <p>Recommendation: To note the contents of this report.</p>
Protective Services Command Update	<p>This report provides an update from Protective Services Command identifying key performance information and significant operational or organisational issues.</p> <p>Recommendation: To note the contents of this report.</p>
Local Government Pension Scheme – Policy Statement	<p>There are a number of provisions in the Local Government Pension Scheme (LGPS) which give employers various discretions as to how the Scheme is to be applied in respect of their employees or where they need to make decisions in respect of their employees. Employers need to decide how they will operate each of these discretions, and this must be included in a Policy Statement published by the employer. The Policy Statement must be kept under review, and a copy must be sent to the Pension Fund within one month of being published. The Policy Statement was last updated in April 2013 and must now be updated again to incorporate statutory and other changes.</p> <p>Recommendation: It is recommended that the PCC approves the attached updated Policy Statement.</p>
Emerging Operational / Organisational Risks	No report published.
Private agenda	
Estates and Facilities Programme Update	Exempt report - not published.

Next meeting – 17 September 2014, 10am, Norfolk Room, Breckland District Council

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

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

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

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

The last meeting took place on 30 April 2014, and the Panel considered the items discussed when it met on 4 July 2014. The 2 July 2014 meeting was cancelled.

Next meeting - 3 September 2014, 10:30am - Filby Room, Norfolk Constabulary Headquarters

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

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

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

HMIC's programme for regular force inspections

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

- 1) Consider the HMIC consultation document and agree which issues, if any, it wishes to raise in response to the consultation questions.
- 2) Delegate to the Chairman and Vice-Chairman the task of finalising a response, to be submitted to HMIC no later than the Friday 29 August 2014.

1. Background

- 1.1 In November 2013, the Home Secretary asked Her Majesty's Inspectorate of Constabulary (HMIC) to develop and implement a new programme of annual all-force inspections with a view to assessing the efficiency and effectiveness of policing in England and Wales. It will see forces judged and placed in one of four categories: outstanding, good, requires improvement or inadequate.
- 1.2 On 8 July 2014 Mr Thomas Winsor, Her Majesty's Chief Inspector of Constabulary, wrote to the Panel's Chairman to:
 - Provide an update on the development of a new programme of inspections of aspects of day-to-day policing in all police forces.
 - Invite a response to a public consultation, launched by HMIC on 30 June 2014, on its proposed approach to these new inspections.
- 1.3 The letter from Mr Winsor is attached at **Annex A** of this report and the consultation document at **Annex B**.

2. Issues to raise in response to consultation questions

- 2.1 Suggested issues that the Panel may wish to raise in response to each of the consultation questions are set out below, for the Panel to consider.

- Q1) What do you think of the proposed approach? How could it be improved?
- *Acknowledge the proposed new approach and express concerns about: the increased inspection demand that will be placed on forces (with inspections taking place every six months), whether splitting the focus across two inspections (Inspection 1 covering effectiveness and Inspection 2 covering efficiency) will be as robust as a single annual inspection.*
 - *Comment - Police and Crime Panels do not feature anywhere in the consultation document, and they should not be overlooked as playing a*

key role in the local accountability structure.

- Q2) Are there any other aspects of police work you would like to see covered by PEEL inspections? If so, what are these?
- *Acknowledge the new assessment framework.*
 - *Welcome the fact that inspections will take a critical look at the leadership capacity of forces.*
 - *Comment - identifying opportunities for collaboration and partnership arrangements will be essential to achieving the shared local aims identified in Police and Crime Plans and managing ever-stretched budgets. It should feature more prominently than currently suggested (forming part of HMIC's consideration of the local context) and a specific question for all forces should be included in the assessment framework (under effectiveness), asking them to demonstrate how they support PCCs in this area.*
 - *Comment - stopping the revolving door of offending is an essential factor in reducing crime and disorder. The assessment framework should include specific questions about how effective forces are at contributing to offender rehabilitation and restorative approaches.*
- Q3) Do you agree with the proposal to use four categories for making judgments? If not, how could it be improved?
- *Agree with the four categories.*
- Q4) Do you agree with the proposed approach to those forces that receive a judgment of inadequate? How could it be improved?
- *Comment – an additional step could be included for those forces which receive a judgement of inadequate. Arrangements for additional support from a high performing force could be put in place, to assist with the production and implementation of an improvement programme. This would be similar to the partnership arrangements that are put in place for NHS bodies which have been put in special measures, to address concerns raised by the Care Quality Commission and Monitor.*
- Q5) Is there anything else that we should include in our recommendations to ensure that they lead to improvement?
- *Comment - common regional themes could be identified, as well as national themes.*
- Q6) Do you have any comments on our proposed approach to inspecting partnership and collaboration arrangements?
- *Acknowledge the principles and refer to the response given to Q2 above. Emphasise the importance of requiring all forces to demonstrate how they support PCCs in this area.*
 - *Comment - it will be important not to place disproportionate demands on small, local providers with limited resources.*
- Q7) Do you have any comments on our proposed approach to gathering evidence?
- *Welcome the aim of minimising any unnecessary inspection demands on forces.*

- Q8) Do you have any comments on our proposed approach to gathering information from victims?
- *Support the approach of drawing on existing, available data already gathered by forces and PCCs.*
- Q9) What else should we consider doing to make the PEEL assessments as fair as they can be?
- *Recognise that both inspections will cover elements of 'legitimacy', including the overall public perceptions of the force, and suggest that views and comments expressed by Police and Crime Panels should be acknowledged in this element of the inspection.*
- Q10) Do you have any comments on our proposed approach to reporting to the public?
- *Paragraph 57 of the consultation document explains that HMIC plans to test reports with a variety of interested parties; this should include Police and Crime Panels.*

3.0 Action

3.1 The Panel is recommended to:

- 1) Consider the HMIC consultation document and agree which issues, if any, it wishes to raise in response to the consultation questions.
- 2) Delegate to the Chairman and Vice-Chairman the task of finalising a response, to be submitted to HMIC no later than the Friday 29 August 2014.



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.



Thomas P Winsor

Her Majesty's Chief Inspector of Constabulary

Chair

Police and Crime Panel

18 July 2014

HMIC's new programme of regular force inspections

In a Written Ministerial Statement laid on Wednesday 18 December 2013, the Home Office announced its decision *to fund a new annual programme of HMIC all-force inspections*.

At the Home Secretary's request, we are developing this new programme of inspections of aspects of day-to-day policing in all police forces. This will allow us to examine what is happening on the ground in force areas, identify and disseminate best practice amongst forces, and increase the chances of any problems or service failures being discovered early so that things are put right before they become more serious in terms of public harm and cost.

I am writing to update you on our plans in relation to this work, known as the PEEL (police effectiveness, efficiency and legitimacy) programme.

Until now, HMIC has principally fulfilled its core function of inspection and reporting on the efficiency and effectiveness of forces in England and Wales (as required by section 54(2) of the Police Act 1996) by monitoring data provided by police forces and inspecting areas of policing that present a particular risk.

However, such an approach carries the risk that potential problems may be missed. The recent mid-Staffordshire NHS case – in which the absence of regular, on-the-ground inspection resulted in the Care Quality Commission failing to identify severe shortcomings in the provision of services because, on the surface, the health trust was performing reasonably well – has been very much in our minds during these deliberations.

The HMIC Board therefore considers that routine and regular inspections are the most reliable basis for sound, thorough and comparative assessments of police efficiency and effectiveness.

Work to implement the programme is continuing apace, and HMIC is increasing the amount and extent of its consultation with the public and other policing institutions and interested parties, including police and crime commissioners, local policing bodies (PCCs and LPBs) and the police service.

The HMIC Board has now agreed a proposed approach to the annual all-force inspections. The new programme will focus on three themes:

- how well each force cuts crime (effectiveness);

- how well each force provides value for money (efficiency); and
- how well each force provides a service that has legitimacy in the eyes of the public (legitimacy).

Each force will be inspected and reported on twice each year as part of the PEEL programme.

- One inspection will cover **effectiveness**. It will focus in detail on how effectively forces prevent and reduce crime, and how effectively they investigate crime in the context of the demand they face and local priorities.
- The other inspection will cover **efficiency**. It will consider how forces provide value for money, how they make best use of their resources to achieve the right results for local communities, and whether their plans are sustainable in years to come.
- Both inspections will cover elements of **legitimacy**, along with organisational factors and local context.

The findings from the two inspections will then be combined to produce one fully integrated assessment for each force. We will use PEEL assessments and all relevant thematic reports to provide a national assessment of policing.

HMIC's proposed judgments and recommendations

The report after each inspection will include judgments in relation to individual elements of the assessment.

HMIC proposes to use four judgments: two positive and two negative. Judgments will be made in connection with the three themes of efficiency, effectiveness and legitimacy, as well as individual elements of the inspection framework. The judgments reflect the terminology used by Ofsted. The Care Quality Commission has recently consulted on a proposal based on a similar model. The judgments will be:

- outstanding;
- good;
- requires improvement; and
- inadequate.

We will publish criteria so that the way in which we arrive at judgments is clear. We will base judgment criteria on existing professional standards where they exist. Judgments will be accompanied by further information that will include comments on local context, and whether the force is improving or getting worse.

HMIC is committed to making recommendations when an assessment has identified there is a clear problem that needs to be addressed. We are also proposing to make recommendations in relation to areas that could be improved. As well as making recommendations to police forces, we propose to make recommendations to other bodies, such as the Home Office and the College of Policing, where issues that arise from inspections need to be addressed by those bodies.

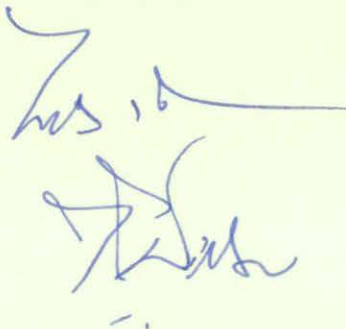
We will also change the way we approach our inspections to reflect the way the police collaborate. It is right that, in a tight financial climate, the police should exploit opportunities to join up with other organisations in the public, voluntary and private sectors, cutting out duplication and providing better, more efficient services to the public. HMIC will be mindful of collaboration arrangements in order to minimise inspection demands. HMIC will work with other inspectorates so that we are accurately identifying material issues before and after inspection.

The consultation

On Monday 30 June 2014, we launched a period of public consultation, in which I would encourage you to take part. The consultation is open to all, and will enable us to obtain the views of the public, policing institutions and other interested parties.

The consultation period ends on Friday 29 August 2014, after which time we will collate and consider all responses.

I hope that you will find this update useful, and will consider responding to the attached consultation formally.

A handwritten signature in blue ink, appearing to read 'Thos P Winsor', with a long horizontal stroke extending to the right.

Thomas P Winsor

Her Majesty's Chief Inspector of Constabulary



Inspecting policing
in the **public interest**

HMIC's programme for regular force inspections

For consultation

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Her Majesty's Inspectorate of Constabulary

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses the efficiency and effectiveness of police forces and policing activity – ranging from neighbourhood teams through serious crime to the fight against terrorism – in the public interest.

In preparing our reports, we ask the questions which citizens would ask, and publish the answers in accessible form, using our expertise to interpret the evidence. We provide authoritative information to allow the public to compare the performance of their force over time and against others, and our evidence is used to drive improvements in the service to the public.

HMIC consults and works with other organisations on the inspection and assessment of police forces in England and Wales. HMIC also has a long history of conducting joint inspections with other inspectorates. HMIC does not have a statutory duty to inspect police and crime commissioners and their offices, but can be commissioned to inspect services on their behalf.

Our mission

Through inspecting, monitoring and advising, to promote and advance improvements in the efficiency and effectiveness of policing. We will do this independently, professionally and fairly, always championing the public interest, and we will explain what we do and why.

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Foreword from HM Chief Inspector of Constabulary

In November 2013, the Home Secretary asked HMIC to develop and implement a new programme of annual all-force inspections with a view to assessing the efficiency and effectiveness of policing in England and Wales. It will see forces judged and placed in one of four categories: outstanding, good, requires improvement or inadequate.

This will be a major undertaking for the inspectorate and will have significant implications for policing. It is therefore right that we hear as many views as possible as we develop the programme for these assessments. The assessments will judge whether your police force is providing an efficient and effective service.

Over recent years, HMIC has moved from reviewing and reporting on the efficiency and effectiveness of each force to focusing on specific issues across the police service. A thematic and risk-based approach has served to address areas of significant public interest and will need to continue.

Policing is changing and this necessitates a more consistent and accessible means for the public to assess the quality of policing as a whole in their area. This will complement the greater focus on forces' accountability to the public through directly elected police and crime commissioners.

In addition to inspections on specific issues, HMIC will set out a clear, objective and comprehensive assessment of the efficiency and effectiveness of policing in each force area. The new programme of inspections will give the public an easy-to-understand assessment of how their force is performing.

This document sets out our proposed approach for these new assessments. We are keen to hear your views. Throughout the document, we have asked a number of questions and your responses will inform the next stage of the programme's development.

I should like to thank you on behalf of Her Majesty's Inspectors for taking the time to read this document and I look forward to your responses.

Thomas P Winsor
HM Chief Inspector of Constabulary

Policing in England and Wales

- 1 In recent years, policing in England and Wales has undergone significant institutional, structural and operational reform. Since 2010, the substantial reforms to the institutions of the police have included:
 - the creation of police and crime commissioners¹ (PCCs) to improve accountability;
 - the establishment of the College of Policing to set standards, improve professionalism and develop a better understanding of what works;
 - the establishment of the National Crime Agency to tackle serious and organised crime;
 - more powers and resources for the Independent Police Complaints Commission (IPCC); and
 - an inspectorate that is more independent of government and more independent of the police service.
- 2 In addition, there have been wide-ranging changes to police terms and conditions of service, and there has been huge advancement in the use of technology, by both offenders and officers. These changes collectively amount to the greatest reform of the police for almost 100 years.
- 3 By far the most significant single change has been the introduction of democratically elected PCCs, one for each police force area. PCCs have replaced police authorities and set policing priorities through their local police and crime plans, set the budgets for their forces, and hold their chief constables to account.
- 4 The introduction of PCCs has been coupled with the abolition of government targets and a reaffirmation that operational responsibility belongs with the police. This reflects a move from bureaucratic accountability – where the police are held to account by central monitoring of targets and performance indicators – to local democratic accountability. Through the PCCs, the public now has a greater voice in determining the priorities of its local force.

¹ The term police and crime commissioners is used as shorthand to make reference to police and crime commissioners, the Mayor's Office for Policing and Crime in the Metropolitan Police Service and the Common Council of the City of London.

- 5 There are a number of independent regulatory and inspection bodies that scrutinise the police in the public interest and provide information on performance. The role of these bodies, which include HMIC and the IPCC, has been strengthened as part of the move to democratic accountability.
- 6 Some of these changes have been underpinned by legislation. The Police Reform and Social Responsibility Act 2011 made a number of significant changes to HMIC. It gave Her Majesty's Inspectors (HMIs) explicit powers of entry and access to information as well as a direct route of accountability to Parliament and the public.
- 7 The changes Parliament enshrined in law were a reflection of a changing policing world – one where democratic accountability could only successfully generate improvements if the public and the PCC had a clear, objective and robust sense of what was happening in their force.

The need for change

- 8 The significant changes to police accountability have required organisations supporting the process, such as HMIC, to review the ways they work to make sure they are fit for the future.
- 9 HMIC's role in publishing information about the quality of the service police forces provide facilitates greater public scrutiny. This information serves as the basis for a dialogue between the public and their local PCC – but only if the information is accessible, easy to understand and covers the issues in which the public are interested.
- 10 In recent years, the expectations of the general public in relation to the information they receive about public services has changed radically. The public are accessing more information, through more channels, more quickly and easily than ever before. In March 2014, YouGov² polled over 2,000 members of the public on behalf of HMIC to get their views of performance information on the police. We know from this polling that the majority of the public want information but few feel that they are well informed about the police.
- 11 The information that HMIC provides needs to cover all aspects of policing and must take account of the complexities of policing in the modern age. The demand for the services of the police is changing, as is the nature of crime. The internet and associated technology have created conditions in which criminals have greater opportunities to operate in an environment that they believe to be safer, and where opportunities to offend are more readily or easily available. The internet has made new kinds of offending possible, and has increased the number of potential victims.
- 12 Inspections also need to be able to identify early signs of systemic problems across forces that could lead to issues like those seen in Mid Staffordshire hospital³. The last few years have seen a number of controversies and revelations of a serious and negative nature in relation to the conduct of some police officers – for example, conduct exposed by the Leveson Inquiry and the conclusions of the Hillsborough independent panel. Inspections need to put

² Unpublished YouGov Survey, March 2014

³ *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry*, Sir Robert Francis QC, London, 2013

performance in to context, looking not just at the effectiveness of the force, but also the fairness and propriety of its processes.

- 13 In recent years, HMIC has monitored the efficiency and effectiveness of police forces through detailed analysis of performance and financial data and through thematic inspections, concentrating on areas of highest risk, greatest importance to the public and where things have gone wrong. It is our view that the balance of inspections has become too weighted towards thematic inspections. Having access to comparable assessments of force performance over a period of years allows forces and the public to identify, assess and monitor improvements or deterioration in service. Thematics, unless revisited routinely, do not provide the systematic analysis over time that provides the rich picture needed for democratic accountability, or the incentive for forces to improve year on year.
- 14 As the example of Mid Staffordshire hospital demonstrated, public institutions have their own sense of identity and characteristics born from their leaders, their work and their history. With these come inherent strengths and weaknesses. These strengths and weaknesses are often part of the institution and can be given insufficient emphasis in any thematic inspection focused on a single issue.
- 15 It is essential that those holding the police to account – the public and PCCs – have a reliable, impartial and expert assessment of the efficiency, effectiveness and legitimacy of core policing functions. The challenge is to provide this without unnecessarily increasing the demands on forces and continuing to provide detailed assessments of principal issues of concern when required. This will necessitate a change not only in what we do but also, crucially, how we do it.

The new approach: all-force inspections

- 16 In order to meet these challenges, as we set out in the consultation on our 2014/15 inspection programme⁴, HMIC will be carrying out a new annual programme of all-force inspections. The inspections will provide accessible, annual independent assessments of the performance of police forces. They will make it possible to see from a small number of easy-to-understand categories of police activity and assessment, how well police forces are performing.
- 17 The principal aims for the programme are to:
- improve effective democratic accountability;
 - inspect in a way that leads to the greatest practicable appreciable improvement in policing services; and
 - assist in identifying problems at an early stage and so reduce the risk of failure.
- 18 The inspection programme will provide information about what is happening in reality across a range of policing functions. This will help forces drive improvement in their own performance through comparison with the best performers. It will support PCCs in holding their chief constables to account and reduce the need for PCCs to conduct regular assessments. It will assist the public in holding PCCs to account.
- 19 The focus of the programme will be on three principal themes:
- efficiency: how well police forces provide value for money;
 - effectiveness: how well each force cuts crime, from anti-social behaviour to protecting vulnerable people and organised crime; and
 - legitimacy: how well each force provides a service that is fair and treats people properly.
- 20 The first two themes reflect HM Chief Inspector of Constabulary's statutory responsibility to provide an annual assessment of the efficiency and effectiveness of policing in England and Wales (section 54(4A), Police Act

⁴ HMIC's Proposed 2014/15 Inspection Programme for consultation, HMIC, London 2014

1996). The legitimacy of the police service is central to its effectiveness, and of sufficient significance to merit a third theme.

- 21 The name for the new programme will reflect these themes. The inspections will be called Police Efficiency, Effectiveness and Legitimacy assessments, or PEEL assessments.
- 22 In designing the PEEL assessment programme, HMIC has obtained the co-operation and constructive assistance of PCCs, police forces, the College of Policing and the Home Office, together with other inspectorates and senior academics and we have also carried out public polling. This collaborative work has helped to make the design of the new inspection programme as sound and efficient as possible to meet the needs of the public. The team used this engagement to establish a number of design principles that were used in developing the proposed approach. These principles can be found at Annex B at the end of this document.
- 23 The PEEL assessment programme will give HMIC a solid baseline to comment on the breadth of policing. It will reduce the need for additional thematic inspections and should, over time, lead to a reduction in the inspection demands that we place on forces.
- 24 The purpose of this consultation is to gather views on the approach HMIC uses to make PEEL assessments and the way the PEEL assessments will be presented.

The proposed approach

Overview

- 25 HMIC proposes the following principles to underpin the approach for PEEL assessments.
- Assessments will cover the range of activities that forces undertake.
 - There will be consistency in the way that assessments of different forces are carried out and reported upon. There will be a robust moderation process so that sound comparisons can be made between forces.
 - Inspections will be primarily based on qualitative evidence (i.e. descriptive information). Quantitative data will be used to support inspections.
 - The public's – and especially victims' – experiences of the police will be central to making an assessment.

Assessment framework

- 26 HMIC will build on the existing monitoring framework in place for forces, basing PEEL assessments on a set of core questions. The questions will be grouped around the PEEL themes of efficiency, effectiveness and legitimacy, as set out below.
- (a) Efficiency
1. Is the force maximising the efficiency of its operational resources?
 2. Does the force have a secure financial position for the short and long terms?
 3. Does the force have a sustainable workforce model for the comprehensive spending review period and beyond?
 4. Does the force have the leadership capacity that it needs?
- (b) Effectiveness
5. How effective is the force at reducing crime and preventing offending?
 6. How effective is the force at investigating offending?

7. How effective is the force at protecting those at greatest risk of harm?
8. How effective is the force at tackling anti-social behaviour?
9. How effective is the force at tackling serious, organised and complex crime?
10. How effective is the force at meeting its commitments under the Strategic Policing Requirement⁵?
11. How effective is the force at proactively ensuring public safety?

(c) Legitimacy

12. What are the overall public perceptions of the force?
13. How effective is the force at responding when a member of the public calls for service?
14. How well is the force meeting its responsibility to treat people equally and without discrimination?
15. Does the force's workforce act with integrity?
16. Are the data and information that forces provide about their work of a high quality?

27 The framework will be extended to provide more rounded assessments. In addition to the 16 questions, assessments will consider:

- local context to reflect the different demands faced by forces, different priorities set by police and crime commissioners, and the collaboration and partnership arrangements that forces have in place; and
- organisational factors that drive operational performance, such as: leadership; supervision and management; organisational culture; training; allocation of resources; use of technology; and how forces learn, improve and innovate.

⁵ *Strategic Policing Requirement*, HM Government, London, 2012

Frequency and structure of inspections

- 28 Each force will be inspected and reported on twice each year as part of the PEEL programme.
- Inspection 1 will cover effectiveness. It will focus in detail on how effectively forces prevent and reduce crime, and how effectively they investigate crime in the context of the demand they face and local priorities.
 - Inspection 2 will cover efficiency. It will consider how forces provide value for money, how they make best use of their resources to achieve the right outcomes for local communities, and whether their plans are sustainable in years to come.
 - Both inspections will cover elements of legitimacy, along with organisational factors and local context.
- 29 The findings from the two inspections will then be combined to give one fully integrated assessment.

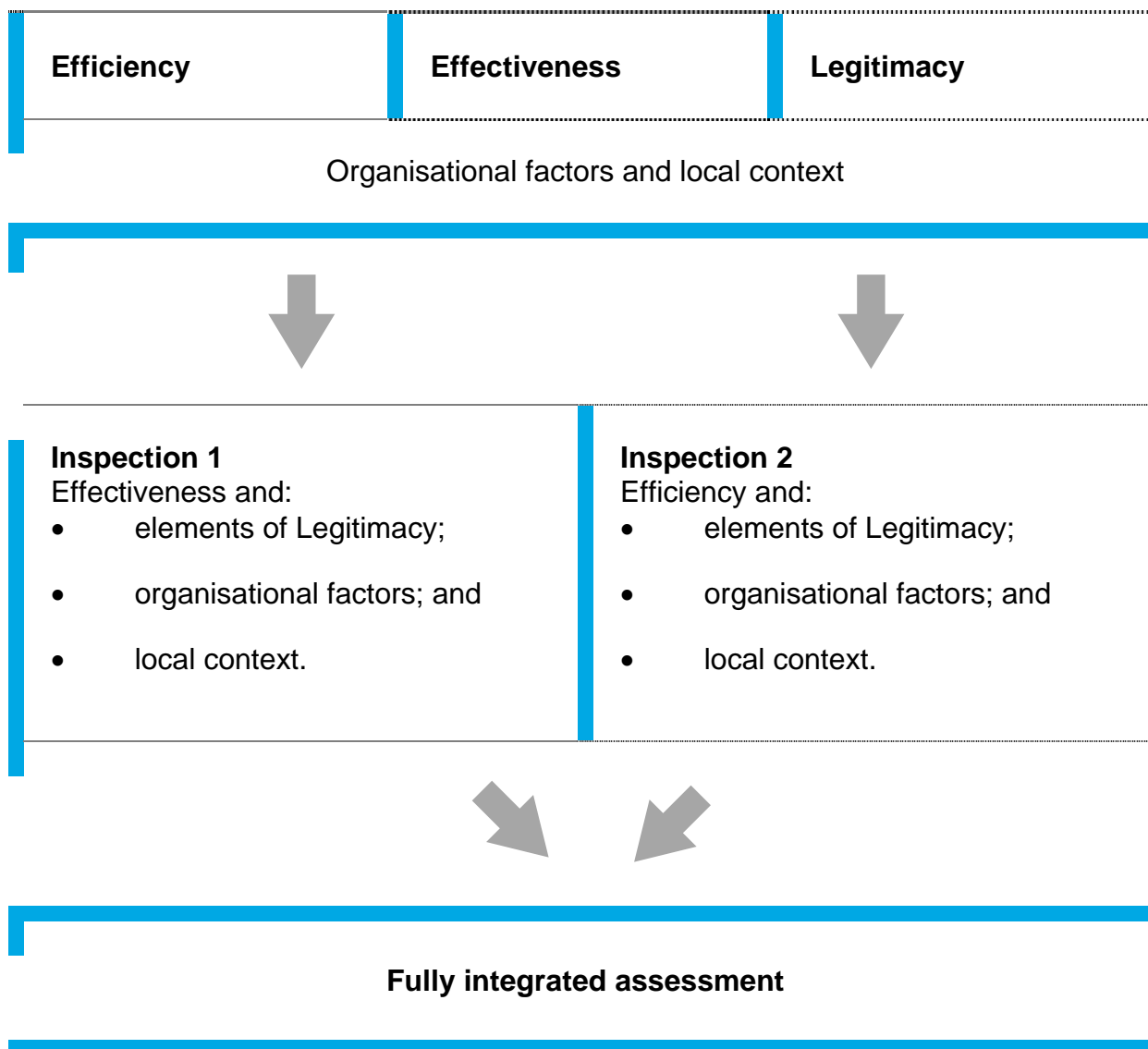


Figure 1: Structure of PEEL inspections

- 30 This approach of inspecting twice a year will provide an opportunity to revisit issues where it becomes apparent after the first inspection that additional information is required. It will also mean that forces are not penalised as a result of their position in the inspection timetable. For example, inspections will not be limited to one snapshot of a force at a certain point in the financial year and business planning cycle.
- 31 Our proposed approach, alongside the retention of some capacity to carry out thematic reviews, will also put HMIC in a position to identify and investigate national trends in policing at an early stage.

Reporting

- 32 We propose to produce a report after each inspection that includes judgments against individual elements of the assessment framework. These reports will then be brought together to provide annual assessments against the three themes, along with a view of the organisational health of the force in terms of leadership and management. We will use PEEL assessments and any additional inspection reports on specific subject areas of policing to provide a national overview of policing.

Consultation questions

- Q1. What do you think of the proposed approach? How could it be improved?**
- Q2. Are there any other aspects of police work you would like to see covered by PEEL inspections? If so, what are these?**

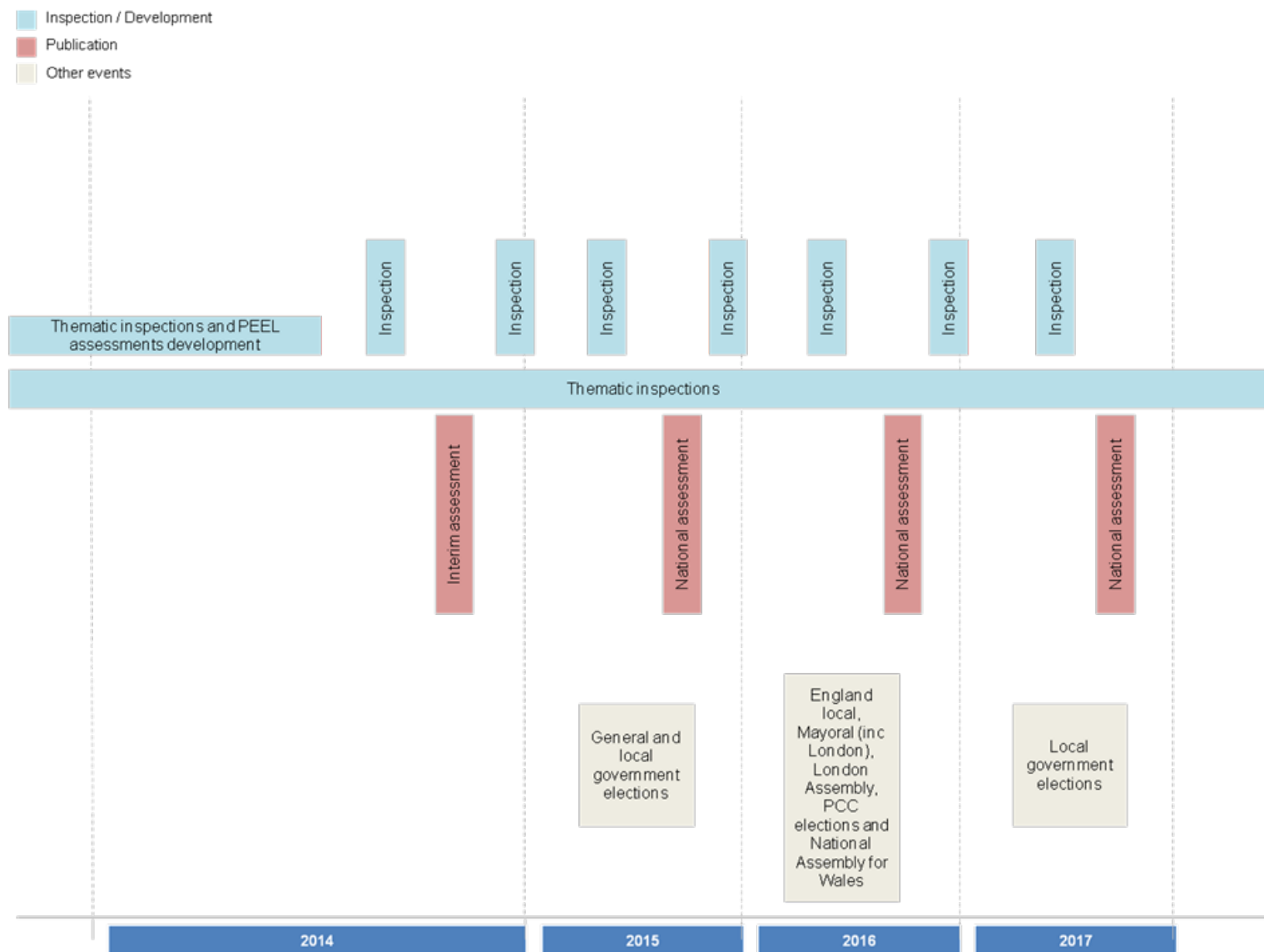


Figure 2: PEEL inspection programme timeline

Judgments and recommendations

Making judgments

- 33 HMIC has consulted the public and stakeholders about whether PEEL assessments should make judgments in relation to the services being inspected. The feedback is clear that we should. A review across the inspectorates shows that there are numerous ways of arriving at judgments. However, there are two common threads to the approaches used:
- transparency in relation to judgment criteria; and
 - judgments are based clearly on the available evidence.
- 34 HMIC proposes to use four judgments: two positive and two negative. Judgments will be made in connection with the three themes of efficiency, effectiveness and legitimacy, as well as individual elements of the inspection framework. The judgments reflect the terminology used by Ofsted. The Care Quality Commission has recently consulted on a proposal based on a similar model. The judgments will be:
- outstanding;
 - good;
 - requires improvement; and
 - inadequate.
- 35 In making these judgments inspectors will consider whether:
- the standard of policing is good, or exceeds this standard sufficiently to be judged as outstanding;
 - the force requires improvement in a given area because it is not yet performing at a good level, and/or there are some weaknesses in the organisation; or
 - the performance of the force in a given area is inadequate because it is significantly lower than might reasonably be expected.
- 36 We will publish criteria so that the way in which we arrive at judgments is clear. We will base judgment criteria on professional standards where they exist. Judgments will be accompanied by further information that will include comments on local context, and whether the force is improving or getting worse.

- 37 If a force is judged as inadequate against one of more of the themes, we propose the following steps.
- The force is automatically placed under formal review by HMIC's Crime and Policing Monitoring Group⁶.
 - Progress with resolving the problems identified should be monitored closely by the relevant HMI.
 - Follow-up inspection work (and publication of the findings) might follow, even before the force is visited again as part of the next round of routine inspections. This will be at the discretion of the HMI, dependent on the nature of the problems found.
 - Failure to make the necessary improvements would lead to escalation through the stages of the monitoring process (i.e. a letter to the PCC and, ultimately, referral to the Home Secretary).
- 38 This approach could be implemented if the force is judged as inadequate in any of the three PEEL themes. There may also be circumstances where a judgment of 'requires improvement' could trigger this approach. The decision will be subject to clear criteria, will be transparent, and ultimately will be the responsibility of the relevant HMI.

Making recommendations

- 39 Making recommendations will help HMIC to achieve two of the three aims of the PEEL programme: to inspect in a way that leads to improvement, and to assist in the identification of problems at an early stage. HMIC will be able to identify common themes emerging from the force recommendations and highlight where a national response might be appropriate.
- 40 HMIC is committed to making recommendations when an assessment has brought to light a clear problem that needs to be addressed. We are also proposing to make recommendations in relation to areas that could be improved. As well as making recommendations to police forces, we propose to make recommendations to other bodies, such as the Home Office and the College of Policing, where issues that arise from inspections need to be addressed by those bodies.

⁶ This is a group led by HMIC that keeps Home Office officials, representatives of chief constables and the Association of Police and Crime Commissioners informed about those areas that, in its professional judgment, might present significant risk to the public.

- Q3. Do you agree with the proposal to use four categories for making judgments? If not, how could it be improved?**
- Q4. Do you agree with the proposed approach to those forces that receive a judgment of inadequate? How could it be improved?**
- Q5. Is there anything else that we should include in our recommendations to ensure that they lead to improvement?**

Collaboration and partnership principles

- 41 Police forces do not provide local policing services in isolation. All forces are involved in local strategic partnerships, and most now collaborate with other forces, other public bodies and the private sector. They collaborate on significant aspects of service, ranging from shared back office functions to front-line activities, such as the use of the National Police Air Support Unit and tackling serious and organised crime.
- 42 Many of the arrangements are complex and, although there is a statutory framework to be followed (sections 22A to 23I, Police Act 1996 and sections 5 to 7, Crime and Disorder Act 1998), there is no standard collaboration or partnership approach or arrangement. It is important that PEEL assessments are flexible enough to accommodate the breadth of these arrangements. We therefore propose the following principles.
- We will be mindful of collaboration arrangements in order to minimise inspection demands.
 - In the longer term, force management statements will identify local collaboration and partnership arrangements of which HMIC will need to be aware. (See page 22 below for more detail about force management statements.)
 - Collaboration arrangements may provide greater benefits to some forces than others, so it will be possible to come to different judgments in different forces about the same collaboration agreement.
 - PEEL assessments will not judge the efficiency and effectiveness of local partnerships – this is beyond HMIC’s remit – but will comment on the force’s contribution to and benefits derived from those partnerships.
 - In the same way that HMIC will comment on decisions a PCC makes if they have an effect (adverse or beneficial) on the efficiency and effectiveness of forces, HMIC will state if another organisation’s decisions hinder or improve a force’s efficiency and effectiveness.
- 43 HMIC will work closely with relevant partner inspectorates so that we are able accurately to identify material issues before and after inspection. HMIC will work with other inspectorates so that it is best placed for the purposes of PEEL assessments to take account of anything that has a bearing on the service being provided. More specifically we will:
- identify relevant information before inspection so that we understand the context and can direct our work accordingly;

- ensure our work assists other inspectorates, in particular informing any assessments or recommendations that partner inspectorates may make to other local organisations; and
- if appropriate, consider using the powers available under Schedule 4A of the Police Act 1996 to explore opportunities and the need to work jointly, take on or delegate powers to other inspectorates.

Q6. Do you have any comments on our proposed approach to inspecting partnership and collaboration arrangements?

PEEL assessment practicalities

- 44 Like police forces, we need to do our work efficiently, effectively and with legitimacy. This will not only apply to what we do but to how we do it. The introduction of PEEL assessments provides an opportunity to build on those elements of our inspection activity that work well and stop those that do not.

Gathering evidence

- 45 HMIC has listened to forces' concerns, fed back through various channels including the consultation on HMIC's inspection programme⁷, about the amount of data and information they provide during an inspection. As PEEL assessments commence, our objective will be to change the way in which we inspect so as to minimise any unnecessary demands on forces. We will do this by:
- using publicly available information where possible;
 - working with forces to make more data publicly available via force management statements (see below);
 - introducing clear, easy-to-understand templates to specify the information we require;
 - being consistent wherever possible;
 - preparing thoroughly to focus our fieldwork and make the best use of force time;
 - using unannounced inspections where appropriate to minimise unnecessary or inappropriate preparatory work by forces; and
 - using technology to ensure the management of data is efficient and minimises duplication.
- 46 In his Independent Review of Police Officer and Staff Remuneration and Conditions (2012)⁸, Tom Winsor recommended that HMIC should establish a national template for a force management statement, to be published by each

⁷ HMIC's 2014/15 inspection programme, HMIC London 2014.

⁸ Independent Review of Police Officer and Staff Remuneration and Conditions, Cmnd 8024, 2012.

force with its annual report. The recommendation stated that the statement should contain data on:

- projected demands on the force in the short, medium and long terms;
- plans for meeting these demands, including financial plans; and
- steps the force intends to take to improve efficiency and economy with which it will maintain and develop its workforce and other assets, and discharge its functions to the public.

47 The statement should also report on performance in the last year against projections made for that year in the previous force management statement.

48 We will be working over the next few months to develop a template for these statements. The aim is for the statements to provide a significant amount of the factual information that will underpin PEEL inspections, thereby reducing the demands on forces as the force management statement matures. We will complement force management statements by developing a system that minimises the number of requests for data.

Reflecting the victim experience

49 We are committed to ensuring that the views of victims are fully reflected in each PEEL assessment in terms of how well forces meet the needs of their victims, and how forces develop their services in response to feedback from victims. Assessments will also consider how well forces adhere to the Code of Practice for Victims of Crime, which was published in October 2013 by the Ministry of Justice.⁹

50 We have already undertaken some consultation on how, through inspection, we can better understand the victim experience. Having considered the responses to this consultation, we are proposing the following approach:

- quantitative and qualitative data will be used in combination;
- assessments will consider how forces make distinctions between different types of victims; and
- assessments will cover processes, outcomes and how services are being improved.

⁹ *Code of Practice for Victims of Crime*, Ministry of Justice, London, 2013.

- 51 We will minimise the demands placed on forces by building on victim satisfaction data they and PCCs already gather. We recognise that PCCs currently are assessing the local need for victim support services in advance of assuming responsibility for victims' services commissioning in October 2014, and where practicable we will draw on information that becomes available through that process.
- 52 HMIC recognises there are limitations to the data that is currently collected by forces. National guidelines for victim surveys only require that the victims of violent crime, burglary, vehicle crime and racist crime are asked for their views. In addition, victim surveys exclude victims of sexual offences, domestic violence, and those aged under 16. As a result of this, HMIC will use a range of techniques to gather qualitative and contextual information, such as consulting focus groups and online forums. HMIC will engage with the voluntary sector to improve the quality of data collected and to help reach those victims who are less likely to engage with the police.

Quality assurance and moderation

- 53 HMIC is committed to ensuring good quality assurance processes are built into the PEEL assessment process at critical points. This includes the development and publication of our judgment criteria and moderation processes. These will help forces to understand clearly what to expect from us and what we in turn will expect from them. All inspections will be subject to robust moderation so that forces are assessed and judged consistently.
- 54 We will be asking the public each year whether PEEL assessments provide them with the information they need to tell them how well their force is performing. We will be developing the detail of the evaluation over the next few months, and it will include obtaining full and frank feedback from each force after each inspection to identify what worked well and what could be done better.

Report development and publication

- 55 The public is at the heart of our work, and the way in which we communicate our findings, judgments and recommendations to the public will be central to our ability to meet our objective of improving effective democratic accountability. Our reports must also be designed so that it is clear to police forces what needs to improve.

- 56 Our reports will be presented in various formats in order to meet the range of needs of these different audiences. These will include:
- a report summarising the principal deficiencies across all forces;
 - content on our website that provides ready access to further detail; and
 - short narratives for local media and interested parties such as local councillors.
- 57 Our decisions on the detail of how we report has been and will continue to be influenced by polling undertaken by YouGov for HMIC in relation to what information on policing the public is interested in. The polling found that:
- local media is considered an essential source of information about the work of the police. People said that if they wanted to look for performance information they would look on their force's website or in the local media;
 - crime rates and statistics dominated responses concerning the types of information people would find most interesting. The aspects of policing that were of the greatest interest in terms of performance information were how the police respond when asked for help, how the police deal with anti-social behaviour, and crime investigation; and
 - 71% of those polled felt that it was important to have information about whether a force's performance is improving or getting worse. Descriptive text on the strengths and weaknesses of the police was of interest to 63% of people.
- 58 As we develop them, we will test our reports with a variety of interested parties – including the public and police forces – so that they meet the needs of those who will use them.

Skills, expertise and knowledge

- 59 Such a considerable expansion of our work means we need more people. Our need is primarily for an increase in inspection staff, as well as specialist support such as communication and analytical teams. We have recruited from police forces and the civil service.
- 60 We will provide a comprehensive training programme for all new staff. This will include an inspection course which staff will complete before participating in inspections. The new inspection training will focus on specialist skills: interviewing, facilitating focus groups and report drafting, and will have an appreciable practical element. Our longer-term aim is for HMIC to have an

externally accredited inspection training course, and work is underway to achieve this.

- 61 HMIC will continue to use several types of peer inspector: force subject matter experts and experts from the voluntary community sector and local partners providing public services. Peer inspectors have been used successfully to date and we have received positive feedback about the value they have added. Feedback includes: having a fresh and different perspective, bringing additional expertise and challenging both the force and HMIC on their approaches. We will develop a policy to make best use of peer inspectors.

- Q7. Do you have any comments on our proposed approach to gathering evidence?**
- Q8. Do you have any comments on our proposed approach to gathering information from victims?**
- Q9. What else should we consider doing to make the PEEL assessments as fair as they can be?**
- Q10. Do you have any comments on our proposed approach to reporting to the public?**

Interim assessment

- 62 Not all the staff we require for the PEEL programme are yet in place, and so we will not have the time or capacity to carry out a full PEEL assessment this year. We will, therefore, be carrying out an interim PEEL assessment, using the three themes of efficiency, effectiveness and legitimacy, and the assessment will be published by the end of November 2014.
- 63 There are a number of ways in which the interim assessment will facilitate the achievement and application of the aims and principles of the PEEL assessment programme. We will present the public with information about the performance of each force, providing a level of assurance about the efficiency and effectiveness of policing in England and Wales to support democratic accountability. We will draw out the main findings and recommendations from force inspections undertaken in the last 12 months, thereby inspecting in a way that leads to worthwhile improvement in policing. We will take individual force findings, overall conclusions for each of the themes and the outcome of thematic reports in the last 12 months to provide a national picture of emerging issues to assist in identifying problems at an early stage and reducing the risk of failure.
- 64 The interim assessment will inform development of the full assessment and provide the opportunity to test new methodologies. We will also to learn from the reaction of police forces, the public, the media, politicians and other interested parties so that we can improve future PEEL assessments, in particular the full assessment scheduled for November 2015.
- 65 As our methodology for the PEEL assessments programme is not yet fully developed, interim assessments cannot be as comprehensive about each force as our 2015 assessment will be. The PEEL assessments programme is being developed because there is currently no single comprehensive and rounded picture of individual police forces or national policing. The process of designing the interim assessment has made us intensify our focus on what more we need to do to ensure we have a sound knowledge of the state of the police.
- 66 We will incorporate into the interim assessment the main findings and recommendations of other inspections we have carried out in the previous 12 months, including those concerning crime data integrity, making best use of police time and domestic abuse. Judgments will be made where force inspections were designed with that intention, specifically the force inspections for valuing the police 4, crime, and police integrity and corruption. We will also include those inspections that have not covered all 43 forces but that are

nevertheless material to achieving a more accurate picture for the forces concerned.

67 The interim assessment will provide an individual assessment for each of the 43 police forces as well as an overview of policing in England and Wales. The assessment will include the following.

- Assessments of all 43 forces. These will draw out information from recent and new reports into one report for the force. The principal audience for these reports will be the public and will give information on how well their force is performing in respect of a small number of categories of police activity and assessment. Where appropriate, the reports will link to recent and new force inspections.
- National theme summaries. There will be three national summary reports on each theme: efficiency, effectiveness and legitimacy. They will provide a summary of how well we judge forces are performing and provide some of the detail underpinning the national overview.
- A national overview. This will draw information from the national theme summaries and other inspections undertaken in the last year.

68 We will reflect the feedback from this consultation in our interim assessment where this is possible in the time available.

The consultation

- 69 Alongside this consultation document, HMIC will be engaging with the public and other interested parties in a variety of ways. We will use a range of targeted methods including electronic communication and face-to-face engagements to reach as many people and organisations as possible.
- 70 The aims of the consultation are to:
- ensure target audiences understand – and have the opportunity to comment on – the proposed approach;
 - engage in a variety of ways with different people and organisations;
 - use meetings that HMIC already holds with interested parties to provide a forum for engagement on the preferred option; and
 - ensure the public and other interested parties have the information they need to respond fully to the public consultation.

Consultation questions

- Q1. What do you think of the proposed approach? How could it be improved?
- Q2. Are there any other aspects of police work you would like to see covered by PEEL inspections? If so, what are these?
- Q3. Do you agree with the proposal to use four categories for making judgments? If not, how could it be improved?
- Q4. Do you agree with the proposed approach to those forces that receive a judgment of inadequate? How could it be improved?
- Q5. Is there anything else that we should include in our recommendations to ensure that they lead to improvement?
- Q6. Do you have any comments on our proposed approach to inspecting partnership and collaboration arrangements?
- Q7. Do you have any comments on our proposed approach to gathering evidence?
- Q8. Do you have any comments on our proposed approach to gathering information from victims?
- Q9. What else should we consider doing to make the PEEL assessments as fair as they can be?
- Q10. Do you have any comments on our proposed approach to reporting to the public?

How to respond to this consultation

Please submit your answers to these questions, together with any other comments you may have, by email to haveyoursay@hmic.gsi.gov.uk no later than Friday 29 August 2014. If you prefer, you can post your responses to Chief Operating Officer, HMIC, 6th Floor, Globe House, 89 Eccleston Square, London, SW1V 1PN.

If you have a complaint or comment about HMIC's approach to consultation, please email haveyoursay@hmic.gsi.gov.uk.

How consultation responses will be reviewed

HM Chief Inspector of Constabulary will consider respondents' views and, where appropriate, reflect the comments in the methodology as it develops.

The results of the consultation will be made available on HMIC's website at www.hmic.gov.uk/consultations.

Our approach to disclosing responses is set out in Annex A.

Annex A: Responses – confidentiality and disclaimer

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA) and the Data Protection Act 1998 (DPA)).

If you want information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory regime and Code of Practice with which public authorities must comply and which deals, among other things, with obligations of confidence.

In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system, if you email your response, will not, of itself, be regarded as binding on HMIC.

HMIC will process your personal data in accordance with the DPA. In the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

Annex B: Design principles

Ref.	Criterion	Description
<i>Aims-related</i>		
1	Supports accountability	Proposals should be designed to facilitate accountability in policing. For a proposal to meet this criterion, there should be evidence that demonstrates that it is likely to facilitate accountability (as opposed to an assertion that it will).
2	Facilitates improvement	Proposals should be designed to facilitate improvement in policing. For a proposal to meet this criterion, there should be evidence that demonstrates that it is likely to help police forces or PCCs make improvements to the services they provide or oversee.
3	Helps identify failure before it happens	Proposals should be designed to identify failure in police activity before it happens. For a proposal to meet this criterion, there should be evidence that demonstrates that it will allow us to spot likely failure before it happens.
4	Supports other benefits	Proposals should be designed to achieve one or more of the other objectives of the assessments.
<i>Assessment-characteristics-related</i>		
5	In the public interest	Proposals should be aimed at ensuring that the public interest should be at the heart of the assessments. For a proposal to meet this criterion, it must be clearly grounded in what is in the public interest, even if that is at the expense of the interest of the force, PCC, government or any other policing institution.
6	Supports a broad assessment of policing activity	Proposals should be aimed at ensuring that the assessments cover the breadth of policing activity.
7	Shows what is happening in the force	Proposals should be aimed at ensuring that the assessments reveal what is happening in reality. For a proposal to meet this criterion, it must show how it will support exposition of the service that is actually being provided, not just that which appears to be being provided.

8	Are consistent	Proposals should be aimed at ensuring that the assessments are consistent, between forces, between different parts of the assessment, and over time.
9	Are evidence – based and explainable	Proposals should be aimed at ensuring that the assessments are evidence-based.
10	Take into account local priorities and the contextual differences between forces	Proposals should be aimed at ensuring that the assessments take into account local priorities, and the differences between forces (i.e. those over which they have little or no control).
11	Benefits outweigh the costs	Proposals should be aimed at ensuring that the benefits of gathering evidence and making assessments (to the public and the police service, and others) outweigh the costs (to HMIC and to the service).
12	Identify the good as well as the bad	Proposals should be aimed at ensuring that the assessments identify good practice as well as failure.
13	Avoids unintended consequences	For a proposal to meet this criterion, the possible unintended consequences of implementing the proposal must have been identified. These could be unintended consequences in relation to the likely actions of the police, or the effects on the public.
<i>Development-characteristics-related</i>		
14	Informed by the views of the public	For a proposal to meet this criterion, the views of the public (including the general public, victims of crime, and/or representatives such as local councillors) on the proposal should have been taken into account.
15	Informed by the views of PCCs	For a proposal to meet this criterion, the views of PCCs on the proposal should have been taken into account.
16	Informed by the views of the service	For a proposal to meet this criterion, the views of the service (including chief officers, technical experts, the College of Policing, and front line staff) on the proposal should have been taken into account.
17	Informed by learning from the past, and from elsewhere	For a proposal to meet this criterion, any relevant learning from history (e.g. previous approaches used to assess the police) and from other sectors (e.g. the approaches of other inspectorates and equivalent bodies) will have been taken into account.

18	Evaluated	For a proposal to meet this criterion, it must be possible for HMIC to evaluate the effectiveness of the proposal once it has been implemented.
19	Timely	For a proposal to meet this criterion, it must be possible to implement it within the timescales required of the programme.
20	Future proof	For a proposal to meet this criterion, there should be good reason to believe that future developments (e.g. issues in the public interest, in policing, in government policy and in HMIC) would not prevent the proposal from being implemented successfully in the longer term.

Norfolk Police and Crime Panel
Forward Work Programme 2014-15

	Main items of business	Invited to attend
10am, Friday 3 rd October 2014, County Hall	Procedure for public questions Raising the profile of the Panel Refreshed Police and Crime Plan for Norfolk Complaints monitoring report Information bulletin	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
December – date and time to be confirmed.	Financial savings update (PCC's progress in delivering the savings anticipated in his precept and medium term financial plan). Budget consultation	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Tuesday 3 February 2015, County Hall	Review the proposed precept for 2015-16 (the Panel must review and report by 8 February 2015) Forward work programme for 2015-16 Information bulletin	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Friday 13 February 2015, County Hall	Reserve date – to review a revised precept for 2015-16, if vetoed (the Panel must review and report by 22 February 2015)	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

Forward Work Programme 2015-16

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

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

- confirmation hearings

For information

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

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

- 17 September 2014, 10am, Norfolk Room, Breckland District Council
- 19 November 2014, 10am, Westwick Room, Norwich City Council.

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

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