

Norfolk Police and Crime Panel



Date: **28 July 2014**

Time: **10am**

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

Panel Members are invited to attend an induction/refresh training session at 10am on Thursday 23rd July in the Edwards Room at County Hall.

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
Ms Katy Stenhouse	Ms Kay Grey	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 Terry Jermy	Mr Mick Castle	Norfolk County Council
Mr Brian Hannah	Mr James Joyce	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Keith Driver	Vacancy	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	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

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

Anne Pickering on 01603 223029
or email committees@norfolk.gov.uk

Agenda

1. **To receive apologies and details of any substitute members attending**
2. **Election of Chairman**
3. **Election of Vice-Chairman**
4. **Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

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

- | | |
|---|-----------------|
| 6. Minutes | Page 6 |
| To confirm the minutes of the meeting held on 15 April 2014. | |
| 7. Public questions | |
| No questions were submitted for a response at this meeting. | |
| 8. Balanced Appointment Objective | Page 11 |
| To consider whether the Panel's 'balanced appointment objective' is being met. | |
| 9. Panel Arrangements and Rules of Procedure - Review | Page 16 |
| To review the Panel Arrangements and Rules of Procedure, and appoint members to handle complaints relating to the conduct of the Commissioner and his Deputy. | |
| 10. Appointment of co-opted independent member | Page 54 |
| To consider the recommendation from the selection panel. | |
| 11. Review of the Commissioner's 2014-15 Annual Report | Page 56 |
| An opportunity to review the annual report | |
| 12. Norfolk Police and Crime Panel funding | Page 73 |
| To note the 2013-14 expenditure and consider the 2014-15 grant allocation. | |
| 13. Complaints Monitoring Report | Page 101 |
| To consider an update of complaints. | |
| 14. Information bulletin – questions arising to the Commissioner | Page 104 |
| To hold the Commissioner to account for the full extent of his activities and decisions since the last Panel meeting. | |
| 15. Forward Work Programme 2015-16 | Page 118 |
| To review the proposed work programme. | |

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All enquiries to:

Anne Pickering
Norfolk County Council,
Democratic Services,
County Hall,
Martineau Lane,
Norwich, NR1 2DH
Tel. 01603 223029
Fax. 01603 224377
Email committees@norfolk.gov.uk



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Norfolk Police and Crime Panel
Minutes of the Meeting held on Wednesday 15th April 2015 at 10.00 a.m.
Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr Fred Agnew	Norfolk County Council
Mr Keith Driver	Norwich City Council
Mr Ian Graham	Broadland District Council
Dr Christopher Kemp (Vice-Chairman in the Chair)	South Norfolk Council
Mr William Richmond	Breckland Council
Ms Sharon Brooks	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	Co-opted Independent Member

Officers Present

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

Others Present

Mr Stephen Bett	Police and Crime Commissioner for Norfolk
Mr Mark Stokes	Chief Executive, OPCCN

- 1. To receive apologies and details of any substitute members attending**
 - 1.1 Apologies were received from Mr Alec Byrne, Mr David Harrison, Mr Brian Long, Mr Richard Shepherd and Mr Trevor Wainwright.
- 2. Members to Declare any Interests**
 - 2.1 No declarations of interest were made.
- 3. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
 - 3.1 None

4. Minutes of the meeting held on 3rd February and 12th March 2015

- 4.1 The minutes of the meeting held on the 3rd of February and the 12th March 2015 were confirmed by the Panel as a correct record and signed by the Chairman.

5. Public questions

- 5.1 There were no public questions received.

The Chairman proposed that items 8 and 9 be taken first to allow Mr Bett and Mr Stokes to leave the meeting as their presence was not required for items 6 and 7.

The Panel **agreed** to discuss items 8 and 9 before returning to the order of business set out on the agenda.

6. Information bulletin – questions arising to the Commissioner

- 6.1 The Panel received the report that summarised for the Panel both the decisions taken by the Commissioner and the range of his activity since the last Panel Meeting.

- 6.2 The Panel members questioned the Commissioner regarding the recent press articles in the EDP and the East Anglian Daily Times in which he had talked about his view of the potential merger of the force control rooms in the future.

- 6.3 In response to questions put to the Commissioner the following points were noted:-

- Although the merging of the control rooms of Norfolk and Suffolk Constabularies was largely an operational decision; both Commissioners had to endorse the money that was allocated to this.
- It would not be possible to find the required savings unless forces collaborated more; £4.3m worth of savings per year would have been possible if the two forces had collaborated last year. If the control rooms were joined now there would be potential immediate saving of close to £1m.
- The cost to Norfolk Constabulary of pursuing the initial initiative, that was later vetoed by the Suffolk Commissioner, was half a million pounds plus officer time.
- A new account system had been put in place by Capgemini that had been on cost and on time and this could have included setting up the joint control room.
- The introduction of ATHENA, a region wide collaborative ICT project, would involve the use of the control rooms.
- Modern technology needed to be used more by police forces but this technology was expensive and needed to be shared amongst the forces.

- This Panel had discussed and supported the merger of the control rooms 18 months ago. It re-iterated its support and commented that it would be helpful to encourage more press coverage to keep the topic current.

The Chairman of Norfolk Police and Crime Panel had written to the Chairman of Suffolk Police and Crime Panel to communicate the Panel's views about the merger and discuss opportunities for joint scrutiny. Mrs J Martin (Democratic Services and Scrutiny Support Manager) confirmed that she would contact the officer supporting Suffolk's PCP to provide an update on the Panel's discussion.

6.4 The Police and Crime Commissioner agreed that as the ATHENA project was moving forward that he would provide a breakdown of what the project entailed and outline how essential the control rooms were within this to the next Panel meeting.

6.5 The Panel questioned the Commissioner on the distribution of the Home Office funding for sexual abuse victims.

In response to questions put to the Commissioner the following points were noted:-

- £349k had been allocated to Victim Support in Norfolk and Suffolk. This organisation had a good infrastructure in place and the Commissioner had decided to monitor their performance outputs for the next year.
- The Commissioner informed the Panel that £2m of the £4.85 million for survivor support organisations had been allocated to Non Statutory groups that had been involved in the investigation in Rotherham, in particular voluntary bodies had been compensated.
- The Commissioner had received £4m worth of bids; the Home Office had set the criteria and the Commissioner had investigated each claim and had decided with the Home Office the allocation.
- The further £2.85m was divided up amongst companies that had applied, with nearly £18m worth of bids being submitted.
- There had been less bids then expected from the North-East and South-East of the country. The Commissioner was to make a visit to the North East to investigate with the Home Office why so few bids had come from this area.
- Two organisations from Norfolk had been allocated bids; Victim Support in Norfolk and Suffolk and the Magdalene Group.

6.6 Reference was made to the Commissioner's new duty in the Counter Terrorism and Security Act 2015, to have due regard to the need to prevent people from being drawn into terrorism. The Commissioner was asked what the level of risk was in regards to people in Norfolk being drawn into terrorism; the Commissioner responded that the risk was low.

7. Work Programme

- 7.1 The Panel received the report outlining the proposed work programme for 2015-2016.
- 7.2 The Panel discussed and **agreed** the need to have an item on the July meeting's agenda to discuss the police governance arrangements after the General Election in May.
- 7.3 It was decided that the agenda for the AGM in July was rather large and therefore the ATHENA item discussed earlier in the meeting would be pushed back to the October meeting. In the interim the Commissioner would provide a briefing note to members of the Panel which would outline the ATHENA project.
- 7.4 The Panel considered and **agreed** the proposed work programme for 2015-16 with the amendments above.

8. Appointment of co-opted independent member

- 8.1 The Panel received the report from the Scrutiny Support Manager which set out the principles of the recruitment process for appointing a co-opted independent member, provided the draft advertisement and application pack, and suggested a timetable for recruitment.
- 8.2 The following points were raised during the discussion:-
- It was up to the Panel to decide how to constitute the selection panel and it was noted that Mr Alexander Sommerville, CPM, could be a member of the selection panel if he chose not to re-apply for the position..
 - Other suggestions for membership of the selection panel were the Chairman, the Vice Chairman (if he was re-elected in the forthcoming elections) and 1 other member.
 - The Panel recognised that Mr Alexander Sommerville had brought a lot of knowledge and experience to the role and some members commented that his application would be welcomed, if he decided to re-apply for the position.
- 8.3 The Panel **AGREED**:
- a) to note the principles of the recruitment process and to delegate the authority to appoint the selection panel to NCC's Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman.
 - b) That the selection panel should comprise 3 members, the Panel's Chairman and two others.

9. Procedure for public questions

- 9.1 The Panel received the report from the Scrutiny Support Manager which set out the current procedure for public questions and invited the Panel to consider whether any amendments were required.

- 9.2 The Panel discussed the lack of response received from the public since the Panel introduced public questions.
- 9.3 The Panel believed the lack of questions received was down to the fact that the public generally did not understand the role of Police and Crime Panels. The fact that Panels could not impose any sanctions on Police and Crime Commissioners meant that they were seen to be lacking in effectiveness.
- 9.4 The Panel members commented that the system in place gave the public the opportunity to submit questions and that the lack of questions submitted was not due to the process being restrictive but due to other factors.
- 9.5 The Panel **AGREED** that no amendments were required to the current procedure for public questions.

The meeting closed at 11.06 am.

CHAIRMAN



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Balanced Appointment Objective

Suggested approach from Jo Martin, Scrutiny Support Manager

This is an opportunity for the Panel to consider whether the balanced appointment objective is being met.

1. Background

- 1.1 Schedule 6, paragraphs 31 and 32, of the Police Reform and Social Responsibility Act 2011 ("the Act") requires a Police and Crime Panel to consider whether it meets the balanced appointment objective.

2. Purpose of today's meeting

- 2.1 During May and June 2015 each council (the District, Borough and County Councils) appointed members to the Panel with a view to ensuring that the 'balanced appointment objective' is met, so far as is reasonably practicable.
- 2.2 The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
- (i) represent all parts of the police area;
 - (ii) represent the political make-up of the relevant authorities (when taken together);
 - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.
- 2.3 This is an opportunity for the Panel to consider whether the balanced appointment objective is being met.

3. Suggested approach

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

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

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

Following the May 2015 local elections, the number of places in each political group across the county is as follows:

Conservative - 262
Labour - 62
Liberal Democrat - 38
UKIP - 28
Green - 18
Independent – 4

Consequently, the composition of the Panel has remained the same:

- 6 Conservative
- 2 Labour
- 1 Liberal Democrat
- 1 UKIP

Norwich City Council has appointed a Labour member, Great Yarmouth has appointed a UKIP member, and all other District and Borough Councils have appointed Conservatives. Norfolk County Council has appointed 1 Conservative, 1 Liberal Democrat and 1 Labour.

- 3.4 Skills, knowledge and experience – All appointments to the Panel, of both councillors and independent members, should be made to ensure that it has the necessary skills, knowledge and experience available to it to discharge its functions effectively.

Annex 1 of this report sets out a summary of the skills, knowledge and experience available to the Panel through its current membership.

4.0 Action

- 4.1 The Panel is recommended to consider whether the balanced appointment objective is being met.



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

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

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

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

Panel Arrangements and Rules of Procedure - Review

Suggested approach from Jo Martin, Scrutiny Support Manager

This is an opportunity for the Panel to review its Panel Arrangements and Rules of Procedure.

The Panel is recommended to:

- 1) Endorse the existing Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the existing Rules of Procedure (at **Annex 2** of this report), including the scheme for public questions.
- 3) Endorse the detailed guidance for handling complaints about the conduct of the Commissioner or his Deputy (at **Annex 3** of this report).
- 4) Appoint Panel members to be involved with the handling of complaints about the conduct of the Commissioner or his Deputy.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 ("the Act") introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly elected Police and Crime Commissioners.
- 1.2 The Act required the local authorities in each police force area to establish and maintain as a joint committee a Police and Crime Panel, and that all the local authorities must agree to the making of Panel Arrangements. During May and June 2015 each of Norfolk's local authorities (the Borough, City, County and District Councils) agreed the establishment of a Police and Crime Panel ("the Panel") for Norfolk and the proposed Panel Arrangements.
- 1.3 Schedule 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") also requires Police and Crime Panels to make Rules of Procedure.
- 1.4 The purpose of the Rules of Procedure is to set out clearly how the Panel will operate and how its meetings will be conducted. They must make provision about the appointment, resignation and removal of a person to chair the Panel. They must also set out the procedures for the Special Functions of the Panel (reviewing the Police and Crime Plan; reviewing the Annual Report; reviewing Senior Appointments; reviewing and potentially vetoing the proposed precept; reviewing and potentially vetoing the appointment of the Chief Constable, and the procedures relating to the handling of complaints and conduct matters). They may also cover methods of decision making, the

formation of sub-committees and the arrangements for convening meetings. It is for the Panel itself to agree the Rules of Procedure - it does not need to seek the agreement of constituent councils if it decides that amendments are needed.

2. Purpose of today's meeting

- 2.1 The Panel may wish to briefly review the Panel Arrangements and decide whether it wishes to recommend any changes to constituent councils (all of which would need to agree any changes before these could be implemented). These are attached at **Annex 1** of this report. It is suggested that they are endorsed in their current form.
- 2.2 The Panel may also wish to review its Rules of Procedure, which include a scheme for public questions. The current Rules of Procedure are attached at **Annex 2** of this report. It is suggested that they are endorsed in their current form.
- 2.3 The Panel is recommended to review and endorse the existing guidance for handling complaints, which is attached at **Annex 3** of this report.
- 2.4 The Panel will wish to appoint members to be involved in the handling of complaints during 2015-16. Previously it had appointed three members: the Vice-Chairman of the Panel, Councillor Kemp, and both of the independent members (Mr Sommerville and Ms Brooks).

3.0 Action

3.1 The Panel is recommended to:

- 1) Endorse the existing Panel Arrangements (at **Annex 1** of this report).
- 2) Endorse the existing Rules of Procedure (at **Annex 2** of this report), including the scheme for public questions.
- 3) Endorse the detailed guidance for handling complaints about the conduct of the Commissioner or his Deputy (at **Annex 3** of this report).
- 4) Appoint Panel members to be involved with the handling of complaints about the conduct of the Commissioner or his Deputy.



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Norfolk Police and Crime Panel

Panel Arrangements

1. Background

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

2. Functions of the Police and Crime Panel

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

2.3 The PCP must

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

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

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

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

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

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

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

2.8 The PCP must:-

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

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

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

3. Operating Arrangements

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

4. Financial Arrangements

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

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

- 4.2 The Home Office funding includes a specified sum per member per annum to cover their expenses. Each local authority will pay the expenses of its own representatives and seek re-imbursement from the County Council at the end of each financial year, up to a maximum of the specified sum.
- 4.3 The local authorities will establish a joint independent remuneration panel to consider whether a special responsibility allowance should be paid to the Chairman of the PCP and if so, what the level of that SRA should be. If the councils subsequently decide that an SRA will be paid, the cost will be apportioned between the councils on the basis of the number of members each has on the PCP. The independent remuneration panel shall be convened by the lead authority, with its membership to be drawn from the independent remuneration panels for each local authority.

5. Membership – Appointed Members

- 5.1 All county, city, borough and district councillors within Norfolk are eligible to be members of the PCP.
- 5.2 Appointment of elected members to the PCP shall be made by each local authority at its annual general meeting or as soon as possible thereafter, in accordance with its procedures. Appointments shall be made with a view to ensuring that the “balanced appointment objective” is met so far as is reasonably practicable. The balanced appointment objective is the objective that the local authority members of a PCP (when taken together):-
 - (i) represent all parts of the police area;
 - (ii) represent the political make-up of the relevant authorities (when taken together)
 - (iii) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively
- 5.3 The PCP’s membership will be one councillor appointed by each of the city, borough and district councils and three councillors appointed by the county council, with the county council as far as possible picking up the requirement to ensure the required balance across the county. Terms of office will be to the next annual general meeting of the respective councils.
- 5.4 The PCP membership shall, as far as possible, be politically balanced in relation to the overall political balance amongst all city, borough, district and county councillors in Norfolk. The lead authority will facilitate discussions between the local authorities in order to enable the authorities to fulfil their duty to secure (as far as reasonably

practicable) that the appointed membership meets the balanced appointment objective.

- 5.5 The PCP shall review at its AGM whether or not the balanced appointment objective is being met and if it concludes that it is not, the PCP shall determine what action is needed to meet the objective.
- 5.6 All members of the PCP may vote in proceedings of the PCP.
- 5.7 Each local authority may appoint a named member to be a substitute for its representative(s) on the PCP. Notice of a substitution must be given by the relevant PCP member to the PCP Secretary, before the start of the meeting concerned. The named substitute must be a member of the same council and same political group as the PCP member being substituted. Appointed representatives should use the substitution facility only on rare occasions, in recognition of the importance of building up knowledge and expertise so that the PCP can operate effectively.
- 5.8 In all other respects, the appointment of substitutes shall be governed by the rules relating to substitution set out in section 4 of appendix 10 of the County Council Constitution.

6. Membership – Independent Members

- 6.1 The PCP shall co-opt two independent members onto the PCP. For the first two co-options, one shall be appointed for a term of four years and one for a term of three years. Thereafter the appointments will be for four-year terms. There shall be no restriction on the overall time period that an independent member may serve on the PCP. A member of any of the relevant local authorities may not be a co-opted member of the PCP where the number of co-opted members is two.
- 6.2 The following may not be co-opted Members of the PCP:
 - a) the PCC for the Police Area.
 - b) a member of staff of the Police and Crime Commissioner for the area.
 - c) a member of the civilian staff of the Police Force for the area.
 - d) a Member of Parliament.
 - e) a Member of the National Assembly for Wales.
 - f) a Member of the Scottish Parliament.
 - g) a Member of the European Parliament.
- 6.3 The recruitment process for co-opting independent members should include a reasonable period of open and public advertising for the positions. The closing date for the receipt of applications should be at least two weeks from the date the advertisement is first placed. The PCP shall also invite relevant organisations, as it considers appropriate, to nominate candidates for consideration as part of the recruitment process.

- 6.4 The recruitment process will be carried out in accordance with the following principles:-
- (i) Appointments will be made on merit of candidates whose skills, experience and qualities are considered best to secure the effective functioning of the PCP
 - (ii) The selection process will be fair, objective and impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria
 - (iii) The selection process will be conducted transparently with information about the requirements for the appointments and the process being publicly advertised and made available
- 6.5 Information packs shall be prepared and sent to those requesting them. The PCP shall appoint a selection panel to consider applications and interview candidates.
- 6.6 Following the interviews, the selection panel will make recommendations to the PCP about the appointment of the independent members and the PCP will make a decision as to which candidates to co-opt. In order to be co-opted, each candidate shall require the support of a majority of the appointed members of the PCP present at the meeting at which the decision is made. Independent member co-options shall be subject to annual endorsement at the PCP's AGM. If a majority of appointed members present at the AGM vote against endorsing an independent member's co-option, the independent member's co-option shall be terminated.

7. Casual Vacancies

- 7.1 A vacancy on a PCP arises when a local authority or independent member resigns from the membership of the PCP or is removed from the post by their local authority or, in the case of the independent members, is removed from their post by the PCP.
- 7.2 Each local authority will fill vacancies for elected members in accordance with the arrangements in its constitution. Vacancies for independent members will be filled in accordance with the selection process outlined in section 6 of these Rules.

8. Resignation of Appointed Members

Appointed Members of the PCP who wish to resign shall do so by notifying in writing, the PCP secretary and the appropriate officer in their local authority.

9. Resignation of Independent Members

Independent Members of the PCP who wish to do so shall resign by notifying in writing the PCP secretary.

10. Removal of Appointed Members

Each local authority shall have the right to change its appointed member at any time and shall give notice to the PCP secretary but must ensure that the change does not affect the political balance requirement.

11. Removal of Independent Members

Other than at the PCP's AGM, an independent member may only be removed from office if an appointed member has given notice to the PCP secretary at least 10 working days prior to an ordinary meeting of the PCP, of his or her intention to propose a motion that an independent member's co-option be terminated. At the subsequent meeting, termination will only be confirmed if at least two-thirds of the persons who are members of the PCP at the time when the decision is made vote in favour of termination.

12. Amendments to Panel Arrangements

12.1 Changes to the Panel Arrangements can only be made with the collective approval of all the local authorities in Norfolk. The PCP may propose amendments to the Panel Arrangements and any such proposals will be referred to the local authorities and will only be implemented if they are approved by all the local authorities.

12.2 The only exception to the requirement for the approval of the local authorities is if the PCP wishes to increase the number of co-opted members. The PCP may resolve that that the PCP is to have the number of co-opted members specified in the resolution, provided that the total membership of the PCP, including that number of co-opted members, would not exceed 20. Any such resolution must be referred to the Secretary of State and will only be implemented if the Secretary of State gives approval.

13. Interpretation

The conduct of the PCP and the content of these Panel Arrangements shall be subject to the legislative provisions in the Police Reform and Social Responsibility Act 2011, and any Regulations made in accordance with that Act, and in the event of any conflict between the Act or Regulations, and these Panel Arrangements, the requirements of the legislation will prevail.

14. Promotion of the Panel

14.1 The Panel Arrangements shall be promoted by:

- (i) The establishment and maintenance by the lead authority of a website including information about the role and work of the PCP, its membership, all non-confidential PCP and sub-

committee meeting papers, press releases and other publications; and,

- (ii) The issuing of regular press releases about the panel and its work; and,
- (iii) The local authorities will include information about the PCP on their websites, and will also include a link to the PCP website.

14.2 Support and guidance shall be provided to executive and non-executive members and officers of the local authorities in relation to the functions of the PCP as follows:

- a) by the provision of briefing sessions for members and relevant officers of the authorities before the election of the PCC, and on a regular basis thereafter; and,
- b) by the provision of written briefing notes for members and relevant officers of the authorities as appropriate.

Norfolk Police and Crime Panel

Rules of Procedure

1. General

- 1.1 These Rules of Procedure are made by the PCP pursuant to Schedule 6, paragraph 25 of the Police Reform and Social Responsibility Act 2011 (the 'Act').
- 1.2 The PCP will be conducted in accordance with these Rules. The Rules should be read having regard to the Panel Arrangements.

2. Chairman of the Police and Crime Panel

- 2.1 The chairman of the PCP will be appointed at the PCP's annual general meeting and will be drawn from amongst all the members of the PCP, including independent members.
- 2.2 The vice-chairman will be appointed at the AGM and will be drawn from amongst all the members of the PCP, including independent members.
- 2.3 In the event of the Chairman and vice-chairman being absent from a PCP meeting, the PCP will appoint a member to act as chairman for that meeting.
- 2.4 In the event of the resignation of the chairman/vice-chairman or removal of chairman/vice-chairman, a new chairman/vice-chairman will be appointed and will be drawn from amongst all the members of the PCP. Other than at the PCP's AGM, the chairman and vice-chairman may only be removed from office if a PCP member has given notice to the PCP secretary at least 10 working days prior to an ordinary meeting of the PCP, of his or her intention to propose a motion that the chairman or vice-chairman be removed from office. At the subsequent meeting, removal will only be confirmed if at least two thirds of the persons who are members of the PCP at the time the decision is made vote in favour of it.

3. Meetings of the Police and Crime Panel

- 3.1 The PCP shall meet at least four times per year to carry out its functions.
- 3.2 The PCP secretary will give notice to the public of the time and place of any meeting of the PCP. At least 5 clear working days before meetings, the secretary will circulate to PCP members the agenda for the meeting setting out the date, time and place for the meeting and specifying the business to be transacted. The agenda and minutes of PCP meetings will be published on the County Council's website.
- 3.3 An extraordinary meeting may be called by the PCP by resolution, by the chairman or by any four members of the PCP signing a requisition presented to the PCP secretary.

- 3.4 All members of the PCP may vote in proceedings of the PCP. The validity of the proceedings of the PCP is not affected by a vacancy in the membership of the PCP or a defect in appointment.

4. Quorum

- 4.1 A meeting of the PCP cannot take place unless at least one half of the whole number of its members is present. In any period during which there are vacancies amongst the membership, the calculation of half shall be based on the number of members in office on the day of the meeting.

5. Work Programme

- 5.1 The PCP will be responsible for setting its own work programme taking into account the priorities defined by the PCC and taking into account the views of other agencies and partnerships.
- 5.2 The work programme must include the functions described in section 2 of the Panel Arrangements.
- 5.3 Any member of the PCP shall be entitled to give notice to the PCP secretary that he or she wishes an item relevant to the functions of the PCP to be included on the agenda for a PCP meeting

6. Sub-Committees and Task and Finish Groups

- 6.1 Sub-Committees and time limited task and finish groups may be established from time to time by the PCP to undertake specific task based work and report back to the PCP.
- 6.2 The special functions of the PCP may not be discharged by a sub-committee of the PCP or a task and finish group.
- 6.3 In this paragraph 'special functions' means the following functions:
- (i) review of the Police and Crime Plan
 - (ii) review of the annual report
 - (iii) review of senior appointments
 - (iv) review and potential veto of the proposed precept
 - (v) review and potential veto of the appointment of a Chief Constable).
- 6.4 The work undertaken by a sub-committee or task and finish group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.
- 6.5 A sub-committee or task and finish group may not co-opt members but they shall be able to invite others to assist it with its work.

- 6.6 Sub-Committees and task and finish groups need not be politically balanced if the PCP agrees to this.

7. Reports from the Police and Crime Panel

- 7.1 Where the PCP makes a report or recommendations to the PCC, it will publish the report or recommendation on the PCP website. Copies of the report or recommendations will also be sent to each local authority within the police area.
- 7.2 The PCP must by notice in writing require the PCC, as appropriate, within a reasonable period of the date on which he or she receives the report or recommendations, to:-
- (i) Consider the report or recommendations
 - (ii) Respond to the PCP indicating what (if any) action the PCC proposes to take
 - (iii) Where the PCP has published the report or recommendations, publish the response
- 7.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

8. Police and Crime Commissioner and Officers Giving Account

- 8.1 The PCP may scrutinise and review decisions made or actions taken in connection with the PCC's role. As well as reviewing documentation, in fulfilling its role it may require the PCC, and members of the Commissioner's staff, to attend before the PCP (at reasonable notice) to answer any questions which appear to the PCP to be necessary in order to carry out its functions.
- 8.2 Where the PCC, or a member of the PCC's staff, is required to attend the PCP, the chairman of the PCP will inform them in writing, giving reasonable notice of the meeting. The notice will state the nature of the item for which he or she is required to attend to give account and whether any papers are required for production for the PCP. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.
- 8.3 Where, in exceptional circumstances, the PCC is unable to attend on the required date, an alternative date for attendance may be arranged following consultation with the chairman of the PCP.
- 8.4 If the PCP requires the PCC to attend before the PCP, the PCP may, by giving reasonable notice request the Chief Constable to attend before the PCP on the same occasion to answer any questions which appears to the PCP to be necessary in order for it to carry out its functions.

9. Attendance by Others

The PCP may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the PCP and officers in other parts of the public sector and may invite such people to attend. The PCP may not however invite officers of the constabulary other than the Chief Constable to attend meetings, without the prior agreement of the Chief Constable.

10. Special Functions

10.1 The Special Functions of the PCP are those functions referred to in paragraphs 11-15, below, and which are conferred on the PCP in relation to:

- a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
- b) the review of the Annual Report as required by Section 28 (4) of the Act;
- c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
- d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act;
- e) the review and potential veto of appointment of the Chief Constable Part 1 the Act.

10.2 The Special Functions shall be undertaken having regard to the requirements of the Act and Regulations in each case.

10.3 The issuing of reports and recommendations by the PCP in relation to the Special Functions outlined above will be carried out in accordance with paragraph 7 above.

11. Police and Crime Plan

11.1 The PCP is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.

11.2 The PCP must

- (i) hold a public meeting to review the draft Police and Crime Plan (or a variation to it), and;
- (ii) report or make recommendations on the draft Plan, which the PCC must take into account.

12. Annual Report

- 12.1 The PCC must produce an Annual Report about the exercise of his/her functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the PCP for consideration.
- 12.2 The PCP must comment upon the Annual Report of the PCC, and for that purpose must:
- (i) arrange for a public meeting of the PCP to be held as soon as practicable after the PCP receives the Annual Report;
 - (ii) require the PCC to attend the meeting to present the Annual Report and answer such questions about the Annual Report as the Members of the PCP think appropriate;
 - (iii) make a report or recommendations on the Annual Report to the PCC.

13. Proposed Precept

- 13.1 The PCP will receive notification from the PCC of the precept which the PCC is proposing to issue for the coming financial year by 1 February of the relevant financial year. The Panel will arrange for a public meeting to be held by 8 February of the relevant financial year to review the proposed precept.
- 13.2 Having considered the precept, the PCP must:
- (i) support the precept without qualification or comment; or
 - (ii) support the precept and make recommendations; or
 - (iii) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made).
- 13.3 The PCP has the power to veto the appointment of a candidate, by a required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made.
- 13.4 If the PCP vetoes the proposed precept, the report to the PCC must include a statement that the PCP has vetoed the proposed precept and indicate either:
- a) That it has done so because the precept is too high and give reasons for that decision;

Or

- b) That it has done so because the precept is too low and give reasons for that decision.
- 13.5 The PCP will receive notification from the PCC of the revised precept which the PCC is proposing to issue for the coming financial year by 15 February of the relevant financial year.
- 13.6 The PCP will arrange for a public meeting to be held by 22 February of the relevant financial year to review the revised precept and make a report to the PCC. This may indicate whether the panel accepts or rejects the revised precept and make recommendations.
- 13.7 The PCP will receive a response from the PCC by 1 March of the relevant financial year.

14. Appointment of Chief Constable

- 14.1 The PCP must review the proposed appointment by the PCC of the Chief Constable.
- 14.2 The PCP will receive notification of the proposed appointment from the PCC, which will include:
 - (i) the name of the candidate;
 - (ii) the criteria used to assess suitability of the candidate,
 - (iii) why the candidate satisfies the criteria; and,
 - (iv) the terms and conditions proposed for the appointment
- 14.3 Within three weeks of the receipt of notification the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 14.4 Before reporting and recommending under paragraph 14.3 above, the PCP must convene a public meeting ('confirmation hearing') of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 14.5 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 14.6 The PCC may accept or reject the PCP's recommendation as to whether or not the candidate should be appointed, and must notify the PCP accordingly.

- 14.7 The PCP has the power to veto the appointment of a candidate, by a required majority of at least two thirds of the persons who are members of the PCP at the time when the decision is made.
- 14.8 A confirmation hearing as in paragraph 14.4 must be held before an appointment is vetoed.
- 14.9 If the PCP vetoes the appointment under paragraph 14.7, the report referred to at paragraph 14.3 above must include a statement to that effect.
- 14.10 If the PCP vetoes an appointment the PCC must not appoint that candidate as Chief Constable
- 14.11 Where the Panel vetoes an appointment the PCC will propose another person for appointment as Chief Constable (a reserve candidate).
- 14.12 The PCP will receive notification of the proposed appointment from the PCC, which will include:
- (i) the name of the candidate;
 - (ii) the criteria used to assess suitability of the candidate,
 - (iii) why the candidate satisfies the criteria; and,
 - (iv) the terms and conditions proposed for the appointment
- 14.13 Within three weeks of the receipt of notification of the reserve candidate, the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 14.14 Before reporting and recommending under paragraph 14.3 above, the PCP must convene a public meeting ('confirmation hearing') of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 14.15 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 14.16 The PCC may accept or reject the PCP's recommendation as to whether or not the candidate should be appointed, and must notify the PCP accordingly.
- 14.17 The PCP will receive a report from the PCC notifying the Panel of his decision as to whether he accepts or rejects the recommendation. This ends the confirmation process.

15. Senior Appointments

- 15.1 The PCP must review the proposed appointments by the PCC of the PCC's Chief Executive, Chief Finance Officer and Deputy PCC.
- 15.2 The PCP shall receive notification of the proposed appointments from the PCC including
- (i) the name of the candidate;
 - (ii) the criteria used to assess suitability of the candidate,
 - (iii) why the candidate satisfies the criteria; and,
 - (iv) the terms and conditions proposed for the appointment
- 15.3 Within three weeks of the receipt of notification the PCP must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether the candidate should be appointed. The three week period will not include the post-election period.
- 15.4 Before reporting and recommending under 15.3 above, the PCP must convene a public confirmation hearing of the PCP where the candidate must attend, either in person or by telephone or video link and answer questions relating to the appointment.
- 15.5 The PCP must publish the report on its web site and send copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 15.6 The PCC may accept or reject the PCP's recommendation, and must notify the PCP accordingly.

16. Appointment of an Acting Police and Crime Commissioner

- 16.1 The PCP must appoint a person to be acting Commissioner if:
- (i) no person holds the office of PCC;
 - (ii) the PCC is incapacitated (i.e. unable to fulfil the functions of the PCC) which is a matter for the PCP to determine; or
 - (iii) the PCC is suspended.
- 16.2 In the event that the PCP has to appoint an acting Commissioner it will meet to determine the process for appointment which will comply with these Rules of Procedure and any legal requirements.
- 16.3 The PCP may appoint a person as acting Commissioner only if the person is a member of the PCC's staff at the time of the appointment.
- 16.4 In appointing a person as acting Commissioner in a case where the PCC is incapacitated, the PCP must have regard to any representations made by the PCC in relation to the appointment.

- 16.5 The appointment of an acting Commissioner will cease to have effect upon the earliest of the following:
- (i) the election of a person as PCC;
 - (ii) the termination by the Panel, or by the acting Commissioner, of the appointment of the acting Commissioner;
 - (iii) in a case where the acting Commissioner is appointed because the PCC is incapacitated, the PCC ceasing to be incapacitated; or
 - (iv) in a case where the acting PCC is appointed because the PCC is suspended, the PCC ceasing to be suspended.
- 16.6 Where the acting Commissioner is appointed because the PCC is incapacitated or suspended, the acting Commissioner's appointment does not terminate because a vacancy occurs in the office of PCC.

17. Complaints

- 17.1 The PCP will delegate the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the Commissioner's Chief Executive.
- 17.2 The PCP will delegate the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to NCC's Head of Democratic Services for informal resolution.
- 17.3 The Panel will appoint a member (or members) to sit in association with the Chief Executive of the Office of the PCC to give consideration to the initial sift of complaints and with the Head of Democratic Services to undertake informal resolution.
- 17.4 The Commissioner's Chief Executive and NCC's Head of Democratic Services will provide the PCP with annual monitoring reports, setting out the number and spread of complaints handled during the period.
- 17.5 The PCP shall give all such assistance and co-operation to the Independent Police Complaints Commission (IPCC) in carrying out investigations of serious complaints and conduct matters as it may reasonably require.
- 17.6 The PCP shall receive notification by the IPCC of any determination that it has made under the Regulations (Part 3) in relation to the investigation of serious complaints and conduct matters.

18. Suspension of the Police and Crime Commissioner

- 18.1 The PCP may suspend the PCC if it appears to the PCP that:

- (i) the commissioner is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
 - (ii) the offence is one which carries a maximum term of imprisonment exceeding two years.
- 18.2 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:
- (i) the charge being dropped;
 - (ii) the PCC being acquitted of the offence;
 - (iii) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
 - (iv) the termination of the suspension by the PCP.
- 18.3 In this section, references to an offence which carries a maximum term of imprisonment exceeding two years are references to:
- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
 - b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

19. Suspension and Removal of the Chief Constable

- 19.1 The PCP will receive notification if the PCC suspends the Chief Constable.
- 19.2 The PCC must also notify the PCP in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 19.3 The PCC must provide the PCP with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 19.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the PCP accordingly (the 'further notification').
- 19.5 Within six weeks from the date of receiving the further notification, the PCP must make a recommendation in writing to the PCC as to whether or not she/he should call for the retirement or resignation. Before making any recommendation, the PCP may consult the chief inspector of constabulary, and must hold a scrutiny hearing.
- 19.6 The scrutiny hearing which must be held by the PCP is a PCP meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny

hearing can be by attending in person, or participating by telephone or video link.

- 19.7 The PCP must publish the recommendation it makes on its web site and by sending copies to each of the local authorities, and by any other means the PCP considers appropriate.
- 19.8 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:
- (i) at the end of six weeks from the PCP having received notification if the PCP has not by then given the PCC a recommendation as to whether or not she/he should call for the retirement or resignation; or
 - (ii) the PCC notifies the PCP of a decision about whether she/he accepts the PCP's recommendations in relation to resignation or retirement.
- 19.9 The PCC must consider the PCP's recommendation and may accept or reject it, notifying the PCP accordingly.
- 19.10 In calculating the six week period, the post election period is ignored.

20. Decision-making and Rules of Debate

20.1 Principles of Decision-making

These principles will underpin the way the PCP makes its decisions:-

- (i) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by officers
- (ii) The presumption that whenever possible, all decisions made by the PCP should be made in public
- (iii) Decisions will be clear about what they aim to achieve and the results that can be expected

20.2 Voting

- 20.2.1 All matters to be considered by the PCP shall be decided by a majority of the members of the PCP present and voting at the meeting. This will be done following the moving of a motion by any member of the PCP. A simple majority is required to confirm a decision, except in the specific circumstances of the PCP seeking to veto the PCC's proposed precept or the PCC's proposed appointment of a Chief Constable or as otherwise specified in these Rules of Procedure.

20.2.2 Voting will normally be by show of hands; but any member may demand a recorded vote and, if one quarter of the members present signifies its support, such a vote will be taken.

20.2.3 In the event of a tie in voting, the Chairman shall have a second or casting vote

20.3 Rules of Debate

The rules of debate of the PCP shall be governed by the rules relating to meetings of County Council committees (section 7 of appendix 10 of the County Council Constitution), which is set out below.

20.3.1 No debate or vote until motion seconded

No motion will be debated or voted upon after the mover has moved a proposal (other than a motion that the report of a committee or a recommendation within it be received and adopted) until the motion has been seconded.

20.3.2 Right to require motion in writing

Unless notice of the motion has already been given, the chairman may require it to be written down and handed to him/her before it is discussed.

20.3.3 Secunder's speech

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

20.3.4 Content and length of speeches

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

20.3.5 When a member may speak again

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

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

20.3.6 Amendments to motions

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

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

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

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

20.3.7 Alteration of motion

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

20.3.8 Withdrawal of motion

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

20.3.9 Motions which may be moved during debate

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

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

20.3.10 Closure motions

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

5. To adjourn a meeting

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

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

20.3.11 Point of order

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

20.3.12 Personal explanation

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

21. Minutes

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

22. Members' Conduct

22.1 Speaking

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

22.2 Chairman Requiring Silence

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

22.3 Member not to be heard further

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

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

22.4 General disturbance

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

23. Disturbance by the public

23.1 Removal of member of the public

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

23.2 Clearance of part of meeting room

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

24. Suspension and Amendment of Procedure Rules

24.1 Suspension

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

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

24.2 Amendment

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

25. Adjournment of Panel Meetings

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

26. Questions from the Public

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

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

27. Interpretation

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

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

1. Introduction

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

2. Role of Police and Crime Panel under the Regulations

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

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

3. Key concepts

The legislation contains a number of key definitions:

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

- A serious complaint means a complaint made about the conduct of the PCC and/or the DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. Serious complaints must be notified to the IPCC.

4. Evidence threshold

Conduct matters and serious complaints must be referred by the Panel to the IPCC. The difference between a conduct matter and a serious complaint is the level of evidence present in the complaint as to whether a criminal offence has potentially been committed by the PCC and/or the DPCC.

It is not the Panel's function to investigate or determine whether a crime has been committed; only a court of criminal jurisdiction can definitively rule on the matter. Any investigations related to a potential crime will be undertaken by the IPCC. However, the Panel acts as a filter and will decide how a complaint should be classified, handled and taken forward under the Regulations. For a criminal offence to have been committed a number of different elements constituting the offence must be present e.g. the physical facts, usually evidence of intention or lower degree of purpose, causation etc. Therefore, as part of its functions, the Panel will take these matters into account when coming to a view as to whether something is a conduct matter or a serious complaint. In neither case is the criminal law standard of proof - beyond all reasonable doubt – applicable, as the Regulations do not require this level of certainty and the Panel will make the decision on the basis of evidence that is likely to be substantially below the normal civil law standard of the balance of probabilities, noting also that:

- A conduct matter only requires there to be an indication or sign that a criminal offence may have been committed. A low degree of evidence that enough of the necessary elements required to constitute any particular offence are present is likely to be an adequate sign of criminal conduct, resulting in the matter being referred to the IPCC as a conduct matter.
- A serious complaint requires stronger evidence, as it must show that there is conduct that appears to constitute or involve the commission of a criminal offence. Therefore the level of evidence that the necessary elements are present will be more than for a conduct matter, but much less than required under the normal civil standard.

5. Appropriate Police and Crime Panel

The Regulations only confer jurisdiction on the Police and Crime Panel where it is the appropriate panel under the Act for the relevant office holders in question. The Police and Crime Panel will normally be the appropriate panel for all complaints concerning the conduct of the PCC and/or the DPCC.

6. Recorded Complaints and Conduct Matters

The Panel will establish a formal Register for recording complaints and conduct matters under the Regulations. The Register will take the form of an electronic database within which to record all key details pertaining to a

complaint including the date received, contact details of the complainant, a summary of the complaint, the category into which it falls (conduct matter, serious complaint or other recorded complaint), the date on which it was recorded, an indication of intended action on the complaint and any other relevant information. A complaint or conduct matter entered into the Register is a recorded complaint or recorded conduct matter for the purposes of these procedures.

7. Conduct matters

A conduct matter is a matter in the case of which there is an indication that the PCC and/or the DPCC may have committed a criminal offence. A complaint does not need to have been made for a conduct matter to arise and to be dealt with under the Regulations.

Where the Panel is notified that civil proceedings against the PCC and/or the DPCC have been or are likely to be brought by a member of the public and which appear to involve or would involve a conduct matter, the conduct matter must be recorded by the Panel and entered into the Register.

However, if the Panel is satisfied that either of the following exceptions apply, it is not necessary to record a conduct matter:

- the matter has already been recorded as a complaint under regulation 9(5) of the Regulations i.e. as a recorded complaint (see below); or
- the matter has been, or is already being, dealt with by means of criminal proceedings against the PCC and/or the DPCC: this will normally be the case where the Police have formally charged the person with a criminal offence or information alleging an offence has been laid before a magistrate's court.

If the IPCC becomes aware of a conduct matter which has not been recorded by the Panel, the IPCC may direct the Panel to record the matter and the Panel must do so.

8. Conduct matters occurring outside England and Wales

The PCC and/or the DPCC are under an individual duty to notify the Panel of any allegation, investigation or proceedings in relation to their conduct which would otherwise be a conduct matter under the Regulations only by reason of the fact that the conduct in question did not occur in England or Wales. If the Panel receives such a notification from the PCC and/or the DPCC, it will be handled in whatever manner the Panel considers to be appropriate.

Accordingly, by not later than the end of the working day following the day on which the investigation, allegation or proceedings (as above) comes to their attention, the PCC and/or the DPCC shall notify the Panel in writing of the matter.

9. Making complaints about the PCC and/or the DPCC

We would recommend that all complaints are made to the PCC's Chief Executive (the Chief Executive), who has been given delegated authority by

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

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

By email: opccn@norfolk.pnn.police.uk

By telephone: (01953) 424455

Complaints can also be sent to the following people and organisations:

- The Norfolk Police and Crime Panel (the Panel)
- The Independent Police Complaints Commission (the IPCC);
- The Chief Constable;
- Directly to the PCC and/or DPCC.

It will be the duty of these people and organisations to refer complaints to the Chief Executive of the PCC. This is why we recommend that your complaint is made directly to the Chief Executive.

10. Recipients' duties on receipt of a complaint

Direct complaints to the Panel

The Panel has a duty to ensure that it is kept informed of matters relating to the conduct of the relevant office holders which might give rise to a complaint and to provide the IPCC with all such assistance as it reasonably requires.

Where the Panel considers that an oral or written complaint requires further information or detail in order to be properly considered under the Regulations, it may ask the complainant to provide such detail.

The Panel will consider the complaint, and whether to record it and (if so) how the recorded complaint is to be dealt with.

Direct complaints to the PCC and DPCC and preservation of evidence

By not later than the end of the working day following the day on which the complaint was made to them, the PCC and/or the DPCC must notify the Panel in writing of the matter of the complaint and provide details of the steps they have taken to preserve evidence relating to the conduct in question, including its location and in whose custody it is (see below).

Where a complaint is made directly to the PCC and/or the DPCC, then both are under a statutory duty to take all such steps as appear to them to be appropriate for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that. In discharging this duty they shall take such steps as a reasonable person would consider appropriate in the circumstances to obtain and preserve evidence, and in any event shall comply with any requests of the Panel, as above.

Direct complaints to individual members of the Police and Crime Panel

Any complaint addressed to a member of the Panel or to officers who support it, should be immediately directed by the recipient to the Panel, along with any other available information that is relevant to the complaint.

Direct complaints to the IPCC

When a complaint is made to the IPCC, it is the duty of the IPCC to notify the Panel, unless the IPCC considers that there are exceptional circumstances to justify the notification not being given.

Direct complaints to the police

Where a complaint is made to the Chief Constable, it is the duty of the Chief Constable to give notification of the complaint to the Panel.

11. The Panel's duties to obtain and preserve evidence

When a complaint or conduct matter about a relevant office holder comes to the attention of the Panel, it is under a duty to secure that all appropriate steps are being taken for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that. It is not the Panel's role to investigate matters and it is likely that before taking steps to obtain or preserve evidence it will normally consult the IPCC. The IPCC may also give the Panel and relevant office holder directions for obtaining and preserving evidence.

Accordingly, the Panel may make formal requests of the PCC and/or the DPCC to take such steps as the Panel considers are necessary for obtaining and preserving evidence in relation to the conduct in question, both initially and from time to time after that, including requests that steps are taken concerning the disposition of the property and resources of the PCC's office (such as its buildings, assets, equipment, supplies, accounts, records, information, electronic data etc. in their widest sense and wherever located). A person given a direction by the Panel under this procedure shall comply with it in full and generally to cooperate with the Panel and its authorised officers in the discharge of their statutory duties under the Regulations.

Such persons shall also permit access and render possession of any such evidence in relation to the conduct complained about to the Panel as is in their possession custody or control in accordance with his instructions.

The Panel shall be informed of any instances where there has been a complete or partial failure by any person or organisation to comply with any request regarding evidence.

12. The Panel's duties on notification of a complaint

The Panel will record a complaint unless it is satisfied that any of the following exceptions apply, in which case it is not necessary to record the complaint (in whole or in part):

- if it has been or is currently being dealt with by criminal proceedings, this will normally be the case where the Police have formally charged the

- person complained about or information alleging an offence has been laid before a magistrate's court or
- the complaint has been withdrawn.

If it is not recorded in the Register, the Panel will notify the complainant of the decision not to record the complaint and, therefore, to take no action upon it, and will explain the grounds on which that decision was made, whether in relation to whole or part of the complaint.

The Panel will send acknowledgement of receipt of a complaint within five working days.

If recorded (in whole or in part) the Panel will supply the complainant with a copy of the record made of the complaint and provide information about the next steps to be taken in relation to the complaint. The Panel will supply a copy of the record made of the complaint to the person complained against, unless he is of the opinion that doing so might prejudice any criminal investigation or be contrary to the public interest.

13. Taking no action on a recorded complaint

If the Panel considers that a recorded complaint (which is not one that otherwise must be referred to the IPCC) is one in respect of which no action should be taken, or it falls within the circumstances set out below, then the recorded complaint may be handled in whatever manner the Panel considers to be appropriate.

The types of recorded complaints that may be dealt with in this way are:

- A complaint by a member of the relevant office holder's staff, arising from the staff member's work as such
- Where more than twelve months have elapsed since the incident and there is no reason for the delay, or injustice would be caused by it;
- The matter is already the subject of a complaint;
- An anonymous complaint;
- A complaint is vexatious, oppressive or otherwise an abuse of the procedures; or
- A repetitious complaint.

For the purpose of this document vexatious complaint is one without foundation which is intended, or tends, to vex, worry, annoy or embarrass. For a complaint to be vexatious, it does not have to be repetitious. It is the complaint itself that must be judged vexatious, oppressive or an abuse, not the complainant.

A 'repetitious' complaint is one which is the same or substantially the same as a previous complaint, or concerns the same conduct as a previous conduct matter, contains no fresh allegations which affect the account of the conduct complained of, no fresh evidence (being evidence not reasonably available at the time the previous complaint was made and in respect of which a previous determination or withdrawal of complaint has been made).

The Panel must notify the complainant that it has decided to handle the recorded complaint by taking no further action. A decision to take no action will require the agreement of both the Chief Executive and the nominated Panel member.

14. Referral of recorded complaints and recorded conduct matters to the IPCC

The Panel must refer the following to the IPCC:

- All recorded conduct matters;
- All serious complaints;
- Any serious complaint or recorded conduct matter where the IPCC has called it in (see below).

Call-in by the IPCC

The Panel must refer a recorded complaint to the IPCC if it is notified that that the IPCC itself requires the complaint to be referred to the IPCC.

Referral

Where a recorded complaint or recorded conduct matter is to be referred to the IPCC then the Panel shall do so as soon as is practicable, and in any event not later than the end of the working day following the day on which it becomes clear to the Panel that the complaint or conduct matter is one that should be referred to the IPCC. The details in the Register will be made available to the IPCC together with such other information as the Panel considers appropriate.

On referring a recorded complaint to the IPCC, the Panel must notify the complainant and the person complained about of the referral, unless it appears to the Panel that notifying the PCC and/or the DPCC might prejudice a possible future investigation.

Referral-back

Where the IPCC determines that it is not necessary for it to investigate a recorded complaint, it may refer the complaint back to the Panel, who must deal with the referral in accordance with the “Resolution of other complaints” section (see below). The IPCC will notify the complainant and the person complained against about this decision.

Duty to provide information

The IPCC has a duty to provide the complainant and any person with an interest in the handling of a complaint, with information as will keep them properly informed. Such information includes:

- The progress of the investigation;
- Any provisional findings;
- Submission of the final report.

When an investigation has been completed, any person with an interest in the handling of a complaint shall be notified of the date on which the final report is likely to be submitted and what action regarding the report shall be taken.

This duty shall not apply where the IPCC is of the opinion that disclosure of information may cause an adverse effect and is not in the public interest.

15. Civil proceedings against the PCC and/or the DPCC

The Panel may receive notification that civil proceedings involving or appearing to involve a conduct matter have been brought against the PCC and/or the DPCC. The Panel will record a conduct matter if it determines that it is the right panel in relation to the relevant office holder. The Panel will not record a conduct matter if it has already been recorded as a complaint or is being dealt with by criminal proceedings against the person complained about.

Civil proceedings involve a conduct matter if they relate to it or if they relate to a matter in relation to which a conduct matter, or evidence of such a matter, is or may be relevant.

16. Resolution of other (non-criminal) complaints

A recorded complaint against the PCC and/or the DPCC, which is not referred to the IPCC or is not one in respect of which the Panel has decided to take no action, or is one that has been referred back to the Panel from the IPCC, shall be dealt with by way of informal resolution. Procedures for informal resolution shall not include a formal investigation of the complaint but the PCC and/or the DPCC may be asked to provide documents in relation to the complaint and to attend a meeting to answer questions and/or give evidence. Informal resolution shall not lead to any disciplinary proceedings against the PCC and/or the DPCC.

Informal resolution

The Panel has delegated authority to secure informal resolution to the HDS, in consultation with a nominated member of the Panel.

In attempting to secure resolution of the complaint, the HDS, in consultation with the nominated member of the Panel, will consider whether any further information is required.

Where it appears to the HDS that a recorded complaint against the PCC and/or the DPCC had in fact already been satisfactorily dealt with at the time it was brought to his notice, the HDS may, subject to any further representations, treat it as having been resolved. The HDS shall, prior to making a final decision that a complaint has already been resolved, give the complainant and the person complained against an opportunity to comment on the proposed decision.

Where the person complained against chooses not to comment on the complaint, the HDS shall record this fact in writing.

Apologies

The HDS, in consultation with the nominated member of the Panel and with support from an informal resolution adviser, will seek to resolve the complaint through the most appropriate procedure. This may involve one or a combination of the following

- an apology from the PCC and/or the DPCC;
- individual communication between the complainant and the person complained about, via the HDS in consultation with the nominated member of the Panel and the informal resolution adviser;
- a face to face meeting between the complainant and the person complained about, mediated by the HDS in consultation with the nominated member of the Panel and the informal resolution adviser.

The HDS shall not tender an apology on behalf of the PCC and/or the DPCC unless the person complained against has agreed to issue the apology.

The HDS has no legal powers to apply formal sanctions other than to provide an opinion on the conduct of the relevant office holder. This may lead to cases when a complainant refuses to accept the outcome decision of a complaint. In such cases, the HDS, in consultation with the nominated member of the Panel, may decide to take no further action, if the complainant insists on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice.

Where a recorded complaint has been subjected to informal resolution, the HDS shall as soon as practicable make a record of the outcome of the procedure and send a copy of that to the complainant and the person complained against.

The HDS shall not publish any part of any such record unless he:

- has given the complainant and the person complained against an opportunity to make representations in relation to the proposed publication; and
- has considered any such representations, and is of the opinion that publication is in the public interest.

Timescale

A full response to a complaint should be given within 25 working days after the referral of the complaint to the HDS for informal resolution. Where a complaint is particularly complicated, the complainant will be informed about how long the process may take.

17. Provision and recording of information

The Panel shall notify the PCC's office of the name and address of the person to whom complaints by members of the public should be directed and shall specify how the PCC's office will publish such information.

The Panel shall keep a record of every complaint and purported complaint received; every conduct matter recorded by the Panel arising from civil proceedings or otherwise coming to the attention of the Panel and every exercise of a power or performance of a duty under the Regulations.

The Panel shall provide the complainant and the PCC and/or the DPCC with a record of the complaint. The Panel may choose not to provide a copy of a complaint if he is of the opinion that doing so might prejudice any criminal investigation.

The Panel shall provide the IPCC with all such information and documents specified or described in a notification given by the IPCC to the Panel within the specified time.

18. Withdrawn and discontinued complaints

At any stage a complainant may decide that they wish to withdraw their complaint or that they wish to discontinue it. If the Panel receives written notification to this effect, signed by the complainant or someone authorised to act on their behalf, the Regulations shall cease to apply to that complaint.

If the complainant notifies (in writing, signed by the complainant, his solicitor or someone authorised to act on his behalf) the IPCC that they are withdrawing their complaint or wish it to be discontinued, but does not tell the Panel, the IPCC must send a copy of this notification to the Panel and the Panel must record the fact.

If the complaint is with the IPCC, the Panel must notify the IPCC that it has recorded the withdrawal of the complaint. The IPCC will then consider whether the complaint should be treated as a conduct matter. If the IPCC determines that it should be so treated, they will notify the Panel.

In the case of a complaint which was not referred to the IPCC, or was referred to the IPCC and then referred back, the Panel itself must decide whether the complaint is to be treated as a conduct matter. A complaint is to be treated as a conduct matter if the Panel determines that it is about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence.

If the complainant wishes to withdraw their complaint, but does not provide signed notification in writing, the Panel must write to the complainant to determine whether or not they wish to withdraw. If the complainant does not reply within 21 days, the Panel will treat it as if he had received signed, written notification of a desire to withdraw.

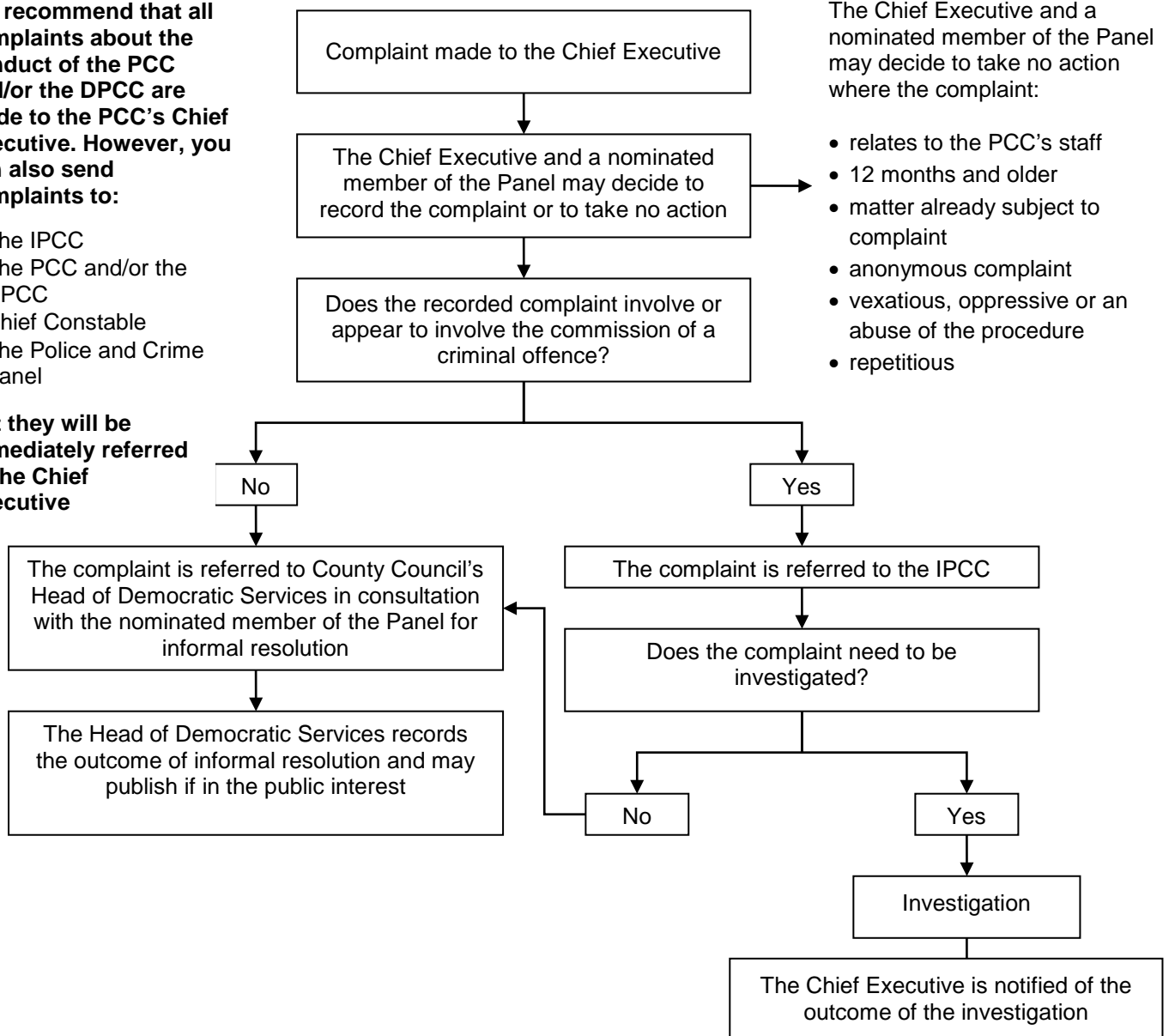
The Panel must notify the person complained against if it records a complaint as being withdrawn or discontinued, if the complaint is to be treated as a conduct matter, or if the Regulations cease to apply to the complaint on the basis that it has been withdrawn or discontinued. Unless the Panel has previously decided not to notify the person complained against of the complaint on the basis that it might prejudice a criminal investigation or pending proceedings, or be contrary to the public interest.

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

We recommend that all complaints about the conduct of the PCC and/or the DPCC are made to the PCC's Chief Executive. However, you can also send complaints to:

- The IPCC
- The PCC and/or the DPCC
- Chief Constable
- The Police and Crime Panel

But they will be immediately referred to the Chief Executive



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

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

Appointment of co-opted independent member

Report from the selection panel

This report asks the Panel to consider and approve the recommendation of the selection panel to appoint Mr Alexander D Sommerville CPM to the vacant post of co-opted independent member.

1. Background

- 1.1 When the Panel met on 15 April 2015 it agreed that the appointment of a selection panel (to; shortlist, interview and agree candidates to recommend to the Panel) should be delegated to the Head of Democratic Services, in consultation with the Panel's Chairman and Vice-Chairman.
- 1.2 The selection panel comprised Councillors Alec Byrne, Brian Hannah and Keith Driver, supported by Norfolk County Council's Assistant Head of Democratic Services and the Acting Head of Human Resources. Councillor Byrne chaired the selection panel meetings and interviews took place on Monday 22 July 2015.

2. Recommended candidate

- 2.1 Following interviews, the selection panel agreed to recommend that Mr Alexander D Sommerville CPM be appointed as independent member. A brief resume of the candidate is set out below.
- 2.2 Mr Alexander D Sommerville, CPM

Mr Sommerville is now retired but served in Her Majesty's Overseas Civil Service (Colonial Police and Internal Security) for over 30 years. This has given him extensive experience of police/military operations and associated emergency services support. He has served as a Parish Councillor, District Councillor and as an Independent Member of Breckland District Council's Standards Committee and has also recently been appointed a member of Breckland District Council's Remuneration Committee, which looks at Councillors' allowances. As many Members will know, Mr Sommerville was originally appointed in August 2012 as one of the Panel's co-opted independent members for a three-year term of office.

3. Action

- 3.1 The Panel is asked to consider and approve the recommendation of the selection panel to appoint Mr Alexander D Sommerville CPM to the post of co-

opted independent member of the Norfolk Police and Crime Panel for the 4 year term to July 2019.



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.

Review of the Commissioner's 2014-15 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 2014-15 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 2014-15 is attached at **Annex 1**.
- 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 delivering the strategic objectives set out in the current Police and Crime Plan 2014-16, refreshed in January 2015.
 - b) Development of priority themes (domestic abuse and sexual violence, mental health drugs and alcohol, rehabilitation of offenders, supporting victims and witnesses).
 - c) Emerging issues impacting on communities; those already captured within the Commissioner's core priorities and those that may need to be in future.

- d) Progress being made with encouraging partners across all sectors to work in a more joined-up way.
- e) The impact of the commissioning strategy, including the commissioning of local services for the support of victims of crime
- f) The performance of commissioned services.
- 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.

	<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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INTRODUCTION

I am pleased to introduce my second annual report and update you on progress in delivering my plan for keeping Norfolk safe. Based on the things that you told matter most to you that plan sets out three objectives for reducing crime and disorder in our county:

- Reduce priority crime, anti-social behaviour (ASB) and reoffending
- Reduce vulnerability, promote equality and support victims
- Reduce the need for service through preventative and restorative approaches and more joined-up working with partners, protecting the availability of frontline resources

Achievements against those objectives over the last 12 months include:

- Crime in Norfolk remains low compared to the rest of England and Wales and the Constabulary achieved an 'outstanding' rating by Her Majesty's Inspectorate of Constabularies (HMIC) in November 2014¹
- ASB continues to reduce and HMIC rated the Constabulary 'good' in November 2014
- Reoffending rates are also down, with the Constabulary's investigation of offending assessed as 'good' by HMIC in November 2014
- I have taken on responsibility for providing support services for victims of crime, using local knowledge to provide the best possible service for the people of Norfolk
- I continue to support the charities and voluntary and community organisations who provide specialist support to people affected by crime
- I am committed to collaboration both within and outside of Norfolk. Joining with partners across the border in Suffolk, I have set up a Restorative Justice Hub to put victims' needs first, challenge offending behaviour and also free up frontline policing resources.

This report provides details of some of the successes and challenges of the last year. I am committed to being open and transparent about my work, and where appropriate have included links to additional information on my website – www.norfolk-pcc.gov.uk

Policing continues to be under significant financial pressure due to ongoing Government cuts. Innovation and collaboration are key to making best use of limited resources, and I remain committed to working in partnership:

- With other PCCs, through a number of strategic groups set up by the Association of Police and Crime Commissioners (APCC)
- With other police forces, such as our preferred partner for collaboration Suffolk Constabulary with whom we have been collaborating for a number of years, resulting in significant savings for both forces and praise from Her Majesty's Inspectorate of Constabulary (HMIC)
- And with local statutory and non-statutory organisations, such as HMP Norwich from whom we have seconded an assistant prison governor to support our work on rehabilitation and reducing reoffending.

On reading this report, you will see that partnerships are a key theme of many of our achievements over the last 12 months, and my thanks go to all who have played a role.

As ever, if you have any questions or comments on any aspect of my role as Norfolk's Police and Crime Commissioner, please take a look at the Norfolk PCC website or get in touch using the contact details at the end of this report.

Stephen

POLICE AND CRIME PLAN OBJECTIVES

Your PCC's ultimate goal is to keep Norfolk safe and secure for all of the people who live, work and visit here. Stephen's three objectives for reducing crime and disorder are based on what you told him are the priorities for our county. They set a clear focus for all agencies involved in tackling crime and disorder and delivering criminal justice, steering how we work together to meet that goal.

Here are some examples of what's been achieved:

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

I will set policing priorities for Norfolk which include tackling the crime types causing the most harm to our communities. I will monitor the performance of our police against these priorities, holding the Chief Constable to account.

Your PCC has 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. Details of police performance against those objectives can be found later in this report.

Stephen also holds Norfolk Police to account for the service it delivers to victims of crime. A key development over the last year has been the introduction of a **Community Remedy** for the county.

The Community Remedy scheme, which gives victims a greater say in how people who commit low-level crime or ASB are dealt with, was introduced by Norfolk Police in October 2014. If a police officer deems a community resolution is appropriate, victims can choose the offender's punishment from a list of options.

The Anti-Social Behaviour, Crime and Policing Act placed a statutory duty on all PCCs to develop a local community remedy 'menu'. Stephen worked with statutory and non-statutory agencies to do this, consulting with the public on the options to be available to victims in Norfolk. Our local community remedy list includes, among other things, a written or face-to-face apology, repairs to or replacement for damaged property, and reparation to the wider community (such as litter picking).

Since its introduction, over 471 community remedy conferences have been held across the county and over 701 community remedies have been issued.

I will bring agencies together to reduce levels of reoffending and take a lead role in co-ordinating efforts to rehabilitate offenders.

Part of your PCC's approach to rehabilitating offenders and reducing levels of reoffending in the county is a push to create employment and training opportunities for ex-offenders. Home Office statistics show that 60% of offenders reoffend within two years, but that having a job significantly reduces that likelihood. However, getting a job is often cited by ex-offenders as one of the key challenges they face in trying to turn their backs on crime.

Working with HMP Norwich, your PCC has held a number of events bringing local businesses, trainers and funders together to create **more employment and training opportunities for ex-offenders**.

Stephen has also commissioned an **enhanced offender employability programme** delivering a series of specialist positive activities to people with offending histories that are long-term

unemployed. The programme will work with local employers, asking them to make a pledge of work experience and/or employment for those successful in graduating from the programme.

This work to rehabilitate offenders and reduce reoffending is led by Rehabilitation Coordinator Vicky Day, an **assistant prison governor on secondment from HMP Norwich to the PCC's office**.

I will use my commissioning budget to support the local groups, organisations and charities who work to keep Norfolk safe.

Shortly after taking office, your PCC launched the **Safer Norfolk Fund**, bringing £180,000 in grants from Stephen's commissioning budget to the county's charities, voluntary and community groups who help keep Norfolk safe. Following the success of and evidence of need for this first funding round, the PCC has launched two more grants programmes this year.

Local organisations working to **tackle drug and alcohol issues** were invited to apply for a share of an initial £200,000 funding pot. That sum was later increased by £50,000 in response to demand and the quality of projects needing support.

Over £300,000 was then made available to those working with Norfolk's **children and young people** to help them stay clear of crime. Among the 13 funded projects were schemes supporting looked after children and care leavers, as well as children and young people affected by domestic abuse and substance misuse. The fund also supported initiatives working with young offenders or those at risk of offending, and work being done in the county to help children who have experienced sexual abuse to cope and recover.

Stephen is accountable to the **Norfolk Police and Crime Panel** which includes representatives of the seven local authorities in Norfolk, co-opted members and independent members. The Panel meets at least four times a year to scrutinise, support and challenge the work of the PCC. More information on the role of the Panel can be found on the Norfolk County Council website.

2. Reduce vulnerability, promote equality and support victims

I will work to better understand the needs of victims of crime and ensure those needs remain at the heart of policing and criminal justice in Norfolk.

What does justice look like to you? Your PCC is committed to ensuring that victims of crime have a voice in the criminal justice system and, where possible, have options when it comes to how they get justice.

Commissioned by Norfolk and Suffolk PCCs and administered through Victim Support, a new **restorative justice service** was launched in February 2015. Restorative justice (RJ) brings together victims of crime and those responsible to repair the harm done and find a positive way forward for all concerned. The Victims' Code states that all victims of crime should have access to RJ in appropriate cases.

As well as giving victims the chance to have their say, get answers to their questions, and move on with their lives, it also challenges offending behaviour reducing the likelihood that the perpetrator will commit more crime.

I will help victims and witnesses to cope and recover from what they have experienced through my commissioning of support services.

From the 1 April 2015, PCCs across the country took on the responsibility of providing support services for victims of crime – previously commissioned nationally by the Ministry of Justice.

Working with four other PCCs in the Eastern Region, Norfolk has joined forces with Victim Support to deliver a **victim referral and assessment service** for the county. The service delivered by the victim care team makes best use of local knowledge and Victim Support's links with organisations offering specialist support in the county. To ensure the service delivers the support that victims in Norfolk need and deserve, Stephen will be monitoring it closely and listening to the experiences of victims to assess the difference it has made.

The launch of the victim referral and assessment service coincided with the set-up of the new Victims' Information Service – a national website directing people to help and support in their area. www.victimsinformationsservice.org.uk

Live Link has been introduced in Norfolk's Police Investigation Centres (PICs) and at other sites across the county. This technology allows police, vulnerable victims and witnesses to give evidence without having to attend the courtroom. Going live in June 2015, Live Link provides a swift response to crime, saving time and resources, but most importantly it ensures victims and witnesses who, for whatever reason, cannot or will not attend court can still play their role in justice proceedings and have their say.

The PCC has also been successful in jointly securing funds with the Suffolk PCC to fund **live video link facilities in the Sexual Assault Referral Centre (SARC)**, where he has also provided two child advocacy workers allowing the support services of the SARC to be extended to children.

I will join together with local experts to identify what makes someone vulnerable to becoming a victim or offending, taking action to prevent offences occurring where possible and improve opportunities for Norfolk's most vulnerable.

Your PCC, the RFEA (Regular Forces Employment Association) and Walking With the Wounded are working together to provide **support for veterans** coming into contact with the criminal justice system. The PCC office hosts RFEA's Colin Back, a Veterans Co-ordinator whose area of focus is ensuring support is available to ex-service personnel known to the police or in police custody. Stephen has also offered the same support to Prison In-Reach Coordinator Rickie Botwright who works with veterans in prison custody, looking at how they are supported in their rehabilitation and identifying any gaps in provision. Project Nova is having a significant impact, with only three individuals referred to the project going on to reoffend.

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

I will focus on tackling the root causes of crime and using preventative action and early intervention to stop offences occurring where possible.

Early intervention is key to reducing the harm caused to victims and their families by domestic abuse and can ultimately mean saving lives. Two cases of domestic homicide in Norfolk identified a lack of awareness among GPs which affected their ability to identify the signs and symptoms of abuse. Working with local charity Leeway, Stephen has funded a training programme for all of Norfolk's GPs, helping them to spot possible victims sooner and understand how they can help patients access the support they need.

I will work in partnership to address key factors such as alcohol and drug misuse, and mental health where this is known to impact on crime.

Additional funding has been provided by your PCC to continue the work of the **specialist mental health nurses working in the police control room**. This partnership with the local mental health trust has proved very effective in reducing demand on officer time and ensuring people in mental health crisis have access to the help they need. The mental health team provides a seven-day-a-week service, providing support to call takers and improving safeguarding for vulnerable callers with advice and a guiding hand to appropriate support services.

Stephen has also funded a **drug and alcohol worker** for the police control room who works alongside the mental health team.

I will collaborate with partners to support those at risk of being a victim or offending, challenge the behaviour of perpetrators, and centre the use of restorative justice around victims' needs.

Norfolk's **mental health crisis care concordat**, a national initiative to improve the support available to people in mental health crisis, was signed in March 2014. The concordat commits signatories to driving up standards of care for people in crisis, and was welcomed by your PCC for its potential to reduce the number of people calling police for help or being detained inappropriately in police cells.

Led by the PCC, Norfolk was one of the first counties in the country to submit an action plan for making improvements. As a result of that action plan, we have seen a reduction in how often police are using their powers under the Mental Health Act to detain someone, as well as a reduction in those detained under these powers being taken to police custody suites.

PRIORITY THEMES

Since your PCC took office, significant progress has been made against the three objectives he set for reducing crime and disorder. Overall crime levels continue to fall, and work to improve ex-offender rehabilitation is helping to reduce reoffending rates. Stephen has helped fund charities and local groups which support victims of crime, work with those at risk of offending, or tackle drug and alcohol issues in the county, and police resources are being protected thanks to innovative approaches such as the mental health experts joining the police control room.

Commissioning has played a key role in many of these achievements.

The PCC has a budget of £1m for commissioning services and has received an additional £1m from the Ministry of Justice for the local commissioning of services for victims.

Providing or commissioning services to reduce crime and disorder and help victims and witnesses cope and recover is central to the PCC role. Assessing the needs of victims, witnesses and offenders, your PCC has identified **four priority themes** which steer his commissioning activity.

Here are some examples of the services your PCC has commissioned across those priority areas:

Victims and Witnesses

The responsibility for providing victim support services which passed from the Ministry of Justice to PCCs earlier this year includes both specialist and non-specialist services. Victim Support has been commissioned to provide non-specialist support through the **victim referral and assessment service**. In line with the Victims' Code, the free service provides victims with information and contact details for support services in the area, making referrals where appropriate. It also makes best use of local knowledge to meet local needs and benefits from Victim Support's links with specialist support organisations in the county.

The services provided by local charity Leeway are one example of specialist support available in Norfolk. Your PCC has commissioned Leeway to provide an **Independent Domestic Violence Advocacy** (IDVA) service for Norfolk. Focusing on those individuals considered to be at greatest risk of significant harm, the advocates support victims and their families.

As already mentioned earlier in the report, Stephen has also used his commissioning budget to set up a new **restorative justice service** for Norfolk, and he has supported the work of Norfolk Partners Against Crime Taskforce (PACT) to **help the county's most vulnerable residents make their homes more secure**.

One of the aims of your PCC's Children and Young People Fund was to **support young victims and witnesses**. Among those receiving a share of the £334,303 funding pot were projects supporting children and young people affected by domestic abuse and substance misuse, as well as those who have experienced, or are at risk of experiencing, sexual exploitation.

Domestic Abuse and Sexual Violence

Over the last three years the Sue Lambert Trust, which works with **survivors of sexual abuse** has seen demand on its services more than double. Your PCC has backed the expansion of the Trust's services to ensure it can continue to deliver comprehensive support to those seeking help.

Stephen has also commissioned the support services of the Pandora Project which works with **victims of domestic abuse in West Norfolk**.

Recognising the importance of early intervention in tackling domestic and sexual abuse, your PCC has funded a **training programme for Norfolk's GPs** helping them to spot the signs and symptoms earlier and support their patients in accessing specialist support.

In February 2015, Stephen was asked to oversee two new funds established by the Home Office to support **survivors of child sexual abuse across England and Wales**. This involved the allocation of nearly £5 million of national funding. Information on the successful bids can be found on the Norfolk PCC website.

In 2014/15 the OPCCN strengthened further its commissioning processes and team, including developing its monitoring and evaluation processes for grants.

Rehabilitation of Offenders

Identifying and changing the things which makes someone vulnerable to committing crime is key to offender rehabilitation. Factors which have an impact might include lack of a job or accommodation, addiction or mental health issues.

The Enhanced Offender Employability Academy run by LEAP East and commissioned by your PCC focuses on **skills and training for ex-offenders** and securing work experience or employment opportunities for them on completion of the course.

The 180 Degree Norfolk scheme has been highly successful in **managing Norfolk's most prolific and persistent offenders**. Stephen has used his commissioning budget to fund a link worker to forge relationships with those offenders who would otherwise be reluctant to engage with the scheme.

Norfolk's Youth Offending Team provides early intervention with young people who are vulnerable to becoming involved in crime or ASB. A vital part of its work is the **Youth Inclusion and Support Programme** which, recognising its benefits, Stephen has funded for the second year running.

Mental Health, Drugs and Alcohol

What started with the appointment of a senior mental health nurse in the Norfolk Police control room has now, with the support of your PCC, turned into a **team of mental health specialists** supporting police staff and improving safeguarding for vulnerable callers.

Working alongside the mental health team in the control room, we now have a **drug and alcohol worker** funded by the PCC and provided by local charity The Matthew Project.

Other services being provided as a result of successful applications for PCC funding include **accommodation for people coming out of drug rehabilitation facilities**, and **drug and alcohol advice**, interpretation and translation services for migrant communities and newcomers to the Great Yarmouth area.

DRAFT

POLICING PERFORMANCE

On being elected Norfolk's PCC, Stephen set a series of **targets for policing in Norfolk**, based on the crime types which had the biggest impact on our county. Those targets are set to 31 March 2016 and performance is monitored by the OPCCN on a monthly basis and discussed publicly with the Chief Constable at public meetings known as the Police Accountability Forum.

As your PCC, Stephen is responsible for **holding the Chief Constable to account** on behalf of the public for delivering an efficient and effective policing service. This is not limited to scrutinising performance against the targets set in the Police and Crime Plan. It covers the breadth of police businesses, from budgets to human resources, ICT to estates, and specialist operations to protecting Norfolk's most vulnerable. Stephen also monitors how the force responds to the Strategic Policing Requirement which sets out the **Home Secretary's policing requirement** for capacity and capability to respond to national threats including counter-terrorism and serious and organised crime.

There are nine targets, and performance for the past twelve months is highlighted below:

- Reduce priority crime by 18% (Priority crimes are those crime types which have the greatest impact on Norfolk's communities, such as burglary, criminal damage, theft of and from vehicles.
- Reduce anti-social behaviour by 40%
- Reduce the number of collisions in which people are killed or injured to no more than 320
- Reduce the reoffending of most prolific offenders by 50%
- Increase detection rates for serious sexual offences to 35%
- Increase detection rates for serious violent offences to 68%
- Increase public satisfaction to 80%
- Increase detection rates for domestic abuse offences to 55%
- Reduce violent and sexual crime within night time economy areas to no more than 450 incidents

Performance as at 31 March 2015:

- ✖ There have been 9,342 priority crimes recorded in 2014/15, an increase of 4.8%, 432 priority crimes compared to 2013/14
- ✓ There have been 25,040 anti-social behaviour incidents recorded in 2014/15, a reduction of 11.4%, 3,222 incidents compared to 2013/14
- ✖ There have been 370 collisions recorded in 2014/15 compared to 336 in 2013/14
- ✓ Prolific offenders on the 180 degree scheme have committed 44.5% less crimes in the year after they joined the scheme in comparison to how many they committed in the year before
- ✖ 28.8% of serious sexual crime has been detected in 2014/15 in comparison to 31.6% in 2013/14
- ✖ 54.2% of serious violent crime has been detected in 2014/15 in comparison to 65.4% in 2013/14
- ✓ 78.1% of all victims surveyed were completed or very satisfied with the overall service given by the police compared to 77.2% in 2013/14
- ✖ 44.9% of domestic abuse offences have been detected in 2014/15 in comparison to 52.0% in 2013/14
- ✖ There have been 535 violent or sexual offences in the night time economy areas in 2014/15 in comparison to 510 in 2013/14

The HMIC Crime Inspection report published in November 2014 rated Norfolk Constabulary as 'Outstanding' for their effectiveness in reducing crime and preventing reoffending, as 'Good' at investigating offending and 'Good' for their effectiveness in tackling anti-social behaviour. You can find Stephen's responses to inspection reports on the website – www.norfolk-pcc.gov.uk

With ever diminishing budgets and resources, the challenge of achieving the targets set becomes even greater. There is **work to be done in many of these performance areas** and Stephen continues to closely monitor the way Norfolk Police responds to the objectives he has set, holding the Chief Constable to account as appropriate.

The PCC's office is working with the Constabulary to develop a set of performance measures to enable Stephen to have a **more 'in depth' picture of performance** which contextualises recorded crime in far more detail. The new framework will also provide information across the criminal justice journey which will enable more informed decision making.

The new framework will cover six areas which combine operational threats for the Constabulary as well as the Police and Crime Plan priorities. These include: sexual crime, violent crime, domestic abuse, PCC priority crime, anti-social behaviour, road safety and casualty reduction. A detailed paper on the new framework is scheduled to be presented to the Police and Crime Panel in the Autumn.

It is important to note that the **policing landscape is changing** and, with it, the type of crime being reported to police. This does not mean that the objectives set by the PCC are no longer relevant but rather that Stephen's monitoring of police performance cannot be limited to the crime areas covered by those objectives.

Over the last year the Chief Constable has provided briefings through the PAFs on key issues such as the number of **sexual abuse reports coming into Norfolk Police** and the demand on police resources in ensuring each report, both of recent and historic abuse, is properly investigated.

Policing needs to adapt as demand changes, and Stephen's approach to monitoring police performance will adapt accordingly too - to ensure the set objectives remain in focus and also to take account of other pertinent or emerging issues.

Police Budget and Council Tax

Funding for the work of the 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 levied on all households in the county.

The level of grant received from the Government has been **cut significantly since 2010** with further reductions anticipated over the life of this parliament. By 2019/20 the budget gap (excess of spending over income) is estimated to be £26.4m. **Savings of £17.2m have already been identified but this still leaves an unfunded gap of over £9m.**

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 Chief Constable and provides advice on good governance principles and risk management arrangements. The Audit Committee has taken the decision to hold its meetings in public. More information can be found on the PCC website.

Setting the police budget is a very important part of the PCC's role. In the course of preparing the budget, the Chief Constable presented details of the biggest challenges facing the Force. Although the budget continues to reduce, demand on policing services does not. The challenges faced, particularly around crimes like serious sexual offences, domestic violence and child exploitation, continue to grow. These crimes often involve vulnerable members of the community and are more often than not complex, difficult investigations requiring appropriate resourcing.

Even with an annual 2% rise in the police element of the Council Tax, the Force will still have over £9m to find by March 2020. The PCC's intention is to protect the front line for as long as possible but given the size of the budget gap some extremely difficult decisions will have to be made over the next few years.

Ahead of setting the budget, all the residents of Norfolk had an opportunity to have their say through an extensive consultation process. More than 1,100 people responded with 64% in favour of an increase. The full consultation breakdown and all comments made are available to view at www.norfolk-pcc.gov.uk

Looking over the medium-term and taking all of the above into consideration, the PCC decided to increase the police element of the Council Tax by £4.05 per annum (1.978%) to £208.80 (Band D) for 2015/16. His decision was endorsed by the Norfolk Police and Crime Panel.

The PCC restructured his office early in 2014 realising a saving of £375k per annum with he has used to **protect the frontline**. £350k of the savings in 2014/15 was allocated by the PCC to the Chief Constable to provide temporary child protection staffing - an area of policing facing increased demand. With effect from April 2015, the ongoing saving of £350k per annum has been allocated to the Chief Constable to protect ten PCSO posts in Norfolk's schools.

Commissioning

The PCC has a budget of £1m for commissioning services and has received an additional £1m from the Ministry of Justice for the local commissioning of services for victims.

The commissioning budget provides grants to charitable, voluntary and community organisations across Norfolk working across the four priority areas set out in the Police and Crime Plan: Victims and Witnesses/ Domestic Abuse and Sexual Violence/ Rehabilitation of Offenders/ Mental Health, Drug and Alcohol

Where the money comes from

	2014/15 £m	2015/16 £m
Government Funding	93.0	58.0
Council Tax	55.0	88.8
Approved Budget	148.0	146.8

How the money is spent

	2014/15 £m	2015/16 £m
Employees	128.6	123.7
Premises	6.5	8.9
Transport	3.9	3.9
Supplies, Services & Other	18.7	14.7
Capital Financing	8.9	10.2
Gross Spending	166.6	161.4
Other Income	(18.6)	(14.6)
Net Spending	148.0	146.8

How the budget is monitored

	2014/15 £m	2015/16 £m
OPCC	1.0	1.0
OPCC Commissioning (net*)	1.0	1.0
Operational Policing	140.2	138.0
Capital Financing	8.9	10.2
Use of Reserves	(3.1)	(3.4)
Original Base Budget	148.0	146.8

* Gross spending (2015/16) on Commissioning is £2m as the PCC will receive a Grant of £1m from the Ministry of Justice in respect of services to victims of crime.

GET INVOLVED

Partnerships and collaboration is a thread which runs throughout the achievements outlined in this report, but it's not just agencies and organisations who have a role to play. **Community involvement** is just as vital.

From taking part in PCC consultations on budgets, priorities and community resolution from the comfort of their armchair, to attending the public meetings with the Chief Constable, or volunteering opinions or skills as a community forum member or custody visitor, Norfolk's communities have played their own part in keeping Norfolk one of the safest places in the country for all who live, work and visit here.

If you would like to **get involved in the work of the PCC** and would consider volunteering your services then the opportunities below might be of interest. Details of other ways you can get involved can be found on the Norfolk PCC website.

Independent Advisory Group

The Independent Advisory Group (IAG) is made up of Norfolk residents from different community backgrounds who are prepared to give their opinions and advice with the aim of improving the quality of policing services in Norfolk.

IAG members play a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority groups. They help with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop and Search reports.

Independent Custody Visiting Scheme

Stephen has a statutory duty as your PCC to establish and manage an Independent Custody Visiting Scheme. The scheme is delivered through the use of volunteers from the local community who visit the Police Investigation Centres (PICs) in Norfolk to check on the welfare of detained persons and the conditions in which they are held.

They are an invaluable support to the PCC to allow him to fulfil his responsibility to ensure that policing in Norfolk is carried out fairly, in accordance with the rules, and with respect for the human rights of all those coming into contact with the police.

There are four PICs in Norfolk situated in Aylsham, Great Yarmouth, King's Lynn and Wymondham.

LOOKING AHEAD

The Police Reform and Criminal Justice Bill expected to be enacted in early 2016 increases the role of the PCC in the **police complaints and discipline**. The recent Home Office consultation findings on police reform and integrity identify PCC involvement in increasing confidence in policing and supporting the transparency agenda.

Stephen wrote to the Home Secretary in January 2015 welcoming the proposed changes and the PCC office has been considering the models set out in the Home Office consultation response in preparation for the adoption of a process for handling police complaints. The landscape around the public's voice in policing and the wider criminal justice system continues to evolve and Stephen is keen to take on the challenges that these reforms will bring, giving the PCC responsibility to ensure the public is heard.

Many of the accountability processes already in place assist the PCC in ensuring transparency but this capability will be expanded having responsibility for police complaints and elements of the police disciplinary process. Your PCC currently maintains an **overview of police complaints** through public meetings of the Police Accountability Forum and receives regular updates on trends identified. There is also PCC representation on the Constabulary's integrity working group, as well as the **Ethics Committee** set up to monitor compliance with the Code of Ethics for police officers and staff. The Code was introduced by the College of Policing in June 2014, and subsequently adopted by Norfolk Police and the PCC office.

Just as important as ensuring policing is accessible, accountable and transparent, is transparency in the work your PCC does on behalf of the public who elected him. As a minimum, PCCs are expected to publish specific information set out in the Specified Information Order.

Stephen is committed to being **open and transparent** about his work and, as such, makes information available which goes beyond these legal requirements, from live tweets from public meetings with the Chief Constable to a 60-second video on the role and responsibilities of the PCC.

To complement key publications like the Police and Crime Plan and this Annual Report, the PCC website provides access to a raft of information about PCC day-to-day activities, police finance and performance, partnership arrangements and much more. Making this information available via the website is the most practical and cost-effective way of ensuring its accessibility. We appreciate that this will not meet the needs of everyone and information can be made available in alternative formats on request.

If you want to know more about the legal requirements for PCCs to publish specific information, visit the PCC website under Transparency.

CONTACTING YOUR POLICE AND CRIME COMMISSIONER

Office of the 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

DRAFT

Norfolk Police and Crime Panel funding

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

1. Endorse the 2014-15 expenditure.
2. Consider the 2015-16 grant allocation.
3. Agree the suggested approach for meeting the 2015-16 'transparency requirement' (at paragraph 3.3).
4. Endorse the previously agreed process for approving member attendance at external training events (at paragraph 4.2).
5. Consider the proposal from Frontline Consulting to establish and facilitate an Eastern Region and/or Sub-Regional PCP Network.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires the relevant local authorities (county, city, district and borough councils) in each police force area to establish and maintain a Police and Crime Panel (PCP) for its police force area. The Home Office has provided grant funding to support this work, which is received by host authorities.
- 1.2 The stated purpose of the grant funding is "The maintenance, in accordance with the Act and the Regulations made under it, of a Police and Crime Panel able to carry out the functions and responsibilities set out in the Act."

2. 2014-15 grant

- 2.1 The Home Office allocated a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the police and crime panel for the Norfolk police area in 2014-15 only. The grant offer was broken down as follows:
 - £53,300 for costs of administering panels
 - £11,040 (up to £920 per member) for member expenses, which was not ring-fenced for expenses and could be used as necessary to support the work of the Panel.
- 2.2 A copy of the year-end Home Office returns, which include a breakdown of expenditure for the period, are attached at **Annex 1** of this report. The Panel will note that there was an underspend of £13,683.79.

3. 2015-16 grant

- 3.1 The Home Office has confirmed that funding levels for the police and crime panel grant are to be maintained in 2015-16. It has approved a grant of up to £64,340 to Norfolk County Council, as host authority, for the maintenance of the police and crime panel for the Norfolk police area in 2015-16 only.
- 3.2 For grants issued for the 2015-16 financial year onwards, the grant payment will be consolidated into one single payment, with no ring fencing for administration, panel member expenses or translation costs. This is to provide Panels with increased flexibility over how to spend their grant.
- 3.3 To allow public scrutiny of the Panel's spending, however, a 'transparency requirement' has been attached as a condition of the single grant payment. This transparency requirement means that Panels must publish details of all their expenditure. This must include details of all panel administration costs and individual panel member expenses claims. It is suggested that this level of detail is included in future end-of-year returns, and that by reporting this to the Panel the publication requirement will be met.
- 3.4 Payment will be made in arrears in two payments during 2015-16.

4. Suggested approach

- 4.1 It is likely that the Panel's expenditure will remain at a broadly similar level during 2015-16, although costs may vary depending on the extent of the Panel's forward work programme and the number of meetings held during the year.
- 4.2 The Panel may therefore wish to consider other ways that the grant could be used to support its work and develop its role. For example:
 - local authorities in Norfolk have agreed that they will co-operate to provide the Panel with additional officer support for research, training and development, or where particular expertise would assist the PCP (Panel Arrangements, paragraph 3.4). However, the Panel may consider that it needs to commission specific research, or seek advice from an expert, and this may have to be paid for.
 - local authorities in Norfolk have agreed that they will co-operate to ensure that the role of the PCP is promoted internally and externally and that members and officers involved in the work of the Panel are given support and guidance in relation to its functions (Panel Arrangements, paragraph 3.5). However, the Panel may consider it needs additional external support or further training for Panel members, which may require funding.

The Panel will wish to note that it has previously agreed to delegate to Norfolk County Council's Head of Democratic Services, in consultation with the Panel's Chairman, any decisions about funding Member's attendance at training events.

- if the Panel would like to hold meetings at different places, there may be charges for the use of buildings which are not owned by local authorities or partners.
- 4.3 The Chairman and Vice-Chairman have been approached by Frontline Consulting (who have convened national annual Police and Crime Panel conferences since 2012) with a proposal for convening an 'Eastern Region' regional/sub-regional network for Police and Crime Panels. An East Midlands PCP network (of five Panels) has operated successfully since an initial meeting in February 2014 and has enabled the Panels to share their perspectives and ways of working, experiences, exchange good practice, and discuss solutions for the scrutiny of challenging local problems. A local region/sub-regional network would be customised to meet the precise requirements of participating Panels, but for an annual subscription cost of £500 the offer from Frontline Consulting would include:
- Two meetings a year for Chairs, Vice-Chairs and support officers of each panel to share information, problem solve and collaborate as appropriate.
 - A 'helpline' facility to answer queries and provide advice.
 - Access to a website, which all PCP members and support officers could sign up to, for free, to share their experiences and good practice.
 - Discounts on any learning and development sessions that Panels might want to engage Frontline Consulting to deliver.
 - Discounted places for attendance at Frontline Consulting's annual PCP conference.

The Panel may find this would help it to develop its scrutiny of collaborative work and areas of significant local interest. Pending confirmation of interest from other PCPs in what might be an eastern region network (and the network would define its own boundaries and membership) more detailed proposals could be considered by the Chairman and Vice-Chairman.

- 4.4 The Panel will also wish to note that the Panel Arrangements (paragraph 4.1) state that "it will seek to operate within the limit of the Home Office funding. Any additional expenditure by the Panel above the funding provided by the Home Office will require the prior agreement of all the constituent local authorities and, if approved, will be apportioned between the local authorities on the basis of the number of members each has on the Panel."

5. Action

- 5.1 The Panel is recommended to:

1. Endorse the 2014-15 expenditure.
2. Consider the 2015-16 grant allocation.
3. Agree the suggested approach for meeting the 2015-16 'transparency requirement' (at paragraph 3.3).
4. Endorse the previously agreed process for approving member attendance at external training events (at paragraph 4.2).
5. Consider the proposal from Frontline Consulting to establish and facilitate an Eastern Region and/or Sub-Regional PCP Network.



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.



GRANT AGREEMENT

SECRETARY OF STATE FOR THE HOME DEPARTMENT

and

Norfolk County Council

AGREEMENT

FOR THE POLICE AND CRIME PANEL GRANT

FOR THE 2014-15 FINANCIAL YEAR

Crime and Policing Group
Home Office
2 Marsham Street
London
SW1P 4DF

SCHEDULE 1 – THE PROJECT

To maintain a police and crime panel for the Norfolk police force area.

Purpose (aims and objectives) of the funding

The maintenance, in accordance with the Police Reform and Social Responsibility Act 2011 and the Regulations made under it, of a police and crime panel able to carry out the functions and responsibilities set out in that Act.

Police and crime panels are being introduced to scrutinise the actions and decisions of police and crime commissioners. The panels will provide support and challenge to the commissioner in the exercise of their functions.

Panels will focus their attention on key strategic actions and decisions taken by the commissioner, including whether they have achieved the objectives set out in their police and crime plan, considered the relevant priorities of their community safety partners and consulted appropriately with the public.

The functions of a panel in England and Wales are those set out in the Police Reform and Social Responsibility Act 2011.

Key deliverables

That there is a police and crime panel for the Norfolk police area able to carry out its functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011.

Expenditure breakdown

£53,300 – administration costs

£11,040 (up to £920 per member expenses)

External assurance

This grant should be audited as part of the recipients annual audit programme. The scope of the audit should be to ensure that the funds have been consumed as recorded under Annex B, and in accordance with the terms and conditions of the grant agreement.

SCHEDULE 3 – IN-YEAR MONITORING INFORMATION REQUIREMENTS

In addition to the provision of Annex A supported by a breakdown of expenditure, the Authority requires the following in-year monitoring information to be provided:

Breakdown of expenditure (items) Q3 & Q4	£ (0,000s)
Administration costs	
Staff	£25,411.16
Printing and postage (agenda and training materials)	£930.77
Internal audit	£499.00
Legal advice	£2,243.70
Member expenses	£463.80
Total:	£29,548.43

Note: The in-year monitoring information requirements are separate to the requirements detailed in Clause 7.4 and Clause 9. The Authority may request the Recipient to clarify any information provided.

ANNEX A

PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panel Grant
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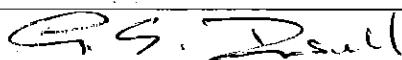
Period From: 1 September 2014 To: 31 March 2015	Resource (£)
(1) Total funding received for this financial year	£21,107.78
(2a) Actual expenditure in this period ¹	£29,548.43
(2b) Forecast/ accrued expenditure in the period ²	
(3) Funding request for this period	£29,548.43
(4) Total funding received and requested (1+3)	£50,656.21

MONITORING INFORMATION REQUIREMENTS

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

CONFIRMATION BY GRANT RECIPIENT

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

Signature:			
Name	GREG INSOLL	Date:	24/4/2015
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES		

Home Office sign off:

Signature:						
Name				Date:		
Position:						
Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

¹ To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1.

² This line is to be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request must be received in advance of 31 March (end of the financial year) I S

ANNEX B**END OF YEAR FINANCIAL MONITORING REPORT - APRIL 2014 TO MARCH 2015**

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


Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panel Grant
--	---

Expenditure Category:	Actual Resource Expenditure (£)
Administration costs	£49,493.41
Member expenses	£1,162.80
TOTAL EXPENDITURE:	£50,656.21
TOTAL GRANT PROVIDED:	£64,340.00
VARIANCE: total grant provided minus total resource expenditure (To be returned to the Authority in accordance with Clause 7.6)	£13,683.79

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

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

Signature:			
Name (printed):	HARVEY BULLON	Date:	28/4/15
Position:	HEAD OF BUDGETING & FINANCIAL MANAGEMENT		

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			



Home Office

GRANT AGREEMENT

SECRETARY OF STATE FOR THE HOME DEPARTMENT

and

Norfolk County Council

AGREEMENT

FOR THE POLICE AND CRIME PANEL GRANT

FOR THE 2015-16 FINANCIAL YEAR

**Crime and Policing Group
Home Office
2 Marsham Street
London
SW1P 4DF**

**HOME OFFICE GRANT TERMS AND CONDITIONS FOR THE Norfolk
County Council APPLYING WITH EFFECT 1ST APRIL 2015 TO 31ST
MARCH 2016**

1. Introduction and definitions

1.1 This agreement (the "Grant Agreement") consists of 23 Clauses, 4 Schedules and 2 Annexes. It is supplementary to the Grant Letter (as defined below) and replaces any previously agreed grant terms and conditions for **Norfolk County Council** for the **POLICE AND CRIME PANEL GRANT**.

1.2 In this Grant Agreement:

The "**Authority**" means the Secretary of State for the Home Department acting through the Efficiency and Resources Unit.

The "**Funding Period**" means the period from 1st April 2015 to 31st March 2016.

The "**Grant**" means the grant payable by the Authority to the Recipient under the terms of this Grant Agreement, the amount of which (the "**Grant Amount**") shall not be more than **£64340**

The "**Grant Letter**" means the letter dated 21 June from the Authority to the Recipient which sets out supplementary information in relation to the Grant.

The "**Purpose**" means to fund the Police and Crime Panel, as detailed in Schedule 1.

The "**Recipient**" means the **Norfolk County Council**, herewith referred to as the "Recipient".

1.3 References to any statute or subordinate legislation in this Grant Agreement include references to any amendments or replacements to the statute or sub-ordinate legislation that may be enacted from time to time.

Terms and conditions

2. Grant Offer

2.1 Subject to the Recipient complying with the terms and conditions set out in this Grant Agreement and the Grant Letter, the Authority offers to pay the Grant to the Recipient as a contribution towards eligible expenditure.

2.2 The Recipient acknowledges that the Authority agrees to fund it only for the amount, the Funding Period and for the Purpose specified in this Grant Agreement and the Grant Letter.

2.3 This Grant is paid to the Recipient in exercise of the power conferred by section 31 of the Local Government Act 2003.

3. Purpose and extent of the Grant

3.1 The Recipient may not use the Grant for any activities other than the Purpose, or as approved in writing by the Authority. Further details of the Purpose of the Grant are as defined in Schedule 1 (the "Project").

4. Amount of the Grant

4.1 The Authority has agreed funding of **up to** the Grant Amount, subject to compliance by the Recipient with the terms of this Grant Agreement.

5. Timing of the Grant

5.1 Payments will be made in arrears, in accordance with Schedule 2, within 21 working days of the receipt of a payment request in the form of Annex A and the supporting monitoring information set out at Schedule 3.

5.2 In order for any payment to be released, the Authority will require the Recipient to:

5.2.1 have signed and returned a copy of this Grant Agreement to the Authority,

5.2.2 have provided the appropriate bank details, and

5.2.3 be in compliance with the terms and conditions of this Grant Agreement.

5.2.4 have provided schedule 4 to the Authority by 11th March 2016 to be eligible to make the second claim detailed in schedule 2.

5.3 The Authority reserves the right to withhold all or any payments of the Grant if the Authority has reasonably requested information/documentation from the Recipient and this has not been received by the Authority in the timescales reasonably required.

5.4 The Authority is not permitted to pay the Grant in advance of need. If the Authority reasonably believes that payment is being made in

advance of need, it may change the timing and/or the amount of any outstanding Grant payments.

6. Eligible expenditure

- 6.1 Eligible expenditure consists of payments by the Recipient for the Purpose. Eligible expenditure is net of VAT recoverable by the Recipient from HM Revenue & Customs and gross of irrecoverable VAT.
- 6.2 The Recipient shall account for the Grant on an accruals basis. This requires the cost of goods or services to be recognised when the goods or services are received, rather than when they are paid for.

7. Managing the Grant

- 7.1 Each party must notify the other of:
 - (a) the nominated person who will act as the party's authorised representative; and
 - (b) the contact details of the authorised representative and any deputies.
- 7.2 The Authority requires the Recipient to submit in-year monitoring information as detailed in Schedule 3.
- 7.3 The Authority may, in addition, ask the Recipient to clarify information provided to it. If so, the Recipient shall comply with any reasonable request.
- 7.4 An end of year monitoring report (also referred to as an "outturn statement") shall be submitted by the Recipient to the Authority on or before 30th April of each financial year. This report:
 - (a) must be in the format set out in Annex B;
 - (b) must be signed by a Treasurer, Finance Officer or equivalent; and
 - (c) must contain a detailed breakdown of expenditure for the entire Funding Period.
 - (d) does not replace the Annex A payment request form.
- 7.5 The Authority may, in addition, ask the Recipient to provide it with forecast outturn information for the financial year end. If so, the Recipient shall comply with any reasonable request.

- 7.6 The Recipient must notify the Authority as soon as reasonably practicable that an underspend is forecast.
- 7.7 Any underspend of Grant funds must be returned to the Authority.
- 7.8 If an overpayment of the Grant has been made, the Authority will recover the payment.
- 7.9 The Recipient may not vire funds between this Grant and other grants made to it.
- 7.10 The Recipient's Treasurer, Finance Officer, or equivalent will ensure that appropriate professional arrangements are put in place for the management of the Grant and the reporting of expenditure. The Treasurer, Finance Officer, or equivalent should take all necessary steps to ensure that the Grant is accounted for and monitored separately from the Recipient's other funding streams.
- 7.11 The Recipient undertakes to complete the work for which the Grant is provided. The work should be completed within agreed timescales, and the Recipient will report any significant variations to spending on work funded by the Authority.

8. Records to be kept

- 8.1 The Recipient must:
 - (a) maintain and operate effective monitoring and financial management systems; and
 - (b) keep a record of expenditure funded partly or wholly by the Grant, and retain all accounting records relating to this for a period of at least six years after the end of the Funding Period. Accounting records include: original invoices, receipts, minutes from meetings, accounts, deeds, and any other relevant documentation, whether in writing or electronic form.
- 8.2 Where the Recipient is working in partnership and its partner(s) wish to retain such documentation, the Recipient should obtain from the partner(s):
 - (a) an annual, written statement, signed by the partner's treasurer, of how the money was spent; and
 - (b) a signed undertaking that the partner will retain such documents for the period prescribed above.
- 8.3 The funds provided under this Grant Agreement may not be used to purchase capital items.

9. Audit and inspection

- 9.1 The Recipient, without charge, will permit any officer or officers of the Authority, external auditing bodies (ie National Audit Office or Audit Commission) or their nominees, to visit its premises and/or inspect any of its activities and/or to examine and take copies of the Recipient's books of account and such other documents or records as in such officers' view may relate to the use of Grant. In addition, examinations may be carried out into the economy, efficiency and effectiveness with which the Grant has been used. The Authority shall endeavour, but is not obliged, to provide due notice of its intent to conduct an audit.
- 9.2 The Recipient shall ensure that this Grant falls within the scope of audit as part of the Recipient's annual internal and external audit programme. The external auditor will be expected to sign off an Independent Assurance Statement as part of the scope.
- 9.3 The value and purpose of this grant shall be identified separately in the Recipient's audited accounts (or the notes thereto).
- 9.4 The Recipient will send the Authority a copy of its audited accounts.

10. Lawful conduct, equal opportunities, use of volunteers and activities funded by the Grant

- 10.1. The Recipient must ensure that all reasonable steps have been taken to ensure that it and anyone acting on its behalf complies with any applicable law for the time being in force (so far as binding on the Recipient).
- 10.2. No aspect of the activity funded by the Authority may be party-political in intention, use, or presentation.
- 10.3 The Grant may not be used to support or promote religious activity. This will not include inter faith activity.

11. Procurement procedures

- 11.1 The Recipient must secure the best value for money and shall act in a fair, open and non-discriminatory manner in all purchases of goods and services.
- 11.2 In procuring any goods or services using Grant monies, the Recipient shall follow its own procurement guidelines.

- 11.3. If the Recipient follows a single tender procedure it must provide and document a full justification that can be robustly defended and maintain the relevant documentation on file. Such justification may apply in exceptional circumstances for example where:

- (a) the requirement can demonstrably be met only by proprietary or specialist equipment; or
- (b) the requirement can demonstrably be met only by a single available entity with extremely niche skills; or
- (c) there are simply no alternative sources of supply.

12. Conflict of interest and financial or other irregularities

- 12.1 Members, and employees of the Recipient shall be careful not to be subject to conflicts of interest.
- 12.2 The Recipient must set up formal procedures to require all such persons to declare any personal or financial interest in any matter concerning the Recipient's activities and to be excluded from any discussion or decision-making relating to the matter concerned.
- 12.3 If the Recipient has any grounds for suspecting financial irregularity in the use of any Grant paid under this Grant Agreement, it must notify the Authority immediately, explain what steps are being taken to investigate the suspicion, and keep the Authority informed about the progress of the investigation.
- 12.4. For the purposes of Clause 12.3, "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of the Grant for purposes other than those intended by the Authority.

13. Breach of Grant Conditions

- 13.1 If the Recipient fails to comply with **any** of the conditions set out in this Grant Agreement, or if any of the events mentioned in Clause 13.2 occur, then the Authority may reduce, suspend, or withhold Grant payments, or require all or any part of the Grant to be repaid. The Recipient must repay any amount required to be repaid under this condition within 30 days of receiving the demand for repayment.
- 13.2 The events referred to in Clause 13.1 are as follows:
- a) The Recipient purports to transfer or assign any rights, interests or obligations arising under this Grant Agreement without the agreement in advance of the Authority;
 - b) Any information provided in the application for the Grant (or in a claim for payment) or in any subsequent supporting

correspondence is found to be incorrect or incomplete to an extent which the Authority considers to be material;

- c) The Recipient takes inadequate measures to investigate and resolve any reported irregularity;
- d) The Recipient changes the nature of its operations to an extent which the Authority considers to be significant or prejudicial.

13.3 It is hoped that most difficulties encountered by the Recipient can be overcome with the advice and support of the Authority. In the event that it becomes necessary to take steps to enforce the terms and conditions of this Grant Agreement, the Authority will write to the Recipient giving particulars of its concern or of any breach of a term or condition of the Grant.

13.4 The Recipient must act within 30 days (or earlier, depending on the severity of the problem) to address the Authority's concern or rectify the breach, and may consult the Authority or agree with it an action plan for resolving the problem. If the Authority is not satisfied with steps taken by the Recipient to address its concern or rectify the breach, it may take steps to withhold or suspend the further payment of Grant, or to recover Grant funds already paid.

13.5 On termination of this Grant Agreement for any reason, the Recipient as soon as reasonably practicable return to the Authority any assets or property or any unused funds (unless the Authority gives its written consent to their retention) then in its possession in connection with this Grant Agreement.

14. Insurance coverage

14.1. The Recipient shall ensure that it has adequate insurance coverage (including but not limited to public liability insurance) in place, and shall provide evidence of such insurance to the Authority on request.

14.2. Where the Recipient is a public body and has in place appropriate self-insurance arrangements, the Recipient may request, and the Authority, acting reasonably, may agree that the provisions of the Clause 14.1 above shall be waived.

15. Indemnity

15.1 The Authority accepts no liability to the Recipient or to any third party for any costs, claims, damage or losses, however they are incurred, except to the extent that they arise from personal injury or death which is caused by the Authority's negligence.

- 15.2. The Recipient agrees to indemnify the Authority for any costs, claims, damages or losses which arise as a result of negligence by the Recipient or out of any breach by the Recipient of any terms of this Grant Agreement.

16. Intellectual Property Rights

- 16.1 The Recipient shall grant to the Authority at no cost an irrevocable, royalty-free perpetual license to use and to sub-license the use of any material created by the Recipient under the terms of this Grant Agreement for such purposes as the Authority shall deem appropriate.
- 16.2 The Recipient shall seek approval from the Authority prior to using the Authority's logo when acknowledging the Authority's financial support of its work.

17. Funding Period and Termination

- 17.1. The Authority does not commit to renew or continue financial support to the Recipient after the Funding Period.
- 17.2 The Authority may terminate this Agreement forthwith by serving a written notice on The Recipient if:
- a) the grant or any part of it is being used for any purpose other than the purpose set out in this Agreement;
 - b) The Recipient has made any false, incorrect or misleading statement in order to obtain this grant or has been involved in any illegal activity or improper act in its administration;
 - c) The Recipient has failed to remedy any breach of this Agreement within 28 days (or such other period as the Authority agrees in writing) of being served with a notice pointing out the breach requiring its rectification.
- 17.3 The Recipient may terminate this Agreement forthwith by serving a notice on the Authority in writing if it has made a written request for payment of a sum properly due to it under this Agreement and the Authority has failed to make payment of that sum within 28 days of receiving the request.
- 17.4 Notwithstanding Clauses 17.2 and 17.3 above, this Agreement may be terminated by either party giving the other at least three months (or other agreed time period) months notice in writing.
- 17.5 With reference to 17.4 above, in the event that either party exercises its right to give notice of termination under this Agreement, the Authority will reimburse The Recipient in relation to expenditure

reasonably estimated and actually incurred in providing services within the scope of this Agreement up until the effective date of termination. The right to reimbursement can be excluded if termination of the agreement is enacted under the provisions set out in Clause 17.2 above.

- 17.6 Any termination of this Agreement will be without prejudice to any other rights or remedies of the parties under this Agreement or at law and will not affect any accrued rights or liabilities of the parties at the date of termination.

18. Amendments to the Grant Agreement

- 18.1 This Grant Agreement and the Grant Letter set out the entire agreement between the parties. They replace all previous negotiations, agreements, understandings and representations between the parties, whether oral or in writing.
- 18.2 Any amendments to this Grant Agreement and/or the Grant Letter shall only be valid if they are in writing and signed by an authorised representative of both parties.

19. Freedom of Information

- 19.1 Where applicable, the Recipient and the Authority are required to comply with the Freedom Of Information Act 2000 (the "FOI Act"), any subordinate legislation made under the FOI Act and any guidance issued by the Information Commissioner.
- 19.2 The Recipient agrees to assist and cooperate with the Authority to enable the Authority to comply with its obligations under the FOI Act whenever a request is made for information which relates to or arises out of this Grant Agreement.

20. Transparency

- 20.1 The Recipient acknowledges that the Authority shall disclose payments made against this grant of value £25k and above, in accordance with the Government's transparency agenda.
- 20.2 No information shall be disclosed if such disclosure would be in breach of the Data Protection Act, or is exempted from disclosure under the Freedom of Information Act.
- 20.3 The Recipient must publish, as a minimum on their website, details of all their expenditure (or, where that is not possible, on the Host Authority's website). This will include details of all panel administration

costs and individual panel member claims for expenses and allowances.

21. Notices

21.1 All notices, invoices and other communications relating to this Grant Agreement shall be in writing and in English and shall be served by a party on the other party at its address shown at the head of this Grant Agreement.

21.2 Notices delivered hereunder shall be deemed to be delivered:

21.2.1 if delivered by hand, upon receipt;

21.2.2 if sent by pre-paid registered first class post (providing it is not returned as undelivered to the sender), two (2) working days after posting;

21.2.3 if sent by electronic mail, on the date of delivery subject to the following conditions:

(a) when an electronic mail is sent on a day which is not a working day or after 3:00pm on a working day, the electronic mail is deemed to have been received on the next working day, and

(b) each electronic mail containing a notice under this Agreement shall be sent with a delivery receipt requested and shall not be deemed to have been received until the sender receives a confirmatory delivery receipt.

22 Contract (Rights of Third Parties) Act 1999

22.1 No person who is not a party to this Grant Agreement shall have the right to enforce any its terms.

23. Governing Law

23.1 This Grant Agreement shall be subject to and construed in accordance with English Law and subject to the exclusive jurisdiction of the courts of England and Wales.

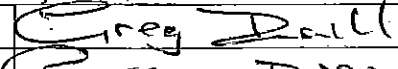
Home Office
Crime and Policing Group
April 2015

ACCEPTANCE OF GRANT

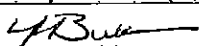
Norfolk County Council accepts the offer of Grant contained in this Grant Agreement and agrees to comply with the terms and conditions of the Grant on which the offer is made.

On behalf of the Norfolk County Council:

Project Manager/Project Contact

Signature:	
Name:	GREG DUSOLL
Date:	27 APRIL 2015
Position:	ASSISTANT HEAD OF DEMOCRATIC SERVICES


Treasurer, Finance Officer or equivalent (if different to above)

Signature:	
Name:	HARVEY BULLEN
Date:	28/4/15
Position:	HEAD OF BUDGETING - FINANCIAL MANAGEMENT

Bank details for grant payment

Bank name:	[REDACTED]
Branch name:	[REDACTED]
Sort code:	[REDACTED]
Account name:	[REDACTED]
Account number:	[REDACTED]
Address:	[REDACTED]
Post code:	[REDACTED]

Signed on behalf of the Crime and Policing Group:

Signature:	
Name:	ELEANOR CANNELL
Date:	03/06/15
Position:	HEAD OF POLICE RESOURCES POLICY

HOME OFFICE USE:

Payment instructions per Grant Holding Unit:

Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

SCHEDULE 1 – THE PROJECT

To maintain a police and crime panel for the Norfolk police force area.

Purpose (aims and objectives) of the funding

The maintenance, in accordance with the Police Reform and Social Responsibility Act 2011 and the Regulations made under it, of a police and crime panel able to carry out the functions and responsibilities set out in that Act.

Police and crime panels were introduced to scrutinise the actions and decisions of police and crime commissioners. The panels will provide support and challenge to the commissioner in the exercise of their functions.

Panels will focus their attention on key strategic actions and decisions taken by the commissioner, including whether they have achieved the objectives set out in their police and crime plan, considered the relevant priorities of their community safety partners and consulted appropriately with the public.

The functions of a panel in England and Wales are those set out in the Police Reform and Social Responsibility Act 2011.

Key deliverables

That there is a police and crime panel for the Norfolk police area able to carry out its functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011.

Expenditure breakdown

The grant has been calculated using the following formula:

£53300 – administration costs

£11040 - up to £920 per member expenses

£Nil - Translation fees

For 2015-16 recipients may vary funding between the above categories to provide increased flexibility in how the grant is spent.

External assurance

This grant should be audited as part of the recipients annual audit programme. The scope of the audit should be to ensure that the funds have been consumed as recorded under Annex B, and in accordance with the terms and conditions of the grant agreement.

SCHEDULE 2 – PAYMENT SCHEDULE

Payment Reference	Period:		Payment date*
	From	To	
1	April 2015	September 2015	October 2015
2	October 2015	March 2016	April 2016
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

*Subject to Clause 5.

SCHEDULE 3 – IN-YEAR MONITORING INFORMATION REQUIREMENTS

In addition to the provision of Annex A supported by a breakdown of expenditure, the Authority requires the following in-year monitoring information to be provided:

Breakdown of expenditure (items)	£ (0,000s)
Total:	

Note: The in-year monitoring information requirements are separate to the requirements detailed in Clause 7.4 and Clause 9. The Authority may request the Recipient to clarify any information provided.

SCHEDULE 4 – Outturn forecast

To be returned to the authority by 11th March 2016 to remain eligible for the payment covering the second half of the financial year:

	Incurred to date	Forecast to 31 st March 2016	Total
Administration costs			
Members expenses			
Translation costs (if applicable)			
Total			

ANNEX A**PAYMENT REQUEST AND IN-YEAR FINANCIAL MONITORING REPORT**

Grant Recipient: Norfolk County Council	Grant Stream: Police and Crime Panel Grant
--	---

Period From: To:	Resource (£)
(1) Total funding received for this financial year	
(2a) Actual expenditure in this period ¹	
(2b) Forecast/ accrued expenditure in the period ²	
(3) Funding request for this period	
(4) Total funding received and requested (1+3)	

MONITORING INFORMATION REQUIREMENTS

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

--

CONFIRMATION BY GRANT RECIPIENT

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

Signature:			
Name (printed):		Date:	
Position:			

Home Office sign off:

Signature:						
Name (printed):		Date:				
Position:						
Adelphi codes:	Directorate code	Cost centre	Account code (1)	Account code (2)	Project code	Supplier code
	0120	202010	79187		2050351	

¹ To be supported by a breakdown of expenditure against the cost breakdown detailed in Schedule 1.

² This line is to be used for the final claim of the year in instances where Schedule 2 sets out that the final payment request must be received in advance of 31 March (end of the financial year).

ANNEX B**END OF YEAR FINANCIAL MONITORING REPORT - APRIL 2015 TO
MARCH 2016**

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

Grant Recipient: Norfolk
County Council

Grant Stream: Police and
Crime Panel Grant

Expenditure Category:	Actual Resource Expenditure (£)
Administration costs	
Staff Costs	
TOTAL EXPENDITURE:	
TOTAL GRANT PROVIDED:	
VARIANCE: total grant provided minus total resource expenditure (To be returned to the Authority in accordance with Clause 7.6)	

TREASURY, FINANCE OFFICER OR EQUIVALENT CERTIFICATION

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

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

Signature:			
Name (printed):		Date:	
Position:			

Home Office sign off:

Signature:			
Name (printed):		Date:	
Position:			

Complaints Monitoring Report

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

The Panel is recommended to consider the regular monitoring information from the Commissioner's Chief Executive and Norfolk County Council's Head of Democratic Services.

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 Commissioner'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 the County Council's Head of Democratic Services for informal resolution, in consultation with a nominated member of the Panel.
- 1.3 The Commissioner's Chief Executive and the County Council's Head of Democratic Services agreed to provide the Panel with monitoring reports, at least annually, setting out the number and spread of complaints handled during the period.

2. Ongoing complaints relating to the Commissioner

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

- **Complaint 3 – Dated: 15 November 2013**

The complaint relates to the previously reported publicity regarding the Commissioner's travelling expenses, which resulted in an investigation by the IPCC that concluded there had been no wrong doing.

The complainant requested an apology from the Commissioner through the informal resolution process. The Commissioner felt that he had no reason to do so. While there was no reasonable prospect of the informal resolution process delivering the outcome that the complainant desired, the Head of Democratic Services in consultation with the nominated panel member agreed that no further action was to be taken and that the process was complete. The complainant was advised accordingly.

Completed

• **Complaint 6/7 – Dated: 16 January 2015**

The complaint related both to operational matters that had been addressed with the complainant separately by Norfolk Constabulary and to the previously reported publicity regarding the Commissioner's travelling expenses.

Through the informal resolution process, the Head of Democratic Services, in consultation with the nominated Panel member, concluded that the operational element of the complaint should be considered an abuse of process. The complainant was advised that no further action would be taken and that the matter would be recorded appropriately. The complainant was also advised that they had exhausted the complaints procedure in respect of their complaint against the Commissioner and that any future correspondence relating to these complaints would be treated as unreasonably persistent.

Completed

• **Complaint 8 – Dated: 14 May 2015**

The Commissioner's Chief Executive, in consultation with the nominated Panel member, concluded that this was not a matter for the Norfolk Police and Crime Commissioner (PCC) nor a complaint about the PCC. It was concluded that no further action should be taken, and the complainant was advised accordingly.

Completed

• **Complaint 9 – Dated: 2 July 2015**

This complaint was referred from the IPCC and is currently being reviewed.

Ongoing

3. Freedom of Information Requests

3.1 As background information for the Panel, the Commissioner's Chief Executive has also confirmed that since the Panel's last monitoring report (January 2015), 4 FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Violence in care homes
- Vexatious requests
- Foreign business travel by the PCC
- Criminal charges

3.2 There has been 1 internal review conducted regarding the decision to apply an NCND (Neither Confirm Nor Deny) status to one of the above requests. The outcome of this review was that the information should be released. The requested information was then subsequently sent to the applicant.

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

4. Complaints/FOI requests relating to the Panel

4.1 No complaints or FOI requests relating to the Panel have been received since the Panel's AGM in July 2014.

5. Action

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



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

Information bulletin – questions arising to the Commissioner

Suggested approach from Jo Martin, Democratic Support and Scrutiny Team 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 17 July 2015, are listed at **Annex 1** 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 17 July 2015, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the Commissioner's website. Items discussed at the most recent meeting are set out at **Annex 3** 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 4** of this report.

e) Other out-of-county activity between 8 April 2015 and 28 July 2015

STEPHEN BETT – PCC, NORFOLK	
Date	Activity
9/4/15	APCC Working in Partnership to Reduce Crime Standing Group, London (via telephone conference)
22/4/15	APCC Supporting Victims and Reducing Harm Standing Group, London
19/5/15	APCC General Meeting, London
24/6/15	APCC Strategic Policing Standing Group, London (via telephone conference)
29/6/15	APCC Working in Partnership to Reduce Crime Standing Group, London
29/6/15	Meeting with Jeremy Oppenheim, Director of Safeguarding, Home Office (Home Office Victim Support Fund), London
15/7/15	APCC General Meeting, London (to be confirmed)
JENNY McKIBBEN – DEPUTY PCC, NORFOLK	
Date	Activity
1/6/15	Launch of the Norfolk Constabulary and Suffolk Constabulary Joint Cyber & Serious Crime Directorate, Suffolk
23/6/15	Meeting with Revolving Doors Agency, London
1/7/15	Meeting with Revolving Doors Agency, London
22/7/15	Eastern Region Collaboration PCC/CE Meeting, Essex

f) **Audit Committee**

The Audit Committee is independent of the Police and Crime Commissioner (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. The Committee took the decision to hold its meetings in public this year. Items discussed at the most recent meetings are set out at **Annex 5** 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.



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.

Commissioner's Decisions

Children and Young People Grant Awards

Decision 2015-06

The Commissioner endorses the allocation of funds of £334,303 to 13 organisations, as recommended by the Children and Young People Panel.

CSE Analyst post

Decision 2015-07

Provision of an analyst post to explore CSE data and identify areas for focused interventions.

Leeway – IDVA Service for Norfolk

Decision 2015-08

The Commissioner was asked to endorse a Crime and Disorder Reduction Grant to Leeway Domestic Violence and Abuse Services.

Independent Custody Visiting Association for Norfolk (ICVA) Membership Subscription 2015-16

Decision 2015-09

Police ICT Company

Decision 2015-10

The Commissioner was recommended to become a member of the company.

(Decision 2015-11 not published)

Decisions made at Police Accountability Forum meeting 20 March 2015

Decision 2015-12

The Commissioner was asked to approve the decisions summarised in the decision notice.

Pilot Project Funding – 4Women Resource Centre

Decision 2015-13

During the last two years, a number of statutory bodies in Norfolk have identified a need for specialist community services for women with personality disorder, and the Offender Health Profile commissioned by the OPCCN also identified the absence of a dedicated personality disorder service in the county. A total of £15,000 is being provided to 4Women Resource Centre by the PCC to fund a pilot project.

Funding for Norfolk Partners Against Crime Taskforce (Norfolk PACT)

Decision 2015-14

The Commissioner agrees to continue funding previously allocated by the Ministry of Justice to Norfolk PACT which delivers enhanced security to the dwellings of Norfolk's most vulnerable residents

Joint Transport Strategy

Decision 2015-15

The Commissioner agrees the update of the Norfolk/Suffolk Transport Strategy

Enhanced Offender Employability Programme – Grant Funding

Decision 2015-16

The Commissioner agrees the allocation of £46,247.53 to run an enhanced offender employability programme for 45 participants with the aim of reducing reoffending.

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

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

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

Summary of the Commissioner's activity

Leeway to provide advocacy support for domestic abuse victims

1 April 2015

A new contract providing Independent Domestic Violence Advocates in Norfolk begins today, seeing Stephen team up with local charity Leeway in support of victims of domestic violence.

Employment academy hiring in Norwich

20 April 2015

A PCC-funded programme aimed at supporting vulnerable and socially excluded members of the Norwich community back into sustainable paid employment is recruiting to its first academy.

Interns bring welcome new perspective on PCC business

21 April 2015

The Office of Norfolk's PCC, Stephen Bett, has recently welcomed its third intern to the team. The interns are working on themes such as offender rehabilitation, drugs and alcohol and road safety.

OPCCN Staff to take part in 29km walk for charity

30 April 2015

Four members of staff from the OPCCN are taking part in the Walking with the Wounded Cumbrian Challenge 2015.

PCC to challenge Chief Constable over Norfolk crime figures rise

11 May 2015

Norfolk's Police & Crime Commissioner will be asking the county's Chief Constable to explain a 14% rise in crime figures at Wednesday's public meeting in Wymondham.

The Commissioner talks about the crime figure rises

14 May 2015

Listen to the Commissioner talking about the rise in crime figures in Norfolk following the Police Accountability Forum yesterday, where Stephen sought reassurance from the Chief Constable.

PCC follows funding on Safer Norfolk tour

19 May 2015

Over £2 million in grants has been allocated to local organisations since Norfolk's first elected PCC took office. This week, Stephen will visit some of the projects he has helped support

The Commissioner questions the Home Secretary

20 May 2015

The Commissioner challenged Home Secretary Theresa May on police finances and merger /collaboration at a meeting of PCCs in London this week.

Help tackle domestic abuse in Norfolk

20 May 2015

A survey has been launched by the Norfolk County Community Safety Partnership asking for people's views of domestic abuse to help improve services for victims

The Commissioner visits Safer Norfolk funded projects

27 May 2015

With over £2 million in grants allocated to local organisations since Norfolk's PCC took office two and a half years ago, Stephen Bett has been visiting some of the projects he's helped support

Getting tougher on cyber crime

1 June 2015

A new joint Norfolk and Suffolk unit aimed at combatting rising levels of cyber and cyber enabled crime has been launched today

Victims' Commissioner wants to hear from you

3 June 2015

Victims' Commissioner Baroness Newlove would like to hear your views on how criminal justice agencies are complying with the Victims' Code

Being PCC: In my own words

9 June 2015

The Commissioner has spoken to the Eastern Daily Press newspaper about his time as Norfolk's PCC - and the challenges of taking up a role with no job description

Got a minute? New video explains PCC role in 60 seconds

15 June 2015

A video which explains the role of Police and Crime Commissioners in just 60 seconds has gone live

Police accounts open for inspection

17 June 2015

The PCC's and Chief Constable's accounts are subject to external audit and members of the public have certain rights in that audit process.

PCC releases jaw-dropping incidents logged as violent crime

22 June 2015

The Commissioner highlights 'jaw-dropping' examples of incidents the county's police are having to record as violent crimes – such as a man being hit with a biscuit

PCC asks would you employ an ex-offender?

24 June 2015

Employers in Norfolk are invited to attend an Employer Event on Thursday 9 July 2015 at The Britannia Café at Norwich prison.

Deputy PCC to challenge Norfolk Constabulary over mental health powers

10 July 2015

At a public meeting on Tuesday, Jenny McKibben will be asking the Deputy Chief Constable how Norfolk Police is using its powers under the Mental Health Act.

10 July 2015

Would you employ an ex offender?

10 July 2015

At a meeting to build employment opportunities for ex-offenders, Governor of HMP Norwich Will Styles explains why employing an ex-offender could be beneficial for your business.

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/news/latest-news>

List of items discussed at the most recent Police Accountability Forum meetings

Date: 13 May 2015	
Subject	Summary
Public agenda	
Budget Monitoring Report 2014/15 – as at end of February 2015	<p>1. The Commissioner approved a revenue budget and capital programme for 2014/15 in February 2014.</p> <p>2. This report presents the latest forecast of the outturn for the current year, based upon actual spending to the end February 2015 and known future commitments. Forecast information is provided on revenue spending, capital spending and movements in reserves.</p> <p>3. Some changes to the revenue and capital budgets are presented for approval.</p> <p>Recommendation: It is recommended that the Commissioner notes the report and approves:-</p> <p>a) The additions to the Capital Programme set out in section 2, giving an amended Programme totalling £7.536m for 2014/15.</p>
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 as at 31 March 2015:</p> <ul style="list-style-type: none"> • The Constabulary's sickness performance. • An overview of establishment, strength and recruitment profile. • A profile of Fairness at Work (FAW) activity. • Course attendance rates and e-learning compliance rates. • Diversity training and workforce profile update. • Performance Improvement Unit (PIU) update. <p>Recommendation: The PCC is asked to note the contents of this report and the updates provided within the appendices.</p>
Complaints and Professional Standards Update	<p>A report on public complaints including performance information and lessons learned.</p> <p>Recommendation: Submitted for Information.</p>

Annual Health and Safety Report 2014/15	<p>The following key areas are detailed within the report:</p> <ul style="list-style-type: none"> • Policy development • Governance committee • Training implementation • Accident and incident reporting • Audit & management system review <p>Recommendation: The Police Accountability Forum is asked to note the content of this report.</p>
Emerging Operational / Organisational Risks	<p>Oral report.</p> <p>Recommendation:</p>
Private agenda	
Misconduct and Professional Standards Update	Exempt report - not published.
Joint ICT Update	Exempt report - not published.
Estates Strategy Update	Exempt report - not published.
Misconduct and Professional Standards Update	Exempt report - not published.

Date: 14 July 2015	
Subject	Summary
Public agenda	
Revenue and Capital Outturn Report 2014/15	<p>1. This report presents the revenue and capital outturn figures for the financial year ending 31 March 2015, final proposals for financing the capital programme and final proposals for the allocation of general reserves, 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 Statements of Accounts for 2014/15. The outturn report and the accounts are compiled from the same general ledger information; however, the Statements of Account have to reflect certain statutory and technical accounting requirements.</p> <p>3. The Chief Finance 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 the auditor's final report on the accounts in September 2015.</p>

	<p>Recommendation: It is recommended that the Commissioner:-</p> <ul style="list-style-type: none"> a) Notes the revenue and capital outturn for 2014/15, including assessment against the Prudential Indicators; b) Approves the financing of the capital programme as detailed in paragraph 2.10 of the report; c) Approves the contributions to earmarked reserves as detailed in paragraph 4 of the report; d) Approves the overall movement in general and earmarked reserves as detailed in Appendix F of the report; e) Approves the level of provisions as detailed in paragraph 5 of the report.
Strategic Performance Overview	<p>A summary of performance against the 2014/15 Policing Priorities.</p> <p>Recommendation: For discussion only.</p>
Protective Services Update	<p>This report provides an update from Protective Services Command identifying key performance information and significant operational or organisational issues.</p> <p>Recommendation: It is recommended that the Police and Crime Commissioner notes the contents of this report.</p>
Emerging Operational / Organisational Risks	Oral report.
Private agenda	
Estates Strategy Update	Exempt report - not published.

Next meeting – Wednesday 16 September 2015 at 10 am (Filby Room, Norfolk Constabulary Headquarters, Wymondham)

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

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

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

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

The Collaboration Panel meeting scheduled for 2 June 2015 was cancelled.

The next Collaboration Panel meeting is due to take place on 15 September 2015 (2pm – Strategic Coordination Centre, Suffolk Constabulary)

List of items discussed at the most recent Audit Committee meetings

Date: 4 June 2015	
Subject	Summary
Public agenda	
Internal Audit Strategy 2015/18 and Plan 2015/16	The Committee is invited to consider the following Reports from Chief Finance Officer and Head of Internal Audit (TIAA): a) Internal Audit Charter b) Preparing the Internal Audit Work Programme for 2015/16 onwards c) The Internal Audit Strategy 2015/18 and Plan 2015/16.
Accounting Policies – Final Accounts 2014-15	Recommendation: The Committee is invited to consider the accounting policies set out in the report and to note that they will be included in the Statements of Accounts for 2014/15.
Risk Management Update	This report is to brief the Audit Committee on a recent Risk Management audit and the plans in place to update and embed an updated Risk Management policy. Recommendations: The Committee is asked to comment on the proposals set out in the report and request sight of the updated Risk Management Policy and documentation as a 'consultee'.
Forward Work Plan	
Private agenda	
To confirm the minutes of the 10 March 2015 meeting	Exempt report - not published.
2014-15 Draft Head of Internal Audit Annual Report	Exempt report - not published.

Date: 8 July 2015	
Subject	Summary
Public agenda	
Annual External Audit Fee Letter	To consider letters from the external auditors (Ernst and Young) addressed to both the Commissioner and the Chief Constable.
Review of the System of	The Committee is asked to endorse the opinion that

Internal Audit 2014/15	the PCC's and Chief Constable's system of internal audit is operating effectively.
Draft Annual Governance Statement for 2014/15	To consider the annual governance statement for the PCC and Chief Constable 2014/15.
Draft Statements of Accounts 2014/15	To review both the Constabulary's and the PCC's draft statement of accounts.
Forward Work Plan	To consider the forward work plan.

The next Audit Committee meeting is due to take place on Monday 21 September 2015 at 2 p.m. in the Filby Room, Jubilee House, Falconers Chase, Wymondham.

Norfolk Police and Crime Panel
Forward Work Programme 2015-16

	Main items of business	Invited to attend
10am, Wednesday 14 October 2015, County Hall	Police and Crime Plan for Norfolk 2014-16: progress and performance monitoring of commissioned services Police Reform Bill (OPCCN presentation on PCC related proposals) Information bulletin – questions arising to the Commissioner	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am Tuesday 8 December 2015, County Hall	(To be agreed) Complaints update Information bulletin – questions arising to the Commissioner	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
January 2016, County Hall (date/time to be confirmed)	Review the Commissioner's proposed precept for 2016-17 (the Panel must review and report by 8 February 2016) Information bulletin – questions arising to the Commissioner Forward work programme for 2016-17	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
February 2016, County Hall (date/time to be confirmed)	Reserve date – to review a revised precept for 2016-17, if vetoed (the Panel must review and report by 22 February 2016)	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 Sub Panel meets at least annually, and its next meeting is being provisionally arranged to take place in November 2015.

Scheduled Police Accountability Forum Meetings are due to take place on the following dates (agendas will be made available via the Commissioner's website):

- Wednesday 16 September 2015 at 10 am (Norfolk Constabulary Headquarters, Wymondham)
- Tuesday 17 November 2015 at 10 am (Norfolk Constabulary Headquarters, Wymondham)

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

- 15 September 2015 (2pm – Strategic Coordination Centre, Suffolk Constabulary)
- 1 December 2015 (10.30am – Filby Room, Norfolk Constabulary)