

Norfolk Police and Crime Panel



Date: **17 March 2025**

Time: **10am**

Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to attend a virtual pre-meeting at 2pm on Thursday 13 March. A link to join the MS Teams meeting will be sent separately.

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Membership

Main Member	Substitute Member	Representing
Cllr Tristan Ashby	Cllr Helen Crane	Breckland District Council
Cllr Sue Catchpole	Cllr Paul Auber	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Vacancy	Cllr Deborah Heneghan	King's Lynn and West Norfolk Council
Cllr Brian Long	Cllr Shelagh Gurney	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Cllr Michael Chenery of Horsburgh	Norfolk County Council
Cllr John Toye	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Mike Sands	Cllr Keith Driver	Norwich City Council
Cllr James Easter	Cllr Kieran Murphy	South Norfolk Council
Ms Stacey Palmer	(no substitute member)	Co-opted Independent Member
Mrs Renate Brockes	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola Ledain on 01603 223053
or email committees@norfolk.gov.uk

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

A g e n d a

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

2. Minutes

To confirm the minutes of the meeting held on 4 February 2025.

(Page 5)

3. 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.

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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

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

4. To receive any items of business which the Chair decides should be considered as a matter of urgency

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on 7 March 2025.**

- 6. Putting Prevention First: Delivery Plan and Engagement Plan** (Page **12**)
To consider an update from the PCC.
- 7. Information bulletin – questions arising to the PCC** (Page **19**)
To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 8. PCC Complaints Monitoring Report** (Page **30**)
To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 9. Complaints Policy Sub Panel - Update** (Page **32**)
To consider an update from the Chair of the Sub Panel.
- 10. Norfolk Police and Crime Panel Annual Report 2024-25** (Page **35**)
To approve publication of the Panel's annual report.
- 11. Forward Work Programme** (Page **41**)
To review the proposed work programme.

Tom McCabe
Chief Executive
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 7 March 2025



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Norfolk Police and Crime Panel

Minutes of the Meeting held on Tuesday 4 February 2025 at 10am at County Hall, Norwich

Panel Members Present:

Cllr Brian Long	Norfolk County Council
Cllr Sue Catchpole	Broadland District Council
Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Stuart Dark	Norfolk County Council
Cllr John Toye	North Norfolk District Council
Cllr Mike Sands	Norwich City Council
Cllr James Easter	South Norfolk Council
Renate Brockes	Co-Opted Independent Member
Stacey Palmer	Co-Opted Independent Member

Officers Present:

Simon George	Chief Finance Officer, OPCCN
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary, OPCCN
Nicola Ledain	Committee Officer, Norfolk County Council (NCC)
Sharon Lister	Director of Performance and Scrutiny, Office for Police and Crime Commissioner Norfolk (OPCCN)
Jo Martin	Democratic Support and Scrutiny Support Manager, NCC
Mark Stokes	Chief Executive, OPCCN
Sarah Taylor	Police and Crime Commissioner for Norfolk (PCC)
Gavin Thompson	Director of Policy and Commissioning, OPCCN
Paul Sanford	Chief Constable, Norfolk Constabulary

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

- 1.1 Apologies were received from Cllr Tristan Ashby, Cllr Graham Carpenter and substitute Cllr David Bills.

2. Minutes

- 2.1 The minutes of the meeting held on 14 October 2024 were agreed as an accurate record and signed by the Chair.
- 2.2 The minutes of the meeting held on 13 January 2025 were agreed as an accurate record and signed by the Chair.

3. Members to Declare any Interest

3.1 There were no interests declared.

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

4.1 There were no items of urgent business.

4.2 The Chair informed the Panel that no nominations had been forthcoming for the position representing King's Lynn and West Norfolk at the recent council meeting. This position would remain vacant until notified otherwise

5. Public Questions

5.1 There were no public questions submitted.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 224-26

6.1 The Panel received the report which set out the PCC's 2025/26 precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2025/26, the Medium-Term Financial Plan 2025/26 to 2028/29, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2025/26.

6.2 The Chair thanked the PCC for providing the information outlined in the agenda and invited the PCC to introduce the report. In introducing the report, the PCC confirmed that she proposed to increase the precept by 4.42% per annum at Band D (£13.95). The PCC explained that she had provided a succinct report with extra information included in the appendices which allowed for extra scrutiny. Precept setting was a statutory duty for the PCC, and she had endeavoured to have been as honest as possible about the funding challenges that were being faced by Constabularies. The consultation for the precept proposal followed the Police and Crime Plan consultation and therefore the priorities of that Plan had been taken account of as well national policies which required delivery locally and she had received operational advice from the Chief Constable. She had been mindful of the financial challenges that households faced. The PCC reported that she had given consideration in the proposal to the reserve strategy and medium-term financial obligations as well as the need for continuous improvement and value for money. As well as taking account of these, the proposal was in line with the majority responses from the consultation. The PCC clarified that Government funding was dependant on the PCCs exercising their right to increase the precept. The proposal precept would help close the gap between the local need and the funding from central Government.

6.3 The Chief Constable gave further information to introduce the precept funding report (Appendix xx).

- 6.4 The Chair thanked the PCC and the Chief Constable for their introductions. During the discussion, the following points were raised.
- 6.4.1 The Panel noted that similar conversations and decisions were being held at District and Borough Councils and it was noted that staff costs were the biggest cost. It was necessary to increase the precept to enable the Constabulary to keep those staff who were being asked to do a difficult job, and the data in the report showed that they were performing very well. The Panel asked for reassurance that future consultations were shared as wide as possible to reach all demographics of the county. The PCC explained that the Police and Crime Plan consultation had received a higher and more representational response than previously. The views from that consultation had been considered alongside the very recent and related consultation on the Police and Crime Plan. The PCC clarified that the engagement part of her role was being taken seriously and decisions were being made from continuous conversations, not just individual consultations.
- 6.4.2 The Panel requested more detail regarding the savings plan and what the savings related to. The Chief Constable explained that that detail was not included in the report as it related to individuals. The savings included a reduction of posts and a reduction of consumable products such as rationalising access to certain equipment. The Chief Constable explained that savings were spread throughout the organisation so that one department was not significantly affected. All departments had been asked to provide savings proposals and those which were deliverable had been selected.
- 6.4.3 The Panel asked how the level of reserves in Norfolk Constabulary compared to others and if the position took account of the emerging national picture. The PCC explained that the reserves were at a more comfortable level than other forces and were in line with the reserves strategy. The Chief Constable added that the Constabulary was acting consistently with the published reserves strategy and compared well against other forces. The reserves existed to be used in the event of a high profile or significant enquiry that needed considerable resource. The level of reserves had been reduced in recent years to a minimum safe level and although they were the PCC's reserves, he would be reluctant to see them reduced any further. He expressed concern about the level of reserves nationally.
- 6.4.4 The Panel questioned the accuracy on page 32 of the report which stated that the Panel approved the Police and Crime Plan. The Chair explained that further to the Panel's meeting, a letter had been received from the PCC in response to the comments made from the Panel and further information would come to future Panel meetings regarding the delivery plans.
- 6.4.5 In response to a question about increasing the service interval for regular maintenance of equipment and fleet, the Chief Constable reported that service interval and maintenance of the vehicles and other equipment had been sensibly delayed as far as possible. The fleet were used exceptionally hard. The supply and therefore the replacement of the current petrol and diesel fleet would soon become an operational issue due to the providers switching to an electric fleet. There was not an electric infrastructure within Norfolk Constabulary. By delaying the maintenance of the existing fleet, this may increase costs further in the future due to purchasing an electric fleet and implementing the associated electric infrastructure.
- 6.4.6 It was suggested by the Panel that they should write in support of the PCC to the Government expressing concern about the requirements of higher levels of training and

delivery without adequate funding. The PCC added that in particular to request that the sanctions relating to the police officer uplift be removed to release additional flexibility in the budget.

- 6.4.7 With reference to page 67, the Panel asked the PCC if she was confident that all officers were adequately protected and had the necessary equipment to carry out operations and that they were being kept safe. The PCC confirmed that she was, and that equipment maintenance would be prioritised accordingly by the Chief Constable. There were aspects of the estate which needed attention, and this was a consequence of delaying maintenance to realise savings, but the PCC would continue the appropriate level of scrutiny.
- 6.4.8 It was noted that three district councils (Borough of Kings Lynn and West Norfolk, North Norfolk District Council and Great Yarmouth Borough Council) had recently agreed to impose second home council tax and ringfence this money for delivering within their areas. A proportion of this would be attributed to the PCC. The Panel asked the PCC what she envisaged this additional money would be used for. The PCC reported that – discussions were ongoing regarding amounts and uses of the additional funding. It was one-year extra funding which would give the opportunity to invest in something which otherwise would not be possible. Although there was the expectation from those councils involved that provision would increase in those areas, a balance had to be identified, and a decision made for a benefit of all. In addition, the Chief Constable reported that there was no evidence that homes which remained empty for lengthy periods of time were targeted for burglaries, greater than any other property type. However, areas with high second home numbers did suffer from seasonal demand and that was more of a challenge to the Constabulary.
- 6.4.9 With reference to page 60 of the report, the Panel asked if the capital projects were subject to on-going evaluation throughout the process rather than just post-evaluation as mentioned in the report. The PCC explained that recent capital projects related to the estate and were dealt with in the normal business way and had continued evaluation through it. As well as the usual economic benefits, colleagues had also evaluated bio-diversity net gain and staff and officer welfare throughout the project.
- 6.4.10 The Panel acknowledged the thousands of hours as mentioned on page 31 of the report, and the invaluable support that volunteers gave to the Constabulary and the local communities, and it was suggested by the Panel that thanks was given to the leadership of those groups.
- 6.4.11 The Panel acknowledged the positive achievements of the Constabulary and the impressive performances that were highlighted in the report. It was noted that there had been sales of police stations to make savings, and this caused concern for Panel members. The PCC shared the concern, and some decisions had been made prior to her being elected. She gave the Panel assurance that other options were being explored.
- 6.5 Having considered the precept proposal, it was agreed to endorse the Police and Crime Commissioner's proposed precept increase of 4.42% per annum at Band D (£13.95) for 2025/26.
- 6.6 The Panel:
- **NOTED** the Revenue Budget and Capital Programme for 2025/26, the Medium-Term Financial Plan 2025/26 to 2028/29 and the funding and financial strategies;

- **VOTED** (by 9 votes for, 0 against and 0 abstention) to endorse the Police and Crime Commissioner's proposed precept increase of 4.42% per annum at Band D (£13.95) for 2025/26;
- **AGREED** that the Chairman should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal. In doing so, the Panel recognised that despite increasing the precept by the maximum amount, closing the existing budget gap would be a significant challenge and it remained concerned about future service delivery. For that reason, the Panel agreed that they should write a letter, in support of the PCC and the Chief Constable, to request that sanctions relating to the police officer uplift be removed to release additional flexibility in the budget.
- **REQUESTED** the PCC to provide clarification on the use of second homes council tax;
- **AGREED** to write a letter of thanks to policing volunteers, to acknowledge the invaluable support they provide to the Constabulary and local communities

7. Police, Crime and Community Safety Plan 2022-24 performance monitoring

- 7.1 The Panel received the quarterly report which provided an update of the PCC's performance and set out an overview of progress made against delivering on the objectives set out within the six strategic priorities (pillars) contained within the Plan. This would be the last performance paper relating to the current Police and Crime Plan.
- 7.2 The Chair thanked the PCC for the report and asked her to introduce it.
- 7.3 In introducing the report, the PCC explained that encouragingly the forecast outturn gap was reducing and financial conversations continued with the Constabulary. She highlighted that she had undertaken in-county engagements that were not mentioned on page 148 and these included engagements sessions at Cromer, Great Yarmouth, Stalham, Attleborough, Wroxham and Downham Market. She had met with various services who she commissioned, such as Norfolk Integrated Domestic Abuse Service and the Swan Project and had visited Wynondham Police Investigation Centre, Police Control Room and had also met with the leader of Norwich City Council regarding Prince of Wales Road, the Health and Wellbeing Board and the Integrated Care Partnership and the Norwich Business Improvement District.
- 7.4 During the discussion the following points were noted.
- 7.4.1 The Panel asked what support was given to individuals and their families who were involved in a misconduct process, particularly if the outcome was there had not been any evidence of misconduct. The PCC explained that, regardless of the outcome there was always consequences for those involved and she offered to bring more information regarding the welfare offered to those individuals to a future meeting later in the year.
- 7.4.2 The Panel acknowledge the increase in the restorative justice referral figures which was high and asked if the quality and outcomes were understood considering the rapid increase in the volumes that were being dealt with. The PCC reported that there was a lot of information regarding the person who had been harmed but she had requested more information from the Constabulary of the effect on the person who had harmed to evidence that there were positive outcomes on both parties. She informed the Panel that

she had decided to invest further into restorative justice as it was being proven to have a positive effect.

- 7.4.3 Whilst acknowledging the sensitivity and the confidentiality of the misconduct details process, the Panel asked for additional data relating to misconduct hearings, to identify whether cases related to misconduct in the workplace or misconduct in dealing with the public. Due to the small number involved, the PCC was concerned at retaining the anonymity but would consider the request and get advice.
- 7.4.4 With reference to page 102, the Panel asked for a brief overview of the action plan to mitigate the three requires improvement areas of the recent HMIFRS inspection and assurance from the PCC of the focus of identifying and protecting vulnerable people. The PCC confirmed that there was a delay between the end of the inspection and the published report, and therefore improvements and changes in these areas had already been implemented. The change of the response time to the 999 and 101 calls was encouraging and had already made improvements in responding to the public. The Chief Constable added that the Inspectorate had also requested that the calls were attended quicker however in a rural county that was challenging. Norfolk were only just exceeding HMICFRS target response times and it would require approximately forty-five additional officers to achieve the time. Being the fifth largest force in the Country with predominantly single track roads makes achieving response times a challenge, and the additional resource required to be slightly quicker was not considered as important as other areas where the resource could be utilised.
- 7.4.5 The Panel acknowledged the data on page 139 and the increasing hate crime in area of Great Yarmouth. They asked if the reasons behind the increasing tensions was known. The PCC reported that she had met with Great Yarmouth Borough Council and there was work being carried out to address any concerns regarding the recording of the data. There were several factors that were contributing to the tensions and that needed addressing. Early community focused interventions had helped address some issues.
- 7.5 Having considered the summary of progress towards delivering the six strategic priorities, the Panel NOTED the report and REQUESTED
- 1) More information regarding the welfare support given to those individuals and families involved in the misconduct process and additional data relating to misconduct hearings, to identify whether cases related to misconduct in the workplace or misconduct in dealing with the public.
 - 2) Additional information at a future meeting regarding the support that was provided to individuals and their families who are involved in a police misconduct process.

8. Information Bulletin – questions arising to the PCC

- 8.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk and the range of activity since taking office in May 2024.
- 8.2 The Panel asked if there were any developments to report arising from her meeting with the Secretary of State. The PCC reported that there was an emerging Road Safety Strategy but there was no further detail regarding the timescale. It was widely anticipated, and it was hoped that it would be published soon with an associated action plan.
- 8.2 The Panel **NOTED** the report.

9. Forward Work Programme

- 9.1 The Panel received the work programme for the period February 2025 to February 2026.
- 9.2 The Panel noted the request to consider further information from the PCC regarding the welfare of individuals and their families involved in misconduct process at a future meeting.
- 9.3 The Panel **AGREED** the forward work programme.

Meeting closed at 11.40pm

Putting Prevention First: Delivery Plan and Engagement Plan

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to consider an update and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 When the Panel met on 13 January 2025, it asked for copies of the Putting Prevention First Delivery Plan and Engagement Plan to be made available to review at a future meeting.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to receive an update and agree what recommendations (if any) it wishes to make to the PCC.

3. Suggested approach

- 3.1 A summary Delivery Plan and Engagement Plan is attached at **Annex 1** of this report.
- 3.2 After the PCC has provided an introduction, the Panel may wish to question her on the following areas:
- a) The progress being made with developing a Delivery Plan and Engagement Plan;
 - b) The performance management framework and how progress will be measured;
 - c) The content of future performance monitoring reports to the Panel;
 - d) Implications for the PCC's Commissioning Strategy;
 - e) Anticipated impact of the [Crime and Policing Bill 2025](#) .

4. Action

- 4.1 The Panel is recommended to consider an update and agree what recommendations (if any) it wishes to make to the PCC.



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Police and Crime Plan - Summary Delivery Plan			
Police and Crime Plan Commitment	Projects/Deliverables	Timeframe	Progress
Preventing Crime			
Protect businesses from cybercrime Work with Norfolk's business community to strengthen digital security.	Hold workshops to review cybersecurity and data as infrastructure in policing to identify constraints and opportunities for progress	25/26	Cybersecurity review held February 2025.
Protect vulnerable people Reduce violent crime by supporting the Serious Violence Duty, the county's multi-agency partnerships and initiatives.	Support of Targeted Youth Support Service Summer Programme in Great Yarmouth, King's Lynn and Norwich	25/26	PCC met TYSS to discuss February 2025
Invest in safety for women and girls To prevent violence and provide essential support.	Delivery and development of Project CARA	25/26	Funding awarded for 25/26. COMPLETED
	Deliver Street Harassment Bystander Training to 2,000 people	26/28	Engagement with Suzy Lamplugh Trust (delivery partner) commenced and opportunities and sectors prioritised. Engagement with strategic partners commenced to support the rollout.
	Continued development and delivery of CAPVA Model	27/28	Funding confirmed for 25/26, a new therapeutic partner identified has been identified and work has commenced with NIDAS to develop the specialist support requirements.
Make our communities safer Work with local planning authorities, the highway authority, and other partners to design out crime from our streets and public spaces.	Prince of Wales Road review with partners.	25/27	Initial meetings with Norwich City Council and Norwich BID have been held.
Improve mental health support Develop high impact measures through collaboration with the Norfolk and Suffolk Foundation Trust	Review sufficiency of forensic psychology services in Norfolk and develop a strategy to strengthen provision to meet need	25/27	Discussions held with NSFT. Reciprocal visits to s136 suite and PIC arranged.
Support local youth initiatives From village hall game nights to long-established youth groups, giving children and young people positive opportunities.	Police Property Fund Community Grant Round	25/27	Initial grant round programme under development.
	Police Property Fund Small Grant Round to support and enhance youth provision	25/28	Fund in final stages of design, with a launch date of 1 April and final decisions to be made in June 2025.
Help people stay ahead of fraudsters By launching targeted awareness campaigns, we can enable communities to spot and avoid scams, in line with the National Fraud Strategy.	Community campaigns to increase fraud awareness	26/27	-
Protect businesses from cybercrime Work with Norfolk's business community to strengthen digital security.	Business Breakfasts and cybersecurity surgeries	26/27	Initial discussions held with Norwich BID and construction sector networks.
	Roll out of Cyber Essentials	27/28	-
	Cyber Volunteer Programme	27/28	-

Police and Crime Plan - Summary Delivery Plan

Police and Crime Plan Commitment	Projects/Deliverables	Timeframe	Progress
Cohesive Communities			
Restart Norfolk's Road Safety Partnership Strategic Board To provide safer roads and fewer tragedies, I will also implement a Vision Zero approach to reduce the number of people killed or seriously injured on our roads.	Warwickshire Road Safety Partnership Learning Exchange Event	25/26	Event took place Friday 21 February 2025. COMPLETED
	Support the implementation of Vision Zero in Norfolk	25/28	Meeting held with NCC Director of Highways, and Fire and Rescue. Further meetings arranged in April 2025 to provide further technical detail.
	Invest in independent road victims advocates in Norfolk		Initial discussions to review held with Brake – the road safety charity.
Improve local services By working with Norfolk County Council, as well as district, town and parish councils to improve everyday services that impact the quality of life for citizens.	Invest in Breckland Street Warden Service	25/26	Funding agreed from 1 April 2025. £10k Grant awarded to Breckland Council to support the Street Warden Service. COMPLETED
	Extend provision/awareness of Domestic Abuse Champions through NIDAS	25/27	Recruitment of facilitator roles in NIDAS.
Invest in technology to enable better and more effective ways for people to help set neighbourhood policing priorities in their area.	Public/Community Voice project to capture and respond dynamically to view on different aspects of policing services	25/26	Project development discussions held with Constabulary colleagues. Resourcing requirements agreed. Programme discussed with target date for completion to be agreed at the next meeting.
Strengthen community networks Administrative support will be increased for the revitalised Neighbourhood Watch programme, helping communities work together to prevent crime across Norfolk.	Increase administrative support for the roll out of the invigorated Neighbourhood Watch programme across Norfolk	25/26	Resourcing requirements currently being scoped within OPCCN.
	Create a Heritage Watch Scheme for Norfolk	25/26	Partner engagement complete – new scheme being designed with relevant partners as a result of Heritage roundtable.
	Children and Young People's Volunteer Event	27/28	-
Make our communities safer Work with business communities to continue to tackle shoplifting offences across the county and encourage the use of all available deterrents including civil orders.	Development of key performance metrics as part of the Police and Crime Plan suite of scrutiny metrics	25/26	Scoping of available metrics currently being explored between OPCCN and Norfolk Constabulary.
	Crime prevention advice and support	26/27	-
Stand up against hate crime Improve the response to hate crime by increasing reporting, especially in under reported areas, with targeted awareness campaigns and working with the local councils and community organisations.	Targeted awareness campaigns of what and how to report, and what to expect in response	26/27	-

Police and Crime Plan - Summary Delivery Plan			
Police and Crime Plan Commitment	Projects/Deliverables	Timeframe	Progress
Reducing Harm			
Break down barriers to justice I will develop a Local Criminal Justice Board in Norfolk, bringing together all organisations and agencies to reduce barriers and bring those to justice.	Develop Norfolk Criminal Justice Board to improve working across criminal justice agencies including the police and CPS	25/26	Engagement with existing Board members complete, and proposed structure of new Norfolk Board created.
Support victims every step of the way The Victims' Choice Quality Mark will be secured, ensuring victims have better access to essential support services, particularly those in rural areas.	Secure the Victims' Choice Quality Mark for victim support services and improve access to support services for victims living in rural areas	26/27	Requirements scoped. Early discussion held with Victims' Choice assessors to understand timescales and work required.
	Campaign to improve awareness of how the criminal justice system works	25/26	Scoping idea from Devon & Cornwall.
	Create a specialist support pathway for victims of stalking and harassment	26/27	Early discussions held with Suzy Lamplugh Trust to understand scale of work and likely costs.
Rehabilitation for ex-offenders Work with His Majesty's Prison and Probation Service to increase opportunities for rehabilitation and Community Payback schemes for those on probation.	Increase the use of Restorative Justice in Norfolk	25/26	RJ Hub resources increased from 1 April 2025.
	Development and implementation of the OPCC Social Value policy.	26/27	Social Value policy currently being drafted. Initial discussions with procurement partners being held to stress test the policy.
Respect for all Continuously improve the Independent Custody Visitor scheme in Norfolk to ensure that people detained by the police are treated with respect and dignity.	Achieve ICVA compliance at Platinum Level	25/26	OPCCN currently assessing compliance against the ICVA Quality Assurance Framework for Platinum status requirements.
Support for neurodiverse individuals I'll increase police awareness of, and potential adjustments for those with neurodiverse needs or learning difficulties.	Disproportionality Research Project Service Redesign and Comms Campaign	25/27	Project commenced, with current data availability being established.

Summary Communications and Engagement Plan			
Police and Crime Plan Commitment	Project/Deliverables	Timeframe	Progress
Make our communities safer (preventing crime) Work with local planning authorities, the highway authority, and other partners to design out crime from our streets and public spaces.	Project Vigilant – video footage on Prince of Wales Road.	25/26	First visit made 28 Feb – video footage and promotion to follow.
Support local youth initiatives (preventing crime) From village hall game nights to long-established youth groups, giving children and young people positive opportunities.	Young People's Panel.	25/26	Scoping has commenced.

Summary Communications and Engagement Plan			
Police and Crime Plan Commitment	Project/Deliverables	Timeframe	Progress
Help people stay ahead of fraudsters (preventing crime) By launching targeted awareness campaigns, we can enable communities to spot and avoid scams, in line with the National Fraud Strategy.	Royal Norfolk Show events and stand.	25/26	Planning in progress.
Challenge harmful behaviours (preventing crime) Expand active bystander training to jointly tackle sexual harassment in schools, workplaces, nightlife, and on public transport.	Violence Against Women and Young Girls – supporting White Ribbon Day and 16 Days of Action from 25 November with social media and organised awareness events tbc.	25/26	Planning in progress.
	Promote active bystander training.	25/26	-
	Neighbourhood crime – prevention campaign.	25/26	-
Protect businesses from cybercrime (preventing crime) Work with Norfolk’s business community to strengthen digital security.	Cyber Resilience Forum.	25/26	
	Business Breakfasts – working with Norfolk Chambers and other networks and organisations.	25/26	Early discussions held to scope.
	National campaigns – support social media campaigns in partnership with other organisations.	25/26	Ongoing.
Ensure every voice is heard (cohesive communities) Actively engage with people across the county, including those with English as a second language or individuals from minority ethnic or faith backgrounds, to ensure all communities are represented.	Schools/Colleges – as part of the continuous conversation. Educate and make students aware of the role of the PCC.	25/26	Visits held to King’s Lynn Academy and Thorpe St Andrews Sixth Form.
	Street Surgeries – continuous conversation.	25/26	-
	Online Webinars – continuous conversation.	25/26	
Strengthen community networks (cohesive communities)	Police & Crime Plan launch – promotion through media channels and hyper locals.	25/26	Comms plan in place to schedule promotion.
Stand up against hate crime (cohesive communities) Improve the response to hate crime by increasing reporting, especially in under reported areas, with targeted awareness campaigns and working with local councils and community organisations.	Supporting Norfolk Constabulary with campaigns such as SHiN and events such as Stephen Lawrence Day (April) and PRIDE.	25/28	-
‘Continuous conversation’ – shining a light on hidden policing services. (cohesive communities)	Evergreen content development for website and social media Control Room – hidden policing campaign.	25/26	Additional areas of policing to be identified and featured. CCR visit took place February 2025.
	Roads & Armed Policing Team – hidden policing campaign.	25/26	Visit video footage taken.
Support all victims (reducing harm) Whether it’s women, men, or children, to continue our vital support for victims of and survivors of domestic abuse	Victims campaign – promoting commissioned services, supporting campaigns from NIDAS, WONDER+, Norfolk & Suffolk Victim Support et al. Evergreen comms.	25/26	Supported NIDAS Stalking & Harassment social media campaign in January and February 2025.
Rehabilitation for ex-offenders (reducing harm) Work with His Majesty’s Prison and Probation Service to increase opportunities for rehabilitation and Community Payback schemes for those on probation.	Restorative Justice Campaign.	25/26	-

Summary Communications and Engagement Plan			
Police and Crime Plan Commitment	Project/Deliverables	Timeframe	Progress
Break down barriers to justice (reducing harm) I will develop a Local Criminal Justice Board in Norfolk, bringing together all organisations and agencies to reduce barriers and bring those to justice.	Criminal Justice System Campaign – shining a light on victim care and delays.	25/26	Scoping 'CJ & You' model from Devon & Cornwall model.
Respect for all (reducing harm) I'll continuously improve the Independent Custody Visitor scheme in Norfolk to ensure that people detained by the police are treated with respect and dignity.	Raise profile of Police Investigation Centres with videos (already produced in five parts).	25/26	First two videos have been shared on social media.
Raise awareness of support services (reducing harm)	"Explaining the Sexual Assault Referral Centre" video.	25/26	-

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

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

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of their activities and decisions.

2. Summary of the PCC's decisions and activity since taking office

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

a) Decisions taken

All decisions made by the PCC are recorded and published on her website. Decisions made by the PCC, up until 7 March 2025, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements she has made, are recorded and published on her website. A summary of those items published up until 7 March 2025, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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

services, custody, transport, finance, HR and ICT.

Public Information about the [Collaboration Panel](#) is available to view.

e) Other 'out-of-county' activity since the previous Panel report:

Date	Activity
10 January 2025	Visit to Eastern Region Special Operations Unit
13 January 2025	Home Office Briefing for PCCs on Police Accountability Reform
17 January 2025	Police Staff Council Meeting
22 January 2025	National Police Wellbeing Service Meeting
23 January 2025	Norfolk and Suffolk PCC Meeting
29 January 2025	APCC General Meeting
6 February 2025	APCC Criminal Justice Service Portfolio meeting
11 February 2025	Safe Road infrastructure roundtable RSF CIHT
17 February 2025	APCC PCC @5 Session: The Road Safety Trust
21 February 2025	Road Safety visit to Warwickshire
4 March 2025	Join the Dots conference – Birmingham
5 March 2025	Police Remuneration Review Body - oral evidence session
5 March 2025	APCC Members Council
5 March 2025	Meeting with Zoe Billingham

f) Other 'in county' engagement activity

A summary is provided at **Annex D**.

g) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the

PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex E** of this report.

- h) PCC responses to inspection reports published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and relevant to the force.
 - February 2025: [An inspection of the police response to the public disorder in July and August 2024 – Tranche 1: capacity and capability, co-ordination and mobilisation and well-being](#)
- i) Emergency services collaboration.

The PCC has membership of Norfolk County Council's Cabinet, in respect of its role in exercising functions of the Fire & Rescue Authority only. View the report and minutes from the [20 May 2019 Cabinet](#) meeting where this was agreed.

No Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting.

3. Suggested approach

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

4. Action

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



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PCC's Decisions

[Decision Notice 1 Right to Succeed](#)

The Police and Crime Commissioner approves Serious Violence Duty grant funding to Right to Succeed to support the delivery of an alternative education project and a youth outreach project to, in turn, support local implementation of the Serious Violence Duty.

[Decision Notice 2 Targeted Youth Outreach Project – Serious Violence Duty – Grant Variation](#)

The Police and Crime Commissioner approves the grant variation as described in this decision notice.

[Decision Notice 3 Serious Youth Violence Conference \(Norfolk\) 2025](#)

The Police and Crime Commissioner provides Serious Violence Duty grant funding to Norfolk Safeguarding Children Partnership to deliver a Serious Youth Violence Conference in Norfolk to support Norfolk's partnership response to the Serious Violence Duty.

[Decision Notice 4 Ministry of Justice 'Victims' General Fund' 2025/26](#)

The Police and Crime Commissioner approves Contract Extensions for the 2025/26 financial year as laid out within this Decision Notice.

[Decision Notice 5 Serious Violence Duty](#)

The Police and Crime Commissioner approves Serious Violence Duty grant funding to the Norfolk Office of Data Analytics (Norfolk County Council) to provide data and analytical support to develop the Norfolk partnership's understanding of the risk factors for Serious Violence at a local level, in turn, supporting local implementation of the Serious Violence Duty

(Decision Notice 6 not yet published)

[Decision Notice 7 Restorative Justice Service – Continuation of funding for 2025-26](#)

The PCC approves an extension of the Norfolk OPCC's share of joint funding to operate a Restorative Justice Hub for a further 12 months from April 2025 to March 2026 at a total cost of £91,186, which includes £28,037 additional provision for the expansion of the service provision in Norfolk only.

[Decision Notice 8 Norfolk Community Law Service – Domestic Abuse Support Service](#)

The PCC supports this decision notice for further funding of the legal advice service for Domestic Abuse victims/survivors delivered by Norfolk Community Law Service for further year 1 April 2025 – 31 March 2026.

[Decision Notice 9 The Hampton Trust - Conditional Cautioning and Relationship Abuse Project](#)

The PCC for Norfolk supports a further extension of the funding as detailed in the Decision Notice 38/2024 from the 1st April 2025 until the 31st March 2026 to enable the Hampton Trust to continue to deliver Project CARA in Norfolk.

[Decision Notice 10 St Giles Trust – The Wonder Plus Project](#)

The PCC supports this Decision Notice for the extension of the WONDER Plus Project delivered by St Giles Trust for a further year from 1st April 2025 to 31st March 2026

The full list of [PCC decisions](#) and a policy statement on decision making is available to view.

Summary of the PCC's activity

[Accounts published for 2023/24](#)

27 January 2025

The Police and Crime Commissioner (PCC) is required by law to publish a set of accounts each year providing a breakdown of the PCC's and Norfolk Constabulary's financial performance and position.

[Virgin Media O2 Business donate hundreds of mobile phones to support victims and survivors of domestic abuse or sexual assault across East Anglia](#)

6 March 2025

Virgin Media O2 Business is donating over 500 mobile phones to help victims and survivors of domestic abuse or sexual assault living in East Anglia. The phones will be distributed in Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk via support services.

(Further engagement activity is also set out at **Annex D**)

List of items discussed at the most recent PCC Accountability Meeting

There have been no PCC Accountability Meetings since the last Panel meeting.

The public reports can be viewed on the OPCCN's website at the following address
[PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/pcc-accountability-meeting)

The next PCC Accountability Meeting will take place on 16 April 2025.

Map of Engagement - 10 January to 5 March 2025



Key

- - Engagement - this reporting period

PCC Diary Business Engagement - 10/01/25 to 05/03/25

Type of engagement/location	Description
Hethersett Old Hall School	Policing training site visit
County Hall	Meeting with Targeted Youth Support Services
County Hall	Police and Crime Panels x 2 (January and February)
Thorpe St Andrew Upper Sixth Form	Q&A with Year 12 criminology students
Disability Network Forum	PCC hosted an online Forum to bring partners together to discuss policing and crime
Holocaust Memorial Day Service	St Peter Mancroft Church, Norwich
Breckland Council Office in Dereham	Meeting with Breckland Council leader
Wymondham OPPCN	Norfolk Anti-Slavery Network Business Group Meeting
Wymondham OCC	Visit to Norfolk Constabulary Control Room
Broadland Gate Police Station	Visit to Roads and Armed Policing Team
Right to Succeed, Great Yarmouth	Visit to organisations that participate in the Project to help young people, including the Action Community Enterprise Group and the Charter Academy. The visit concluded with a network meeting between the PCC and partners such as; Norfolk County Council Children Services, Great Yarmouth Borough Council and various community support organisations.
Heritage Crime Roundtable, Broadland Horizon Business Centre, Norwich	The PCC hosted a round table focusing on heritage crime. Attended by local and national representatives; including Historic England, Norfolk County Council, Norwich City Council, Norfolk Archaeological Trust, Norfolk Constabulary and the Diocese of Norwich. This meeting has started the process in the development of 'Heritage Watch.'
South Norfolk MP	Saturday coffee morning with residents in Wymondham
King's Lynn & West Norfolk Borough Council	Meeting with KL&WN Council Leader

PCC Diary Business Engagement - 10/01/25 to 05/03/25 continued

Type of engagement/location	Description
Norwich	Meeting with Norfolk Community Foundation
Wymondham OPCCN	Meeting with Norwich Prison Governor
High Kelling near Holt	Public meeting on road safety
Wymondham OPCCN	Meeting to discuss Norfolk County Council Walking, Wheeling & Cycling Strategy
Wymondham OPCCN	Meeting with Norfolk Probation Delivery Unit to discuss local Criminal Justice Board
Prince of Wales Road, Norwich	The PCC shadowed the local policing team to observe a specific policing operation relating to VAWG. The PCC also met with business and support organisations, such as the SOS Bus, in the Prince of Wales night time economy to listen to their concerns in relation to policing and crime in the area.

List of items discussed at the most recent Audit Committee meetings

Date: 20 February 2025	
Subject	Summary
Public agenda	
Review and update of action log	
2023/24 Statement of Accounts	a. Norfolk PCC Statement of Accounts - Document available on request b. Norfolk Constabulary Statement of Accounts – Document available on request c. Annual Governance Statement – Document available on request d. EY 2023-24 Audit Results Report – Document available on request
Internal Audit	Update Report - Document available on request
2025-26 Treasury Management Strategy	Document available on request
Devolution	Verbal update
Forward Work Plan	
Private agenda	
Review and update of action log	
Fraud update	Verbal update
Internal Audit	Confidential & Sensitive Internal Audit reports – documents not published

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 25 March 2025.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

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

1. Background

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

2. Purpose of today's meeting

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

3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that no complaints have been recorded since the Panel received its last monitoring report, when it met on 18 October 2024.

4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, seven FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
 - Queries relating to the PCC's diary
 - Commissioning for Victim Support Services
 - Riot Compensation Act claims
 - Neurodiversity in the Criminal Justice System

- Queries in relation to policing outcomes
- Artificial Intelligence
- Safer Streets Funding

4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

5. Complaints and FOI requests relating to the Panel

5.1 Norfolk County Council's Director of Democratic and Regulatory Services has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

6. Action

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



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Complaints Policy Sub Panel – Update

Report from the Chair of the Sub Panel, Cllr Brian Long

The Panel is asked to consider an update from the Complaints Policy Sub Panel.

1. Background

- 1.1 The function of the Sub Panel is to: ensure that the Police and Crime Panel (PCP) has a pool of nominated members with a specialist knowledge on complaints matters who can advise the Panel accordingly; maintain oversight of the PCP's procedure for handling Police and Crime Commissioner (PCC) conduct complaints; monitor the Office of the Police and Crime Commissioner for Norfolk's (OPCCN's) implementation of the Police Integrity Reforms set out in the Policing and Crime Act 2017.
- 1.2 The Panel endorsed these Terms of Reference and appointed the following members on 29 July 2024: Mrs Renate Brockes, Cllr Brian Long (elected as Chair for 2024-25), Cllr Mike Sands, Cllr John Toye and Ms Stacey Palmer.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 9 September 2024. A summary of the information reviewed is set out below.
- 2.2 Police Dismissal Review 2022-23
 - 2.2.1 Guidance and a clear timetable for the introduction of the full suite of reforms is still awaited and an update will be provided in due course. It is likely that the recent high court ruling on the Judicial Review brought forward by Metropolitan Police Sergeant Lino Di Maria has impacted on progress and the government will need to strengthen vetting regulations. The outcome of the Judicial Review means that forces cannot dismiss officers who do not hold vetting clearance.
 - 2.2.2 We asked what impact this might have in Norfolk and an update will be provided.
- 2.3 Police Misconduct Hearings
 - 2.3.1 We noted that a new pilot role at the rank of Assistant Chief Constable has been created across three forces (Norfolk, Suffolk and Hertfordshire) to oversee and speed-up gross misconduct hearings. The role is being piloted for nine months and will oversee hearings across the three forces following changes to regulations which sees senior police officers chair the hearings.
 - 2.3.2 We will receive comparator data later in the year to show how the pilot is performing.

2.4 Police Appeal Tribunals and Legally Qualified Chairs

- 2.4.1 We were reminded that the PCC is required to appoint a Legally Qualified Chair (LQC) to administer a Police Appeal Tribunal (PAT). Unlike the police misconduct hearing process, these LQCs are recruited by the Home Office rather than the Offices of Police and Crime Commissioners (OPCCs).
- 2.4.2 As reported in our update to the October 2024 Panel meeting, OPCCN has observed that the list of approved LQCs is diminishing and those that are available to approach have limited capacity to sit on an appeal tribunal hearing. In addition, an increase in PATs is expected as the number of misconduct hearings have been increasing across the country.
- 2.4.3 Concerns about LQC availability has been reported to us since July 2021, when the PCC's predecessor took over as the national lead for the APCC portfolio on integrity and transparency. This originated as an ongoing issue with indemnification for LQCs who at that time had the role of chairing misconduct hearings. The Panel felt it had such significant implications for the public's trust in policing, the Panel's then Chair wrote to the National Association of Police, Fire and Crime Panels (NAPFCP) to request that it took action to support PCCs.
- 2.4.4 We welcome the PCC's continuing efforts to lobby the Home Office, alongside others within the region, but remain concerned that OPCCs are still struggling to secure LQC availability for Police Appeal Tribunals. I'm sure the Panel will agree, that should there be any opportunity to reinforce or add weight to the continued dialogue on this matter that we should maintain an open offer to the PCC to assist.

2.5 Police Complaint Reviews

- 2.5.1 Anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary has the right to request a review of that decision either through the Independent Office for Police Conduct (IOPC) or through OPCCN. Details of that process are available to view on the [complaints](#) pages of OPCCN's website.
- 2.5.2 We noted and welcomed the following:
- The number of review requests has reduced and that all recommendations arising from upheld reviews have been accepted by the Constabulary.
 - Given the number of complaints handled by the Constabulary has not reduced, it would suggest there is an improvement with the level of satisfaction after complaint handling.
 - There has been an improvement in OPCCN's timeliness to complete a review.

2.6 Police Super-Complaints

- 2.6.1 The Sub Panel noted that there had been no new super-complaints since it had last met. It also noted that several national recommendations arising from an earlier super complaint, submitted by the Suzy Lamplugh Trust on the police response to stalking, are due for completion by the end of March 2025. We will be updated at our next meeting.

2.7 Chief Constable Complaints

2.7.1 The Sub Panel continues to be briefed on the number and scope of any complaints relating to the Chief Constable and action taken by the PCC. None had been received since the Sub Panel had last met.

2.8 PCC conduct complaints

2.8.2 We also noted that the Home Office had previously indicated its intention to implement new Regulations, to give Police and Crime Panels greater investigatory powers in relation to PCC conduct complaints. It remains unclear whether this will be taken forward by the new Government. The Sub Panel will keep these matters under review and recommend any necessary amendments to our local procedure, if needed, in due course.

3. **Work programme**

3.1 The next Sub Panel meeting is scheduled to take place on 2 September 2025.

4. **Action**

4.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel.



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Norfolk Police and Crime Panel Annual Report 2024-25

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to approve publication of the Panel's annual report 2024-25 or confirm any changes required.

1. Background

- 1.1 Members have previously agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to approve the publication of the Panel's sixth annual report, attached at **Annex 1** of this report.
- 2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity.

3. Action

- 3.1 The Panel is recommended to approve publication of the Panel's annual report 2024-25 or confirm any changes required.



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Norfolk Police and Crime Panel



Annual Report 2024-25

Introduction & background

This is the sixth annual report of the [Norfolk Police and Crime Panel](#) (“the Panel”), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel’s activities during the past year.

The [Police and Crime Commissioner](#) for Norfolk (“the Commissioner”) has responsibility for securing an efficient and effective police force for the area, setting objectives and the budget for Norfolk’s police force and holding the Chief Constable to account. In addition, the Commissioner has a duty to bring together Norfolk’s community safety and criminal justice partners to make sure local priorities are joined up, provide support services for victims of crime and get communities involved in keeping Norfolk safe. They may also commission services which contribute to the Police and Crime Plan.

The Panel’s role is to challenge and support the work of the Commissioner. It also has a role in handling complaints about the Commissioner’s conduct and confirming appointments the Commissioner makes to key posts, including the Chief Constable and senior members of staff.

Who’s who

The Panel comprises ten elected members from local authorities across Norfolk and two co-opted independent members.

Membership during 2024-25 was as follows:

Main Member	Substitute Member	Representing
Cllr Tristan Ashby	Cllr Helen Crane	Breckland District Council
Cllr Sue Catchpole	Cllr Paul Auber	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Cllr Alexandra Ware (until December 2024)	Cllr Deborah Heneghan	King’s Lynn and West Norfolk Borough Council

Main Member	Substitute Member	Representing
Cllr Brian Long	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Cllr Michael Chenery of Horsbrugh	Norfolk County Council
Cllr John Toye	Cllr Sarah Butikofer	North Norfolk District Council
Cllr Mike Sands	Cllr Keith Driver	Norwich City Council
Cllr James Easter	Cllr Kieran Murphy	South Norfolk Council
Ms Stacey Palmer	(no substitute member)	Co-opted Independent Member
Mrs Renate Brockes	(no substitute member)	Co-opted Independent Member

Panel activity during 2024-25

Norfolk elected Sarah Taylor as its Police and Crime Commissioner on 2 May 2024. We met Sarah for a private introductory briefing in June, ahead of our Annual General Meeting (AGM) in July, and used to the opportunity to welcome our two newly recruited co-opted independent members.

The Panel met formally six times during 2024-25. Copies of the [agenda and minutes](#) are available to view.

Our public meetings are the occasions on which we carry out our main responsibilities, set out in the Police Reform and Social Responsibility Act 2011. These are summarised below.

- To consider the Commissioner’s proposed police precept (the amount that individuals contribute to the police budget through council tax).

The Panel voted to support the Commissioner’s proposed maximum increase in the police precept for 2025/26. To inform our discussion, the Commissioner provided comprehensive information to support her proposal. This included an outline of the budget and financial impact of the 2025/26 precept proposal, her Medium-Term Financial Plan 2025/26 to 2028/29 including the Capital Programme, together with details of the various financial strategies that she is required to publish, as well as the result of her public consultation. A view from the Chief Constable was also included. Having asked the Commissioner questions about the information provided, and examined her proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to endorse the increase. In doing so, the Panel recognised that despite increasing the precept by the maximum amount, closing the existing budget gap will be a significant challenge and it remains concerned about future service delivery. For that reason, the Panel agreed that

the Chair should write on its behalf to the Home Secretary, in support of Commissioner and the Chief Constable, to request that sanctions relating to the police officer uplift be removed to release additional flexibility in the budget. You can read the [letter from the Panel's Chair](#), formally reporting the Panel's decision.

- To review the Commissioner's draft Police and Crime Plan

The Commissioner must issue a Police and Crime Plan within the financial year in which their election is held. This Plan must set out their policing and crime objectives, details of grants made to partners, the resources the Chief Constable will be given and how the Commissioner will hold them to account. We considered the Commissioner's draft Plan, Putting Prevention First, at an extraordinary meeting in January 2025 and raised several matters for the Commissioner's consideration. You can read the [letter from the Panel's Chair](#) and the Commissioner's response.

- To monitor delivery of the current Police, Crime and Community Safety Plan

Until the new Plan is issued, the Plan issued by the former Commissioner remains in place. We have continued to monitor the progress being made towards the objectives contained within it. For that purpose, the Commissioner provides a report for each of our meetings. Once a year, the Panel also reviews the Commissioner's draft annual report. You can read our discussions in the minutes of our meetings.

- To hold a confirmation hearing to scrutinise any senior appointments proposed by the Commissioner

At an extraordinary meeting in August 2024, the Panel unanimously recommended to the Commissioner that she proceed with her Chief Finance Officer appointment. You can read the [letter from the Panel's Chair](#).

- To review and scrutinise actions and decisions taken by the Commissioner

The Panel considers an information bulletin at each meeting, which summarises both the decisions taken by the Commissioner and the range of activity undertaken in the period between one meeting and the next. This provides an opportunity for the Panel to publicly hold the Commissioner to account for the full extent of their actions in a timely way. You can read the bulletins and the issues discussed by viewing our agendas and minutes.

- To handle conduct complaints relating to the Commissioner

One of the Panel's responsibilities is to deal with complaints about the Commissioner's conduct. Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the Commissioner must be recorded, and then referred to the Independent Office for Police Conduct for investigation. Any other complaints are handled by the Panel, usually through informal resolution, which means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings. You can find out more about the process [here](#). The Panel receives regular reports, which set out the number and themes of complaints handled during the period, as well as the main themes of Freedom of Information requests received both by the Commissioner's Office and Norfolk County Council in relation to the Panel. This allows the Panel to monitor the

issues being raised and to ensure the complaints process is being carried out appropriately.

We have a permanent working group of five members, whose role is to maintain a specialist knowledge on complaints matters and advise the Panel accordingly. In addition to maintaining oversight of the Panel's procedure for handling conduct complaints about the Commissioner, it has monitored the development and implementation of the recent Police Integrity Reforms. Regular updates provided by the Chair are included in our agendas.

Panel development

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For those continuing in their position, this is an opportunity to refresh their knowledge and share their experience. Additional briefings have also been provided in advance of specific functions, such as consideration of the Commissioner's precept proposal. This ensures that we are fully prepared to challenge and support the Commissioner at our public meetings. The Panel is also provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

The Panel is a member of an Eastern Region Panel Network, which meets twice a year, and provides a forum for Chairs, Vice-Chairs and support officers to share information, problem solve and collaborate.

Owing to the timing of the General Election in 2024, the annual conference for Panels was cancelled.

Public engagement

The Panel has a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Commissioner or the Chief Constable, both of whom have separate arrangements for discussion with the public. You can read our [public question time guidance](#).

The Commissioner has regular public meetings to hold the Chief Constable to account for Norfolk's policing service. These are held in public and people are welcome to attend and observe. Members of the public are also able to submit their policing and crime questions to be answered by the Chief Constable and other senior officers at the meeting. More information on how to submit a question and guidance on attendance is available on the [Commissioner's website](#). Details of other public meetings and events are also available.

Home Office grant funding

The Home Office provides a grant of up to £64,340 to Norfolk County Council to maintain a Police and Crime Panel for the police force area. This is to cover the costs of administration (including support staff, specialist advice, recruitment of independent members, subscription to the Eastern Region Panel network) and member expenses (including the cost of travel to attend Panel meetings, regional

network meetings and the national conference, as well as any delegate fees). The Panel reviews its funding at each AGM and you can read the reports, which summarise the year-end returns submitted to the Home Office, through the previous link to our agendas and minutes.

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimizing expenditure where possible. For example, public meetings take place at our host authority to keep costs to a minimum and ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The Chair and Vice-Chair regularly meet with the Commissioner and her leadership team. This provides an opportunity to discuss and plan future business, the content of agenda and reports, and keep each other informed of developments which may impact on our work. It allows the Panel to ensure that it is making the best use of everyone's time and the resources available.

Forward look

The Panel reviews and agrees a forward work plan at each meeting. This ensures that we deliver our functions in a timely way and means others know what we will be doing. You can see our latest forward work plan by selecting the most recently published agenda.

Further information

If you would like further information about the Norfolk Police and Crime Panel, please visit our [website](#) or contact Norfolk County Council on 0344 800 8020 or committees@norfolk.gov.uk



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Forward Work Programme

Date	Item	Attendees
10am, 17 March 2025, County Hall	Update on PCC's Delivery and Engagement Plans Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2024-25 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
July 2025, County Hall (to be confirmed)	Private induction/refresh session for Panel members	
10am, 31 July 2025, County Hall	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan 2025-2029 performance monitoring Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
10am, 28 October 2025, County Hall	PCC's 2026-27 Budget Consultation PCC's 2024-25 Annual Report	Commissioner, supported by members of the Commissioner's staff and Chief

	<p>Independent Custody Visitor Scheme Annual Report 2024-25</p> <p>PCC Complaints Monitoring Report</p> <p>Complaints Policy Sub-Panel – update</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Constable (subject to operational commitments)
January 2026, virtual meeting (to be confirmed)	Panel Member briefing – review of PCC’s precept proposal	
10am, 2 February 2026, County Hall	<p>Review the PCC’s proposed precept for 2026-27 (the Panel must review and report by 8 February 2026)</p> <p>Police and Crime Plan 2025-2029 performance monitoring</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
February 2026, County Hall (to be confirmed)	Reserve date – to review a revised precept for 2026-27, if vetoed (the Panel must review and report by 22 February 2026)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
10am, 27 April 2026, County Hall	<p>Information bulletin – questions arising to the PCC</p> <p>PCC Complaints Monitoring Report</p> <p>Complaints Policy Sub-Panel – update</p> <p>Norfolk Police and Crime Panel Annual Report 2025-26</p>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)

	Forward Work Programme	
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The identified items are provisional only.

Items to be scheduled:

- Public confidence in policing

The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2024-25: Mrs Renate Brockes, Cllr Brian Long (Chair), Cllr Mike Sands, Cllr John Toye, Ms Stacey Palmer

Date of last meeting: 4 March 2025

Next meeting: 2 September 2025

PCP training and network events

- Eastern Region PCP Network: 27 March 2025 (Chair and Vice-Chair to attend)
- 13th Annual PC(F)P Conference: To be confirmed

PCC Accountability Meetings

- 16 April 2025