



Norfolk PCC Candidate Briefing (Version 3)

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Changes or updates to this document will be listed below:

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The role of the Police & Crime Commissioner (PCC)

The role of PCCs is to be the voice of the people and hold the police to account. They are responsible for the totality of policing, and aim to cut crime and deliver an effective and efficient police service within their force area.

PCCs have been elected by the public to hold chief constables and the force to account, effectively making the police answerable to the communities they serve. PCCs ensure community needs are met as effectively as possible.

They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

As set out in the Police Reform and Social Responsibility Act 2011, PCCs must:

- secure an efficient and effective police service for their area
- appoint the chief constable, hold them to account for running the force, and if necessary dismiss them
- set the police and crime objectives for their area through a police and crime plan;
- set the force budget and determine the precept;
- contribute to the national and international policing capabilities set out by the Home Secretary; and
- bring together community safety and criminal justice partners to make sure local priorities are joined up.

Additional information:

- Details of the legal framework for the role of PCC can be found at Annex A.
- Police Reform and Social Responsibility Act 2011-
<http://www.legislation.gov.uk/ukpga/2011/13/contents>



The role of the Office of the Police and Crime Commissioner for Norfolk (OPCCN)

The role of the office is to support Norfolk's elected PCC in the delivery of his/her police and crime plan. The OPCCN Business Delivery Plan sets out how the office meets its key functions.

The office is led by Chief Executive Mark Stokes who holds one of two statutory posts within the OPCCN. The other statutory post is chief finance officer, currently a joint post with Norfolk Constabulary held by John Hummersone.

The key functions of the OPCCN include performance and budget monitoring, policy and commissioning, compliance, media and communications, and business support.

Coordinators work with partner organisations across all sectors to drive the countywide approach to tackling PCC priorities, with a focus on reducing crime and supporting victims.

The coordinators are supported in their work by the OPCCN research interns who develop the evidence base for policy and commissioning decisions.

Additional information:

- OPCCN organisational structure – <http://www.norfolk-pcc.gov.uk/documents/OPPCN/organisational-chart/OPCCNOrganisationChart.pdf>
- OPCCN Business Delivery Plan - http://www.norfolk-pcc.gov.uk/documents/key-documents/opccn_business_plan/OPCCNBusinessPlan.pdf
- Further details on the role of chief executive and chief finance officer are provided at Annex B
- A full list of OPCCN functions is provided at Annex C.



The role of the Norfolk Police and Crime Panel (PCP)

Police and crime panels were introduced under the Police Reform and Social Responsibility Act 2011 to provide checks and balances in relation to the performance of the PCC. The role of the panel is to scrutinise, challenge and support the PCC in the effective exercise of their functions.

The panel's key functions include:

- Reviewing the police and crime plan, budget and annual report
- Veto powers: chief constable appointment, precept level
- Confirmatory hearings: specific senior posts (chief constable, chief executive, chief finance officer, deputy PCC)
- Dealing with non-criminal complaints against the PCC (and deputy)

The panel is a joint committee of the County Council, Borough, City and District Councils. It must consist of ten councillors (at least one from each authority) and two independent members (not councillors) co-opted by the panel.

Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council, North Norfolk District Council, Norwich City Council and South Norfolk District Council, will each appoint one councillor. Norfolk County Council will appoint three councillors, picking up as far as possible the requirement to ensure political balance across the county.

Panel meetings are held in public, with meeting papers published in advance.

Additional information:

- Police Reform and Social Responsibility Act 2011 - <http://www.legislation.gov.uk/ukpga/2011/13/contents>
- Details of the legal framework for the police and crime panels can be found at Annex D.
- Agenda and meeting papers can be found on the Norfolk County Council website - http://norfolkcc.cmis.uk.com/norfolkcc/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/47/Default.aspx



Working arrangements and governance

The Policing Protocol issued by the Secretary of State sets out how the functions of PCCs, chief constables and police and crime panels are exercised in relation to each other.

The OPCCN Scheme of Governance and Consent governs the interrelationship between the PCC and chief constable and sets out the powers which may be exercised by either the PCC or chief constable or others acting on their behalf. It also sets out constraints on those powers.

The PCC, deputy and special advisers

PCCs may appoint a deputy PCC who may (but will not necessarily) be their principal political adviser.

The PCC may delegate functions to the deputy PCC although the Police Reform and Social Responsibility Act places some restrictions on this.

The deputy PCC will be an employee of the OPCCN appointed at the discretion of the PCC, not necessarily on merit. This is the only post in the OPCCN which is not politically restricted. Their terms of appointment must not end later than the day when the PCC's current term of office ends. The PCC will need to consider and determine the role and day-to-day responsibilities, reporting arrangements and remuneration for the deputy PCC.

The PCC may also appoint or have access to other party political advisers who may or may not be paid.

The chief constable

The chief constable is responsible for maintaining the Queen's Peace and has direction and control over the force's officers and staff.

The chief constable is accountable to the law for the exercise of police powers and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force.

At all times, the chief constable, their constables and staff, remain operationally independent in the service of the communities they serve.

The PCC holds the chief constable to account for the policing service delivered in Norfolk via bi-monthly public meetings. These meetings are known as the Police Accountability Forum (PAF). Members of the public are welcome to attend these meetings, which are

held at Norfolk Police HQ in Wymondham. Items on the agenda include how the constabulary is performing against PCC policing priorities, how the police budget is being spent and financial planning for the future, and updates on major police investigations and initiatives.

The chief executive and chief finance officer

PCCs must appoint a chief executive and a chief finance officer.

The chief executive and chief finance officer perform certain statutory duties, including monitoring officer and Section 151 officer.

OPCCN staff

OPCCN staff have a similar role to that of the civil service in relation to government in that they are appointed to assist whoever is elected PCC in Norfolk to deliver their manifesto.

All OPCCN staff contracts are politically restricted in accordance with the Local Government and Housing Act 1989. This means staff in the OPCCN will not support a candidate or incumbent PCC to stand for election or become involved in party political work on behalf of the PCC.

The Norfolk Police and Crime Panel

The panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the chief constable.

While the panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions.

The chief constable retains responsibility for operational matters. If the panel seek to scrutinise the PCC on an operational matter, the chief constable may be invited to attend alongside the PCC to offer factual accounts and clarity (if needed) of the chief constable's actions and decisions.

The accountability of the chief constable remains firmly to the PCC and not to the panel.



Additional information:

- Policing Protocol - <http://www.legislation.gov.uk/uksi/2011/2744/made>
- OPCCN Scheme of Governance and Consent - <http://www.norfolk-pcc.gov.uk/documents/key-documents/scheme-of-governance/SchemeOfGovernanceAndConsent.pdf>
- Police Reform and Social Responsibility Act 2011- <http://www.legislation.gov.uk/ukpga/2011/13/contents>
- Agenda and reports for Police Accountability Forum - <http://www.norfolk-pcc.gov.uk/transparency/public-meetings/police-accountability-forum/>
- More detail on the chief executive and chief finance officer roles is provided at Annex B.
- Local Government and Housing Act 1989 - <http://www.legislation.gov.uk/ukpga/1989/42/section/5>
- More information on the Norfolk Police and Crime Panel - http://www.norfolk.gov.uk/Council_and_Democracy/Councillors_meetings_decisions_and_elections/Police_and_Crime_Panel/index.htm



Budget

PCCs are responsible, under the Police Reform and Social Responsibility Act 2011, for setting the budget for policing and monitoring how that budget is used, holding the chief constable to account as appropriate.

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.

Budget 2015/16

In December each year, the provisional PCC grant settlement is announced, with confirmation of the amount to be received coming in January. During this timeframe, PCCs also have to fulfil a legal duty to consult with the public on their budget plans for the coming year, including how much households will contribute through their council tax.

For 2015/16 the police council tax was increased by just under 2% and the precept generated £58m of the total £146.8m net budget under the control of the PCC. The net budget includes a contribution of £2.1m from the Budget Support Reserve.

Of the total budget (£148.9m before the contribution from reserves), the chief constable was allocated £143.8m for operational spending, the budget for the OPCCN was just under £1m (comprising employee costs, PCC costs, premises and transport costs, audit services, supplies and other services), and the PCC commissioning budget was just over £1m (with an additional £1m from the Ministry of Justice for the commissioning of victims' services). The balance of £3.1m related to the revenue cost of financing capital expenditure, essentially, principal and interest repayments

Budget monitoring and financial planning reports are received by the PCC at public meetings of the Police Accountability Forum.

- Based on the latest monitoring reports, the budget for the Office of the PCC is forecast to be on target this year. It may be necessary to draw on the PCC's reserve at the year end to finance some one-off costs, one of which is the Norfolk contribution to the setup of the national Police ICT Company (£25,000).
- The total constabulary revenue spending, based on latest monitoring information, is forecast to be within 0.5% of the budget. Note: As set out above, the original budget provides for a balancing contribution of £2.1m from reserves. Any over/underspend in the current year will either increase or reduce that contribution.



Budget 2016/17 - Revenue

In his spending review announcement in November 2015, the Chancellor announced that funding for policing would reduce by 1.3% in real terms over four years. However, in a letter to PCCs and chief constables, the Policing Minister said “taking into account the scope that you [PCCs] have to raise the council tax, this means a flat real settlement for policing as a whole.” It is clear that locally there will be reductions in grant over the spending review period as the Home Secretary will ‘top slice’ local force budgets to deal with national pressures.

The provisional police grant settlement for 2016/17 was received by the PCC on 17 December 2015. Despite our initial worry that the total amount distributed to PCCs would be excessively top-sliced, in the end it was not. As a result, the constabulary will be able to review its change programme – the cornerstone of the force’s approach to realizing the required savings.

The Home Secretary has made it very clear that work on police reform will be ongoing and that she expects forces to continue to find efficiencies and to collaborate further. In that regard, some new legislation is promised. She has also made it clear that PCCs and chief constables now have sufficient resources to deal with all budget issues, including significant increases in some crime types.

A review of the national police funding formula is being carried out. Initially planned to be implemented in time for the 2016/17 budget, Policing Minister Mike Penning announced in November 2015 that changes to the funding formula had been delayed. Given the problems with the prior process, the government is being cautious, however a new formula is likely in 2017/18. Broadly, Norfolk has been neither a winner nor a loser from the existing formula, however the formula has not really been used over the last five years as all PCCs have had their grants ‘damped’ to the same percentage reduction.

The Government’s presentation of ‘protected’ funding available to PCCs is predicated on the assumption that PCCs will increase the police portion of the council tax by 2% each year. That decision falls to the PCC, following consultation with the public and business rates payers.

The PCC’s proposals for the precept and medium-term financial plan were initially presented to the Norfolk Police and Crime Panel on 2 February 2015. The PCC’s proposal to freeze the council tax was vetoed by the Panel and, as a result, the PCC took revised proposals back to the Panel on 16 February 2016. The Panel unanimously supported the PCC’s intention to increase the council tax by 1.98% to £212.94 at Band D.



As a result two possible (high level) financial planning scenarios are in play,

1. Assumes council tax is increased by 2% in 2017/18, 2018/19 and 2019/20. In this case, the cumulative budget deficit to be met from savings is just under £2m.

	Line	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
FORWARD PROJECTION OF REVENUE BUDGET:					
Total Revenue Expenditure before savings	1	161,374	162,995	164,633	166,422
Revenue Funding of Capital Expenditure	2	2,769	2,769	2,769	2,769
Total Revenue Income inc. Specific Grants	3	(15,802)	(15,818)	(15,833)	(15,849)
Home Office Grant	4	(78,993)	(77,808)	(77,030)	(76,260)
Council Tax Freeze Grant (for no precept increase in 2011/12)	5	(1,428)	(1,428)	(1,428)	(1,428)
Council Tax Support Grant	6	(7,877)	(7,877)	(7,877)	(7,877)
Precept Income	7	(60,630)	(61,291)	(63,448)	(65,682)
DEFICIT / (SURPLUS) BEFORE KNOWN CHANGES	8	(588)	1,542	1,786	2,095
Known / Expected Changes	9	14,852	6,673	5,644	6,680
Planned use of reserves	10	(9,121)	(918)	0	(896)
REVENUE DEFICIT BEFORE SAVINGS	11	5,143	7,297	7,430	7,879
Norfolk Policing Model (incl. PCSOs)	12	(1,752)	(1,913)	(1,932)	(1,951)
Other Change Programme Savings	13	(2,157)	(2,393)	(2,415)	(2,439)
Other Savings	14	(1,234)	(1,656)	(1,733)	(1,733)
Total Cumulative Permanent Savings	15	(5,143)	(5,962)	(6,081)	(6,123)
REVENUE DEFICIT/(SURPLUS) AFTER SAVINGS	16	0	1,335	1,349	1,756
Financed by					
Savings to be identified	17		(1,335)	(1,349)	(1,756)



2. Assumes council tax is frozen in 2017/18, 2018/19 and 2019/20. In this (worst) case, the cumulative budget deficit to be met from savings is between £5m and £6m.

	Line	2016/17	2017/18	2018/19	2019/20
		£000	£000	£000	£000
FORWARD PROJECTION OF REVENUE BUDGET:					
Total Revenue Expenditure before savings	18	161,374	162,995	164,633	166,422
Revenue Funding of Capital Expenditure	19	2,769	2,769	2,769	2,769
Total Revenue Income inc Specific Grants	20	(15,802)	(15,818)	(15,833)	(15,849)
Home Office Grant	21	(78,993)	(77,808)	(77,030)	(76,260)
Council Tax Freeze Grant (for no precept increase in 2011/12)	22	(1,428)	(1,428)	(1,428)	(1,428)
Council Tax Support Grant	23	(7,877)	(7,877)	(7,877)	(7,877)
Precept Income	24	(60,630)	(60,097)	(60,999)	(61,914)
DEFICIT / (SURPLUS) BEFORE KNOWN CHANGES	25	(588)	2,735	4,235	5,863
Known / Expected Changes	26	14,852	6,673	5,644	6,680
Planned use of reserves	27	(9,121)	(918)	0	(896)
REVENUE DEFICIT BEFORE SAVINGS	28	5,143	8,490	9,879	11,647
Norfolk Policing Model (incl. PCSOs)	29	(1,752)	(1,913)	(1,932)	(1,951)
Other Change Programme Savings	30	(2,157)	(2,393)	(2,415)	(2,439)
Other Savings	31	(1,234)	(1,656)	(1,733)	(1,733)
Total Cumulative Permanent Savings	32	(5,143)	(5,962)	(6,081)	(6,123)
REVENUE DEFICIT/(SURPLUS) AFTER SAVINGS	33	0	2,528	3,799	5,524
Financed by					
Savings to be identified	34		(2,528)	(3,799)	(5,524)

At a high level, the 2016/17 budget will be allocated as follows:-

	2016/17
	£m
Chief Constable – operational policing	145.2
Office of the PCC	1.0
PCC's Commissioning*	1.0
Capital Financing	10.8
Use of Reserves	-9.1
Net Budget	148.9

* plus a further £1m from the Ministry of Justice for Victims' Services



In Norfolk, even though traditional types of crime have been falling, there have been significant increases in serious sexual offences, domestic abuse, child sexual exploitation, adult abuse, and internet-related (cyber) crime. The Chief Constable anticipates the demands in these areas continuing to rise significantly over the medium-term and beyond. The 2016/17 budget provides for £1.1m of permanent additional resources in the areas of the business currently under pressure.

It should be noted that the forecasts 2017/18 onwards do not include any estimates of additional resources required to meet these changing demands.

The PCC had planned to use approximately £21m (the whole Budget Support Reserve) over the period to 2019/20 to support (part finance) the budget, prior to savings coming on stream. Given the improved financial settlement, £15m of this reserve will now be used to finance capital expenditure previously funded from internal borrowing. In turn, this generates revenue budget savings rising to £1.5m per annum by 2018/19, as repayments of 'principal' are not required. At this point in time, borrowing will only be necessary for 50 year (life) schemes. Around £6m of the reserve will remain for use over the medium term. This is a prudent course of action and particularly important if the budget gaps increase.

The Chief Constable has acknowledged that in the £25m of savings made since 2010, there have been some reductions in neighbourhood policing. Both the PCC and the Chief Constable are keen to try and reverse this. They have both, over many years, expressed a wish to protect frontline policing. Realistically, this will be much more difficult in the worst case scenario shown above.

Budget 2016/17 - Capital

Due to the continuing pace of modernisation, and ensuring that the force is fit-for-purpose, appropriately equipped and has an appropriate estate footprint, there is a continuing requirement for capital investment over the medium-term, including new ICT programmes such as Body Worn Video.



The table below summarises the Capital Programme 2016/20.

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Estates schemes	10,966	6,170	410	10
ICT (Norfolk only)	385	1,496	472	472
ICT (Norfolk share of joint)	3,287	547	799	824
Vehicles and Equipment	1,305	1,015	955	1,041
Total	15,943	9,228	2,636	2,347

Note: The 2016/17 total includes £4.056m estimated as being carried forward from 2015/16.

The following financing sources have been identified for the outline capital programme.

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Grant	600	600	600	600
Capital Receipts	760	850	1,100	-
Revenue	850	850	850	850
Use of Reserves (see para 13.7)	8,493	828	-	896
Internal Borrowing	5,239	6,100	85	-
Total	15,942	9,228	2,635	2,346

Further detail, including the other assumptions underpinning the Medium Term Financial Plan can be found in the PCC's detailed budget report presented to the Police and Crime Panel.

Additional information:

- Police Reform and Social Responsibility Act 2011- <http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>
- Agenda and reports for Police Accountability Forum - <http://www.norfolk-pcc.gov.uk/transparency/public-meetings/police-accountability-forum/>
- Detailed budget report to Norfolk Police and Crime Panel - [http://www.norfolk-pcc.gov.uk/documents/meetings/police-and-crime-panel/precept \(council tax\) report 2016/17/RevisedPreceptReportPCPanel16Febuary.pdf](http://www.norfolk-pcc.gov.uk/documents/meetings/police-and-crime-panel/precept_(council_tax)_report_2016/17/RevisedPreceptReportPCPanel16Febuary.pdf)
- Home Office police finance information - <https://www.gov.uk/government/collections/police-finance>



Performance

Police and crime plan

Elected PCCs are required to publish, and keep under review, a police and crime plan setting out their objectives for policing and crime reduction during their term. In setting that plan, PCCs must have regard to the objectives and priorities of each responsible authority in the local policing area.

Within the current PCC's police and crime plan, three broad objectives have been set to steer the work of agencies across Norfolk in reducing crime and supporting victims.

The plan also sets out the PCC's priorities, which include domestic and sexual abuse, mental health and offender rehabilitation, and it sets specific objectives for the policing of the county against which the chief constable is held to account.

The performance of the constabulary is monitored via regular reports received at public meetings of the Police Accountability Forum.

Work is currently underway to develop a suite of performance indicators to enable more in-depth monitoring of police performance across the following areas: reducing priority crime (those crimes which have the greatest impact in Norfolk), reducing anti-social behaviour, road safety and casualty reduction, improving the criminal justice system, domestic abuse, serious sexual and violent offences, quality of service, and reoffending.

The PCC is required to publish an annual report detailing progress against the police and crime plan. This report is subject to review by the members of the police and crime panel.

Audit and inspection

HMIC introduced the annual PEEL assessment framework in 2014, and through this process, each police force in England and Wales is assessed across three pillars:

- **Efficiency** - how efficient is the force at keeping people safe and reducing crime?
- **Effectiveness** - how effective is the force at keeping people safe and reducing crime?
- **Legitimacy** - how legitimate is the force at keeping people safe and reducing crime?

Each force is judged against the framework of Efficiency, Effectiveness and Legitimacy as either outstanding, good, requires improvement or inadequate, with a narrative assessment on leadership. Together the grading of the pillars produces a yearly, rounded assessment of each force.



Since the beginning of PEEL in 2014, the constabulary has continued its notable record of achievement with a consistent grading of good, with outstanding in overall efficiency, reducing crime and preventing offending, preventing crime and anti-social behaviour and keeping people safe.

In 2015, it was one of only 12 forces to be graded good in the Police Effectiveness (Vulnerability) inspection. The inspection report stated: *“The constabulary has committed significant effort and resource to offer a high-quality service to the public in this area. The chief officer team has made keeping people safe a clear priority for the constabulary, and police officers and staff understand and share this commitment.”*

These achievements have led to Norfolk being a regular host to other forces seeking best practice.

What the HMIC said in the 2015 PEEL assessment

Effectiveness – Good

One of only three forces to receive a grading of outstanding in the way we prevent crime and anti-social behaviour (ASB), with impressive reductions in ASB across the county. Vulnerable victims are well-supported and the constabulary works well with partner organisations.

Efficiency – Outstanding

We are exceptionally well-placed to face future financial challenges. The constabulary had an excellent track-record of achieving savings and already had well-developed plans for the possibility of future reductions in spending through to 2019/20.

Legitimacy – Good

The constabulary promotes well-being in a positive way and treats members of the public with fairness and respect while engaging and communicating well with the people we serve.

Additional information:

- Current Police and Crime Plan for Norfolk – <http://www.norfolk-pcc.gov.uk/priorities-performance/police-crime-plan/>
- Agenda and reports for Police Accountability Forum - <http://www.norfolk-pcc.gov.uk/transparency/public-meetings/police-accountability-forum/>
- PCC Annual Report 2014/15 – <http://www.norfolk-pcc.gov.uk/documents/key-documents/annual-policing-report/2014/15/AnnualReportWeb.pdf>
- Details of all inspections by HMIC can be found on the HMIC website - <https://www.justiceinspectorates.gov.uk/hmic/norfolk/>



Partnership working

PCCs are tasked, under the Police Reform and Social Responsibility Act 2011, to work alongside local community safety and criminal justice partners and organisations to ensure that the local area remains a safe place to live and visit.

The OPCCN is an active member of a number of local partnerships, which bring together experts from a wide range of statutory agencies and community organisations, with the aim of keeping communities safe and protecting people from crime.

Additional information:

- Police Reform and Social Responsibility Act 2011-
<http://www.legislation.gov.uk/ukpga/2011/13/contents>
- Annex E provides a table highlighting the key Norfolk strategic boards and partnerships in which the OPCCN participates.



Grants and commissioning

PCCs are responsible for commissioning services that help to secure a reduction in local crime and disorder and which support victims and vulnerable people.

This responsibility is met through the issuing of grants to individuals or organisations which the PCC believes to be capable of contributing to the achievement of these overall objectives.

Services are funded by the OPCCN's commissioning budget across four key areas, as set out in the PCC's police and crime plan: domestic abuse and sexual violence, mental health, drugs and alcohol, victims and witnesses, and rehabilitation of offenders.

In 2015/2016, the OPCCN had a total commissioning budget of almost £2m, comprised of:

- OPCCN commissioning budget of £1m
- Ministry of Justice funding stream of just under £1m, specifically for the commissioning of support services for victims of crime.

Additional information:

- Details of PCC-commissioned projects at Annex F



Collaboration

There is a clear expectation from the Home Office, the treasury and HMIC, among others, for police forces and PCCs to work collaboratively. This continues to be reflected in statutory guidance and inspection frameworks.

The Police Reform and Social Responsibility Act 2011 places new duties on chief officers and policing bodies to keep collaboration activities under review and to collaborate where it is in the interests of the efficiency and effectiveness of their own and other police force areas.

Norfolk Constabulary's preferred partner for collaboration is Suffolk Constabulary. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk, and provides a strategic framework within which collaborative opportunities are progressed. This strategy was developed recognising the position each of the forces and PCCs hold in respect of preferred police partner collaboration.

The two police forces have been collaborating for five years, with the programme of collaborative work delivering a number of joint units and departments in areas such as major investigation, protective services, custody, transport, human resources and ICT. The partnership has also yielded savings for both forces and received praise from Her Majesty's Inspectorate of Constabulary (HMIC), most recently in its October 2015 PEEL (police efficiency, effectiveness and legitimacy) inspection report in which Norfolk Constabulary was graded 'outstanding'.

Areas of collaboration outside of Norfolk/Suffolk include ERSOU, a specialist unit with a remit for tackling serious and organised crime in the Eastern Region. ERSOU is made up of resources from the following police forces: Norfolk, Suffolk, Essex, Cambridgeshire, Bedfordshire and Hertfordshire. There is also a 7 Forces Strategic Collaboration Programme.

Looking beyond police force collaboration, the Home Secretary launched a consultation in September 2015 on a proposed new duty for the three emergency services to collaborate with one another. The consultation acknowledges that while collaboration between emergency services does occur in many areas of the country, it is not as widespread or as wide-ranging as it could be in delivering efficiencies and better services.

The proposed new duty is aimed at spreading existing best practice across all areas of the emergency services, making collaboration common practice. The Home Secretary says it would drive greater collaboration and ensure that all opportunities for collaboration to improve efficiency and effectiveness between the emergency services are fully explored whilst allowing decisions to be taken at a local level.

7 Force Strategic Collaboration Programme



Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces are seeking to enhance frontline policing services by driving out further efficiency and effectiveness in the most ambitious police

collaboration programme in the country – The 7 Force Strategic Collaboration Programme.

Savings of £217M have already been made between 2011/12 and 2014/15 from local police budgets. Compared with 2010, there are now 1,829 fewer police officers across the seven counties, 1,911 fewer police staff and 426 fewer PCSOs. This is a reduction in total policing headcount of 4,166. The delivery of all our ‘back and middle office’ functions have been totally transformed since 2010, driving out efficiencies in support of sustaining front line public service delivery.

Due to a combination of budgetary pressures, further recurring savings of at least £116M per year are required by 2020 across the seven forces and the Home Secretary has reiterated that more police reform is needed. In some quarters, further savings are needed to sustain frontline policing services and there is an additional desire of all forces to invest in growing areas of demand such as child sexual exploitation, counter terrorism, fraud and tackling internet-enabled crime.

Given the universal desire to invest in further service improvements and to be as efficient and effective as possible with finite budgets, the seven chief constables and seven PCCs have initiated the Seven Force Strategic Collaboration Programme.

The overarching aim of the programme is to deliver enhanced:

- Public Service
- Efficiency
- Effectiveness
- Value for Money
- Savings

The programme will develop business cases, across a range of functional areas (excluding local policing). On a case by case basis, the 7 Force Strategic Collaboration Programme will review policing capabilities to determine what can be delivered most efficiently and effectively through broader cross-Force collaboration. The business cases will be presented to the chief constables and PCCs for final decisions throughout the course of the programme.



A budget of £1.35m was agreed in January 2016 for the annual cost of the programme – this is primarily salary costs of the programme team - and a Police Innovation Fund bid has been submitted to the Home Office to request 49% funding of that budget. The programme has currently been approved to run until 31 March 2017 when a determination can be made as to whether it offers good value for money and should be continued.

Any requests for further information from PCC candidates about the 7 Force Strategic Collaboration Programme should be directed (through appropriate local Force liaison points) to the Programme Director, Deputy Chief Constable Julia Wortley.

Additional information:

- Police Reform and Social Responsibility Act 2011- <http://www.legislation.gov.uk/ukpga/2011/13/contents>
- Norfolk/Suffolk Collaboration Strategy - <http://www.norfolk-pcc.gov.uk/documents/collaboration/norfolk-suffolk-collaboration-strategy/CollaborationStrategy.pdf>
- Home Office consultation - <https://www.gov.uk/government/consultations/enabling-closer-working-between-the-emergency-services>



Norfolk 2020: Change Programme

Shaping the future of Norfolk Constabulary

Norfolk 2020 is an in-depth review of frontline policing and the changes required to deliver services effectively in the future, against a backdrop of reduced funding and changing demand.

The review was commissioned by the Chief Constable in September 2015, with the aim of developing a long-term vision for policing in our county. It is the most comprehensive assessment of frontline services undertaken by the force in recent years.

Meeting our challenge

Demand for policing in Norfolk has changed over the past five years. In 2014/15, recorded crime in the county (excluding fraud) increased by 16.1%. This is coupled with a rise in the cost of dealing with crime due to the increased complexity.

There has been a shift from traditional crime like burglary, vehicle offences and criminal damage, towards less visible but significantly more complex and damaging criminal activity. Domestic violence, serious sexual offences, exploitation of vulnerable children and adults, and online crime are all increasing. With this comes an increase in the cost of dealing with complex criminal investigations and providing support to the victims, for whom the effect of these crimes can be life-changing.

In addition, we are increasingly being called upon to deal with a range of social issues that do not reflect the core policing role. A primary example of this is mental health, which is linked to around 20% of the calls for service we receive.

Dealing with this change in demand presents a significant challenge for the Constabulary, as we strive to maintain the highest level of service to the communities we protect, with a reduced workforce and the financial legacy of successive budget cuts.

Maintaining high standards

As the latest report on effectiveness from Her Majesty's Inspectorate of Constabulary (HMIC) recognises, Norfolk Constabulary is a high-performing force; one of only three forces in the UK to achieve an 'outstanding' rating for our work in preventing crime and anti-social behaviour.



Inspectors acknowledged the force had allocated significant resources to preventative work, was good at dealing with repeat offenders and maintained high rates of satisfaction from the public, above the national average. The report also highlighted 'impressive' partnership working with local authorities including councils and schools to help address community concerns and educate young people on how to stay safe.

We are justifiably proud of the achievements of our dedicated officers and staff, whose work in preventing crime, reducing anti-social behaviour, supporting vulnerable victims and managing offenders, has earned us this recognition.

Norfolk 2020 is about making sure we can maintain this high standard of service in the future, by building on what we do well and making improvements and investments where they need to be made.

Areas under review

A specialist in-house team, overseen by the Deputy Chief Constable, has been tasked to undertake the review which will look at Neighbourhood Policing, Safeguarding and Investigations, Community Safety and Norfolk Roads Policing.

The review covers every aspect of policing within these areas, to identify the most effective ways to deliver services in the future and protect our people and communities from harm. This is supported by an extensive programme of internal and external consultation, to gather the views of officers, staff, partners and the public, on the future of policing in our county.

The detailed findings are being shared with the chief officers in a series of presentations focusing on structure, processes and procedures within each frontline area. Specific actions will follow these sessions, which in turn will develop into a long-term plan for the constabulary and a series of business cases for implementation.

Alongside the review and consultation elements, the team will apply learning from the Evidence Based Policing (EBP) Partnership, which uses proven academic research to identify more effective ways of improving crime control, community relations and internal management. The EBP Partnership is delivered by the Better Policing Collaborative (BPC) – a group of academic organisations, led by the University of Nottingham, who are working with police forces nationwide.



Where no appropriate EBP strategy exists, the team will make a recommendation to pilot our own intervention, working with the relevant business area.

Areas already identified as opportunities to enhance service include:

- Strengthening and broadening collaboration with partner agencies and the voluntary sector
- Sharing services, buildings and resources with Suffolk Constabulary, regional police forces and with local partners, including Norfolk Fire and Rescue
- Capitalising on advances in technology, including digital and social media, to provide access to information or deliver services in a new way
- Ensuring we prioritise police response in the most effective way to identify threat, manage risk and safeguard people and communities from harm
- Working together

The Norfolk 2020 team's recommendations will form the basis of a new policing model, designed in consultation with staff, partners and the public.

Change on this scale has to be driven from within our organisation and the views of officers and staff will play a vital part in shaping the future of Norfolk Constabulary.

The 2020 team have recently completed the internal consultation, carried out through focus groups, interviews and an online survey. Over a third of Norfolk Constabulary officers and staff contributed their thoughts on the changes required to effectively deliver services in the future.

The results were published in March 2016 and give valuable insight from the frontline, showing that Norfolk is not exempt from the issues facing police forces nationwide. Work is currently underway to actively address the issues raised, including the need to simplify processes, update technology, boost morale and increase collaboration with partner organisations.

This will be followed by a programme of public engagement to raise awareness among Norfolk residents about the work of their local police force, the challenges we face and how they can contribute to the future of policing in our county.

Existing programmes of change and collaboration with our partners continue and will be factored into the 2020 review.

The results of the review and consultations will help inform the decisions we make, as we redesign our services to provide the most effective policing model for Norfolk in 2020 and beyond.



National bodies

Home Office

The Home Office is the lead Government department for immigration and passports, drugs policy, crime, counter-terrorism and police. PCCs liaise regularly with the Home Office on policy matters. PCCs are also required to interface with other parts of Government especially the Ministry of Justice, Department of Communities and Local Government and the Department of Health.

<https://www.gov.uk/government/organisations/home-office>

Her Majesty's Inspectorate of Constabulary (HMIC)

HMIC is the independent national inspectorate for police forces in England, Wales and Northern Ireland. It independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism. It publishes comparative information about each police force on its website.

<https://www.justiceinspectorates.gov.uk/hmic/>

Independent Police Complaints Commission (IPCC)

The IPCC oversees the police complaints system in England and Wales and sets the standards by which the police should handle complaints. It is independent, making its decisions independently of the police and government. It is not part of the police. Police forces deal with the majority of complaints against police officers and police staff. The IPCC considers appeals from people who are dissatisfied with the way a police force has dealt with their complaint. In addition, police forces must refer the most serious cases to the IPCC. The IPCC may decide to investigate such cases independently, manage or supervise the police force's investigation, or return it for local investigation. The IPCC also has a role in relation to more serious complaints against PCCs - less serious complaints about PCCs are dealt with by the police and crime panel.

<https://www.ipcc.gov.uk/>



National Crime Agency (NCA)

The National Crime Agency leads UK law enforcement's fight to cut serious and organised crime. It has national and international reach and the mandate and powers to work in partnership with other law enforcement organisations including police forces to bring the full weight of the law to bear on serious and organised criminals. The NCA has subsumed the Serious Organised Crime Agency and Child Exploitation and Online Protection agency – as well as elements of Border Security.

<http://www.nationalcrimeagency.gov.uk/>

National Police Chiefs Council (NPCC)

The NPCC brings together the 43 independently accountable Chief Constables and their Chief Officer teams to co-ordinate national policing. It is the successor body to the Association of Chief Police Officers (ACPO). It helps the police cut crime and keep the public safe by joining up the operational response to the most serious and strategic threats. Focusing on operational delivery and developing national approaches on issues such as finance, technology and human resources, it works closely with the College of Policing, which is responsible for developing professional standards.

<http://www.npcc.police.uk/>

Association of Police and Crime Commissioners (APCC)

The APCC is the national body that supports PCCs and other local policing bodies across England and Wales, to provide national leadership and influence change in the policing and criminal justice landscape. PCCs pay an annual subscription for membership.

<http://www.apccs.police.uk/>

College of Policing

The College of Policing is the professional body for those who work in policing in England and Wales. It has a remit to set professional standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 forces, and sets standards for the service on training, skills and qualifications.

<http://www.college.police.uk/Pages/Home.aspx>



ANNEX A: Police Reform and Social Responsibility Act 2011 - PCCs

The Police Reform and Social Responsibility Act 2011 sets out the legal framework for the role of PCC.

The key elements are as follows:

Function	Reference
Secure the maintenance of an efficient and effective police force for that area	s1(6)
Strategic Planning	
Prepare a draft and issue a police and crime plan	s5 (Regs)
Review the police and crime plan, particularly in light of: <ul style="list-style-type: none">any report or recommendations made by the police and crime panelany changes in the strategic policing requirement	s5(9)
Holding to Account	
Hold the Chief Constable to account for: <ul style="list-style-type: none">the functions of the chief constable, and of persons under the direction and control of the chief constablethe exercise of the duty to have regard to the police and crime planthe exercise of the duty to have regard to the strategic policing requirementthe exercise of the duty to have regard to the codes of practice issued by the Secretary of Statethe effectiveness and efficiency of the chief	s1(7) s1(8)(a) s1(8)(b) s1(8)(c)



<p>constable's arrangements for cooperating with other persons</p> <ul style="list-style-type: none"> the effectiveness and efficiency of the chief constable's arrangements for engagement with local people the extent to which the chief constable achieves value for money the exercise of duties relating to equality and diversity the exercise of duties in relation to the safeguarding of children and the promotion of child welfare 	<p>s1(8)(d)</p> <p>s1(8)(e)</p> <p>s1(8)(f)</p> <p>s1(8)(g)</p> <p>s1(8)(h)</p>
Partnership Working	
Make a crime and disorder reduction grant to any person	s9
Have regard to the relevant priorities of each responsible authority	s10(1)
Act in cooperation with responsible authorities	S10(2) (CDA Regs)
Make arrangements with criminal justice agencies for the exercise of functions so as to provide an efficient and effective criminal justice system for the area	s10(3)
Enter into collaboration agreements	s22A PA'96 as inserted by s89;sch12
Keep collaboration agreements under review	s22A PA'96 as inserted by s89;sch12
Provide advice and assistance to a body outside the UK	s26 PA'96 as amended by para 25; sch16



People	
Appoint, manage complaints regarding, suspend and remove the chief constable	s38 and sch8 (Regs)
Appoint a chief executive and chief finance officer (and may appoint other staff, including a deputy PCC)	Sch1 para 6 to 8
Information and Engagement	
Publish specified information in the time or manner specified	s11 (Regs)
Produce an annual report	s12
Provide the police and crime panel with any information which the panel may reasonably require	s13
Make arrangements for obtaining: <ul style="list-style-type: none">the views of people about matters concerning the policing of the areatheir cooperation with the police in preventing crime and anti-social behavior in that areathe views of victims of crime in that area about matters concerning the policing of that areathe views of people in that police area and the relevant ratepayers' representatives on the proposals for expenditure before the first precept for a financial year is issued by the police and crime commissioner	s96(1) and (2) PA'96 as amended by s14 s96(1B) PA'96 as amended by s14
Finance	
Enter into agreements for supply of goods and services	s1 Local Authorities (Goods and Services) Act 1970; s15



Keep the police fund	s21 (<i>Pension Regs</i>)
Receive grants for police purposes	s46 PA'96 as amended by s24
Receive grants for capital expenditure	s47 PA'96 as amended by s25
Receive national security grants	s48 PA'96 as amended by s25
Receive grants from local authorities	S92 PA'96 as amended by s25
Accept gifts or loans	s93 PA'96 as amended by s25
Borrow monies	s94 PA'96 as amended by s25
Issue a precept	S39 Local Government Finance Act 1992 as amended by s26 and sch5 (<i>Regs</i>)
Receive emergency financial assistance	s155 Local Government and Housing Act 1989 as amended by s27
Do anything calculated to facilitate the exercise of their functions, including: <ul style="list-style-type: none">• entering into contracts and other agreements• acquiring and disposing of property (including land)• borrowing money	sch1 para 14



ANNEX B: Chief Executive and Chief Finance Officer

The role of the chief executive:

Every PCC must have a chief executive in post who will support and advise him/her in delivering all statutory duties and responsibilities. The post of chief executive is politically restricted and the post holder must be appointed on merit.

The chief executive's main role is to support and advise the PCC in delivering his/her manifesto, as expressed through the police and crime plan, and in undertaking statutory duties and responsibilities, including:

- strategy and resource planning
- partnership working
- commissioning and service delivery
- engagement and information management (including obtaining the views of the public, media relations, research, strategic needs assessments)
- scrutiny, evaluation and performance.

The chief executive works with the PCC to enable delivery of the PCC's vision, strategy and identified priorities, and facilitates appropriate scrutiny of the constabulary's activities. He/she also ensures the effective strategic and operational leadership and day-to-day running of the OPCCN.

In addition, the chief executive holds the role of the monitoring officer, with a remit to draw to the PCC's attention any actual or possible contravention of law, maladministration or injustice.

The Chief Executive as Monitoring Officer:

Parliament has designated the PCC's chief executive to fulfil the functions of monitoring officer. The function of the monitoring officer is to report to the PCC if it appears to him/her that any proposal, decision or omission by the PCC or by any person holding any office or employment under the PCC, constitutes, has given rise to or is likely to or would give rise to:

- a contravention of any enactment or rule of law or of any code of practice
- any such maladministration or injustice with respect to that proposal, decision or omission.

The monitoring officer must send a copy of that report to the police and crime panel.

The two roles of chief executive and monitoring officer have different responsibilities. Whilst the chief executive will always look to find ways to achieve the desired (or acceptable alternative) outcomes, the monitoring officer will always ensure that the final solution adopted is lawful and proportionate.

The monitoring officer can delegate his/her duties to a deputy monitoring officer.

Statute imposes a duty on the PCC to provide a monitoring officer with such staff, accommodation and other resources as are, in the opinion of the office holder, sufficient to allow those duties to be performed.

The role of chief finance officer:

The PCC must also have in post a chief finance officer, who has similar and complementary statutory duties and responsibilities to those of the monitoring officer in connection with any unlawful, or potentially unlawful, expenditure of the PCC or those acting on the PCC's behalf.

The chief financial officer:

- is a key member of the PCC senior management team, helping it to develop and implement strategy and to resource and deliver strategic objectives sustainably and in the public interest
- must be actively involved in, and able to bring influence to bear on, all material business decisions (subject to the operational responsibilities of the chief constable) to ensure immediate and longer-term implications, opportunities and risks are fully considered, and aligned with the financial strategy
- must lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively
- must, in close working liaison with the PCC, chief executive and the chief constable, ensure that the finance function is resourced to be fit for purpose
- must be a professionally qualified accountant and be suitably experienced and ensure professional knowledge is kept current through continuing professional development.



As the statutory roles of monitoring officer and chief finance officer cannot be combined, then it follows that the roles of the PCC's chief executive and chief finance officer cannot be combined.

Additional information:

- Policing Protocol Order 2011 –
<http://www.legislation.gov.uk/uksi/2011/2744/made>
- Local Government and Housing Act 1989 (Section 5) –
<http://www.legislation.gov.uk/ukpga/1989/42/section/5>
- Association of Policing and Crime Chief Executives (APACE) -
<http://www.apace.org.uk/>
- Chartered Institute of Public Finance and Accountancy (CIPFA) –
<http://www.cipfa.org>

ANNEX C: OPCCN key functions

Commissioning and partnerships:

- Leading for the PCC on the key policy areas of victims, domestic abuse and sexual violence, mental health and substance misuse, and rehabilitation of offenders
- Commissioning services for victims of crime (including specialist services for victims of domestic and sexual abuse), those at risk of offending, with substance misuse problems, and for offenders to prevent re-offending. Needs assessment, procurement, contract management and stakeholder engagement are all part of that process
- Awarding grants to voluntary and community sector organisations to deliver local projects to contribute to delivering the PCCs police and crime plan, and monitoring performance
- Providing advice to the PCC and staff team, and leading on other key portfolios including criminal justice
- Leading and managing specialist policy boards and groups, including the Norfolk Mental Health Strategic Board and the Norfolk Rehabilitation of Offenders Board
- Representing the PCC and staff team at key partnership meetings, and working in partnership to deliver the police and crime plan
- Compiling the OPCCN needs assessment in liaison with local partners
- Conducting primary and secondary research to support policy development and commissioning activity
- Funding management, including funding searches, applications and co-ordination for the OPCCN and in support of voluntary and community sector organisations.

Communications and Engagement:

- Ensuring the PCC meets his/her statutory requirements in consulting with Norfolk people and key partners to set policing priorities, the annual precept and budget
- Engaging effectively with members of the public, including the vulnerable and victims of crime, community groups, police and crime strategic partners and other relevant stakeholders to enable the PCC to deliver policing priorities for Norfolk
- Delivering the OPCCN Communications and Engagement Strategy
- Managing the corporate OPCCN 'brand' and managing reputation
- Acting as the first point of contact for media enquiries and responding appropriately
- Liaising with the PCC regularly (and as and when necessary) to ensure he/she is across key developments and media



- Proactively generating awareness and understanding of the work of the PCC and OPCCN and explaining and promoting the role, aims and objectives of the PCC whenever and wherever possible
- Developing the positioning and public perception of the role of the PCC
- Measuring and evaluating media coverage for the PCC/OPCCN
- Providing strategic coordination for all themes and streams of OPCCN work, ensuring consistent and appropriately-targeted messaging
- Supporting projects the PCC has commissioned with communications and engagement advice.
- Maintaining and developing the OPCCN's website and digital media channels
- Using Twitter and other digital and social media to promote the work of the PCC and explore emerging digital media
- Building strong communication networks and working relationships across the media
- Working with Norfolk Constabulary and other partners and agencies to promote the success of joint projects
- Undertaking crisis and reputation management when required
- Coordinating events and wider public engagement opportunities to support the PCC and help him/her connect with Norfolk people and key partners
- Supporting the PCC at events through the preparation of background briefings and speeches
- Managing the design and publication of the PCC's annual report and police and crime plan and ensuring such communications are accessible (creating Easy Read versions where appropriate)
- Ensuring the OPCCN is compliant in terms of Equality and Diversity legislation
- Challenging, countering and correcting misinformation or factual inaccuracies
- Repeating our key messages whenever and wherever possible
- Informing and influencing key players in the policing and criminal justice arenas
- Representing OPCCN on stakeholder groups such as the Norfolk Public Sector Communications Group and the Road Casualty Reduction Partnership Communications Group etc
- Communicating directly with people, developing and growing our contacts database including for specialist media and 'hyper-local' publications and websites
- Maximising opportunities for communities to be involved in the planning and delivering of policing services and listen to feedback

Finance:

- Section 151 officer responsibilities - responsibility for value for money to taxpayers, robust financial conduct, management of financial risk, appropriate systems and controls to manage public funds, producing audited annual accounts



- Supporting the PCC in setting the annual council tax precept and managing this process
- Supporting the PCC in securing funding from central government, including main police grant, innovation fund grants, victims' services funding from the Ministry of Justice and other grants
- Providing financial and strategic advice and support to the PCC and chief executive as required
- Developing a Medium-Term Financial Plan and financial scenario modelling (MTFP)
- Agreeing and monitoring cost savings plans
- Agreeing and managing the commissioning budget with the PCC and OPCCN
- Agreeing with PCC and chief constable the constabulary budget, and monitoring Constabulary spending within budget
- Financial oversight of collaboration, advising the PCC on collaboration finance matters including funding the programme and tracking savings and managing risks
- Delivering treasury management for the PCC and constabulary
- Managing PCC reserves
- Oversight of and support for Internal Audit, External Audit and the Audit Committee
- Scrutinising major projects agreed with PCC, including ICT and Estates.

Performance and Scrutiny:

- Monitoring and scrutiny of Norfolk Constabulary's performance against delivery of the Police and Crime Plan
- Monitoring and scrutiny of Norfolk Constabulary's capacity and capability to respond to the Strategic Policing Requirement
- Monitoring and scrutiny of Norfolk Constabulary and the Chief Constable in delivering an effective and efficient police service
- Monitoring and scrutiny of Norfolk Constabulary's progress against key stakeholder recommendations including Her Majesty's Inspectorate of Constabulary (HMIC) and the Independent Police Complaints Commission (IPCC)
- Monitoring and scrutiny of Norfolk Constabulary and OPCCN compliance with internal and external audits
- Monitoring and scrutiny of OPCCN performance against delivery of the OPCCN Business Delivery Plan
- Monitoring effectiveness of the Independent Custody Visiting Scheme in Norfolk
- Developing performance measures for Norfolk Constabulary to assess delivery against police and crime plan objectives
- Producing an annual report on PCC progress against the police and crime plan
- Producing a police and crime plan in consultation with the chief constable and taking account of public views on crime priorities and views on police and crime from other key stakeholders.



Governance and Compliance:

- Management Information Strategy – Ensuring compliance with:
 - Specified Information Order
 - Data Protection Act
 - Freedom of Information
 - Information Security
 - Information Sharing Agreements
- Scheme of Governance and Consent:
 - Ensuring proactive drafting and publication of all decision notices
- Producing performance and governance papers to police and crime panel members.

Complaints and Conduct:

- Initial assessment and handling of complaints against the PCC for the Norfolk Police and Crime Panel and Independent Panel Member.
- Assessing, handling and resolution (if appropriate) of complaints against the chief constable
- Handling of complaints against OPCCN staff
- Reviewing and implementing the PCC and OPCCN complaints handling policies
- IPCC referrals (Direct Complaints / Direct Appeals)
- Code of Ethics:
 - Implementation/adoption by Norfolk Constabulary and PCC
 - Ethical Induction for PCC appointments post May 2016
 - Code of Conduct – PCC's / OPCCN staff
- Oversight of Norfolk Constabulary Public Complaints:
 - Monitoring oversight of trends in public complaints
 - Tracking IPCC management information in relation to Norfolk Constabulary complaints handling performance
 - Developing complaints handling proposals as a result of the new Police and Criminal Justice Bill and Police Integrity Reforms
- Public Police Complaints Dip Sampling:
 - 'here and now'
 - 'Future model' – post new crime and criminal justice bill
- Adminstrating Police Appeals Tribunals
- Monitoring trends in police misconduct and outcomes of public misconduct hearings.



Business and Executive Support:

- Leading on Human Resources processes for OPCCN
- Leading on Vetting processes for OPCCN
- Ensuring compliance with Scheme of Governance and Consent
- Administering all OPCCN financial processes
- Providing effective and efficient administration and executive support to PCC and OPCCN roles and functions (internal and external events) which includes governance meetings
- Budget monitoring and budget planning around core budget for OPCCN
- Ensuring OPCCN meet minimum requirements in relation to openness and transparency around Management Information and Data Protection
- Administering the Audit Committee.

Stakeholder Engagement:

- Members of Norfolk Police and Crime Panel and Democratic Services at Norfolk County Council
- Volunteer Workforce – Independent Advisory Group, Independent Custody Visitors and Disability Advisory Forum.
- Information Commissioners Office and Home Office.
- HMIC and IPCC.
- Norfolk Constabulary – Integrity/Ethics Committee and Professional Standards Department.
- Out of Court Disposal Scrutiny Panels – Joint Norfolk/Suffolk.
- Eastern Region PCCs/OPCCs.
- APCC / APACE.
- Independent Members of Misconduct Panels / Legally Qualified Chairs.
- TIAA / Ernst and Young (Internal and External Auditors).
- Norfolk County Council / CAPITA – Treasury Management Services.
- Public Contact (via Business Support Public Number, OPCCN mailbox, OPCCN website general contact).



ANNEX D: Police Reform and Social Responsibility Act 2011 – Police and Crime Panels

The Police Reform and Social Responsibility Act 2011 sets out the legal framework for police and crime panels.

The key elements are as follows:

Function	Reference
Review and report on every issue of the PCC's police and crime plan	s28(3)(a) (Regs)
Review and report on the PCC's annual report	s28(4)
Review senior appointments (deputy PCC, chief executive and chief finance officer)	S28(5), sch1 para9 to 11
Review (and if necessary veto) chief constable appointments	S28(5) and sch8
Review and report on PCC's proposals to remove a chief constable	Sch8 para15
Review (and if necessary veto) PCC's level of precept	S28(5) and sch5
Review or scrutinise decisions made and actions taken by the PCC	S28(6)
Publish any reports and recommendations made	S28(7) to (9)
Suspend the PCC on their being charged	S30 (Regs)
Appoint an acting PCC if necessary	S62
Initial handling and informal resolution of complaints against PCC/Deputy PCC	Sch7 para3 (Regs)



Supporting powers	
These functions must be exercised with a view to supporting the effective exercise of the functions of the PCC	S28(2)
A police and crime panel may not exercise any functions other than those conferred by the Act	Sch6 para4(6)
Require reasonable information	S13
Require the relevant PCC and their staff to attend to answer questions	S29(1)
Require a response in writing to a report or recommendation	S29(3)
Request the relevant chief constable to attend on the same occasions as the PCC to answer any question	S29(6)



ANNEX E: Table of partnerships in which OPCCN participates

Health and Wellbeing	<ul style="list-style-type: none"> ▪ Public Protection Forum ▪ Health and Wellbeing Board ▪ Early Help Improvement Board ▪ Preventing Death by Suicide Group ▪ Norfolk Integrated Offender Health and Social Care Group
Rehabilitation	<ul style="list-style-type: none"> ▪ Norfolk Rehabilitation of Offenders Board ▪ Integrated Offender Management (IOM) Governance Board
Domestic Abuse & Sexual Violence	<ul style="list-style-type: none"> ▪ Child Sexual Exploitation (CSE) Sub Group ▪ Domestic Violence (DV) Perpetrator Group ▪ Multi Agency Risk Assessment Conference (MARAC) Steering Group ▪ Serious Sex Offences (SSO), Rape and Public Protection Unit ▪ Domestic Abuse Change Programme Board ▪ Honour-Based Abuse Domestic Abuse Group ▪ Domestic Abuse and Sexual Violence Board (DASVB)
Mental Health	<ul style="list-style-type: none"> ▪ Strategic Board ▪ Norfolk Child and Adolescent Mental Health Services Strategic Partnership
Substance Misuse	<ul style="list-style-type: none"> ▪ Drug Testing and Criminal Justice
Criminal Justice (CJ)	<ul style="list-style-type: none"> ▪ Norfolk & Suffolk Criminal Justice Board (CJB) ▪ Criminal Justice Board (CJB) – Victims and Witness Sub-Group
Children and Young People (CYP)	<ul style="list-style-type: none"> ▪ Safeguarding Strategic Board ▪ Norfolk Youth Offending Team (YOT) Management Board ▪ Children & Young People (CYP) – Strategic Partnership Board ▪ Children & Young People (CYP) – Strategic Partnership Board – Commissioning Sub Group
Community Relations and Equality	<ul style="list-style-type: none"> ▪ Community Relations and Equality Board (CREB)



Adults	<ul style="list-style-type: none">▪ Norfolk Safeguarding Adults Board
Community Safety	<ul style="list-style-type: none">▪ County Community Safety Partnership▪ Safety Camera Partnership Board
Specialist Crime	<ul style="list-style-type: none">▪ Prevent▪ Missing Sub Group



ANNEX F: PCC-commissioned projects and services

Supporting Victims and Witnesses

Funding: £571,326

Projects funded within this area include an assessment and referral service for victims provided by Victim Support Norfolk, aimed at providing support to help victims cope and recover from the harm they have experienced.

Other projects commissioned involve working with children and young people across schools to improve their knowledge of factors associated with crime and help them stay clear of crime.

Domestic Abuse and Sexual Violence

Funding: £736,248

The OPCCN has commissioned a range of services that support survivors to cope and recover during and after abuse.

Services funded include an Independent Domestic Violence Advocacy service (IDVA), a child advocacy service for victims of sexual assault and abuse aged 0 to 18, Domestic Abuse Triage Justice to deliver contact, advice and referral into appropriate services for victims at standard or medium risk of harm, provision of support for children aged 4-18 who have experienced domestic/relationship abuse, and the recruitment of three Domestic Abuse Coordinators to work alongside Early Help Hubs.

Rehabilitation of Offenders

Funding: £350,979

The PCC has awarded a grant to help develop an Enhanced Offender Employability Programme to support people with convictions develop job-related skills and secure sustainable employment.

Other grants have also been allocated to fund the Youth Offending Team's (YOT) core costs for a period of three years, as well as to support a pilot project providing community-based holistic support to women in the Criminal Justice System who are emotionally unstable or suffer from borderline personality disorder, developed by HomeGroup.



Mental Health, Drugs and Alcohol

Funding: £260,887

The OPCCN has provided a grant to fund the recruitment of mental health specialists to work alongside police staff in the control room, improving safeguarding for vulnerable callers and reducing demand on police resources in responding to mental health-related calls.

The PCC also established a Substance Misuse and Alcohol Fund of almost £400,000 to help voluntary and community sector organisations support Norfolk residents affected by drugs and alcohol. Resources have been allocated to organisations working to reduce the impact of harm resulting from the misuse of alcohol and drugs in the wider community.

The Substance Misuse and Alcohol Fund is administered by the Norfolk Community Foundation on behalf of the OPCCN and currently supports 12 organisations in the county. The length of funding ranges between one and three years.

Children and Young People Fund

Funding: £552,891

As well as commissioning projects and services across the PCC's four priority areas, the OPCCN set up a Children and Young People Fund, also managed by the Norfolk Community Foundation.

This fund aims to help organisations working to keep children and young people away from crime by focusing on disadvantaged young people who have been affected by events that may have a negative impact in their future and lead them into a life of crime.

This fund supports the work of 13 different local organisations, and the project length varies between one and three years.



Commissioned Services – Community Safety



	Denotes delivered from this area and serving Norfolk
	Denotes delivered in and serving this area

Service		Provider	Location
1	East Norwich Youth Project	East Norwich Youth Project	Norwich
2	Diversionary/engagement activities for young people to prevent ASB	Integrate Youth for Christ	Banham
3	Support for newly arrives refugees and asylum seekers	New Routes Integration	Norwich
4	Support for migrant workers to improve financial inclusion	Norfolk Community Law Service	Norfolk
5	Support for young people with chaotic lifestyles	North Lynn Discovery Centre	King's Lynn
6	Positive activities for children and young people	The Base Community Centre	Norwich
7	Diversionary activities for children and young people to prevent ASB	Thetford Community Association	Thetford



Commissioned Services - Victim's Services

(including domestic abuse and sexual violence)



	Denotes delivered from this area and serving Norfolk
	Denotes delivered in and serving this area

Service		Provider	Location
1	Victim's Assessment, Referral and Support Services	Victim Support	Norfolk
2	Restorative Justice Hub	Victim Support	Norfolk
3	Independent Domestic Abuse Advocacy Service	Leeway	Norfolk
4	General Practitioner Domestic Abuse Training	Leeway	Norfolk
5	Support for Survivors of Sexual Abuse	Sue Lambert Trust	Norwich, Great Yarmouth, Thetford, King's Lynn
6	Domestic Abuse Triage Service – standard/medium risk	Victim Support	Norfolk
7	Child Advocacy at the Harbour Centre (Sexual Assault Referral Centre)	Norfolk Constabulary	Norfolk
8	Child Exploitation – prevention support looked after children	Magdalene Group	Norfolk



9	Caring Dads Programme	Menscraft	Great Yarmouth
10	Domestic Abuse Awareness for Traveller Communities	One Voice 4 Travellers	Norfolk
11	Support for child witnesses of DA	Pandora Project	King's Lynn and West Norfolk
12	Children and Young People's Victim Service	Victim Support	Norfolk with bases in Norwich, King's Lynn and Great Yarmouth
13	Therapeutic support for children who disclose sexual abuse	Fresh Start New Beginnings	Norfolk
14	Support for survivors of sexual abuse	Dawn's New Horizons	Norfolk
15	Support for vulnerable families with young children recovering from DA issues	Home-Start, King's Lynn & West Norfolk	King's Lynn and West Norfolk
16	Support for DA victims	Pandora Project	West Norfolk
17	Support for sex workers – drop in service	Magdalene Group	Norwich
18	DA support for minority communities	Widows and Orphans Development	Norfolk
19	Independent Sexual Violence Advocacy	Leeway	Norfolk
20	Therapeutic support for adult survivors of CSA	Butterfly Programme	Norfolk
21	DA Support for children and families	Ormiston Trust	Great Yarmouth, King's Lynn and West Norfolk



Commissioned Services – Mental Health, Drugs and Alcohol



	Denotes delivered from this area and serving Norfolk
	Denotes delivered in and serving this area

Service		Provider	Location
1	Integrated Mental Health Team in Police Control Room, including specialist drug worker	Norfolk Constabulary/Matthew Project	Norfolk
2	(Pilot) Service for young people with a history of substance misuse making transition to independent living	Benjamin Foundation	Thetford
3	Drug and alcohol services for BAME communities	GYROS	Great Yarmouth
4	Pathway support for street homeless	Herring House Trust	Great Yarmouth
5	The Feed training programme	Learning, Education, Accommodation Project	Norfolk
6	Awareness raising on legal highs	Mancroft Advice Project	Norwich
7	Support for young people with substance misuse issues	North Lynn Discovery Centre	King's Lynn



8	Support for service users with substance misuse issues	St. Martins Housing Trust	Norfolk
9	Support for those at risk of social isolation and mental distress	West Norfolk Mind	West Norfolk
10	Art/craft based support to substance misusers to build prevent offending and build resilience to victimisation	Hope, Art and Recovering Together	Norfolk
11	Recovery Café	Keystone Trust	Thetford
12	Substance misuse support for young people	Aylsham and District Care Trust	Aylsham
13	Substance misuse support for young people	Claydon Pavilion Centre	Great Yarmouth



Commissioned Services – Offending – Prevention and Rehabilitation



	Denotes delivered from this area and serving Norfolk
	Denotes delivered in and serving this area

Service	Provider	Location
1 North Youth Offending Team	Norfolk County Council	Norfolk
2 4 Women Centre	Home Group	Norwich
3 Norfolk 180 IOM Programme	Norfolk Constabulary	Norfolk
4 Norfolk 180 Drugs Support	Matthew Project	Norfolk
5 Support for vulnerable young people at risk of offending	Henderson Trust	Earlham, Norwich
6 Enhanced Offender Employment Academy	LEAP	Norfolk
7 'Whatyasay' programme for young people at risk of offending	North Lynn Discovery Centre	King's Lynn and West Norfolk
8 Training and employment skills for young people at risk of offending	Open Road West Norfolk	West Norfolk



9	Right Direction Programme - diversionary engagement and education activities	YMCA	Norwich
10	Support for looked after children and care leavers to make positive life decisions	Break	Norfolk
11	Reach and Reach Further Programmes – 1:1 intensive support for young people	Henderson Trust	Earlham, Norwich
12	Positive Steps Programme	The Princes Trust	Norfolk
13	Support ex-offenders and homeless clients through development of skills	Appleseed	Norfolk
14	Hope into Action – support for ex-offenders	Hope into Action	Norfolk
15	NR5 Project	NR5 Project	Norwich