



## Norfolk PCC Candidate Briefing (December 2015)

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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/OPCCN/organisational-chart/OPCCNOrganisationChart.pdf>
- OPCCN Business Delivery Plan - [http://www.norfolk-pcc.gov.uk/documents/key-documents/opccn\\_business\\_plan/OPCCNBusinessPlan.pdf](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](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](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 precept, which was increased by 2%, generated £58m of the total £146.8m budget under the control of the PCC.

Of that total budget, 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).

Budget monitoring and financial planning reports are received by the PCC at public meetings of the Police Accountability Forum. The headlines from the last report (November 2015) were:

- Based on the position as at 30 September 2015, 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 budget is forecast to overspend by £0.1m (less than 0.1%) at the year-end (excluding capital financing).



## Budget 2016/17

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 realising 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. Theresa May has expressed the view that PCCs and chief constables now have sufficient resources to deal with all budget issues, including significant increases in some crime types.

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 will be presented to the Norfolk Police and Crime Panel on 2 February 2015.

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 have been delayed. The new formula will come in for 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.

## Additional information:

- Police Reform and Social Responsibility Act 2011-  
<http://www.legislation.gov.uk/ukpga/2011/13/contents>



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- Agenda and reports for Police Accountability Forum - <http://www.norfolk-pcc.gov.uk/transparency/public-meetings/police-accountability-forum/>
- 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 (police effectiveness, efficiency and legitimacy) assessment framework in 2014. Through this process, each police force in England and Wales is assessed across a range of categories and judged as either outstanding, good, requires improvement or inadequate, producing a rounded assessment of each force.

In HMIC's first PEEL assessment, Norfolk Constabulary was judged as follows:

- The force is good at investigating offending, good at tackling anti-social behaviour and outstanding at reducing crime and preventing offending
- The efficiency with which the force carries out its responsibilities is outstanding
- The force is acting to achieve fairness and legitimacy in most of the practices that were examined.



In the 2015 PEEL assessment:

- The extent to which the constabulary is effective at keeping people safe and reducing crime has not yet been graded overall, however one of the four sections of effectiveness has been published. HMIC found that Norfolk is good at protecting from harm those who are vulnerable, and supporting victims
- The extent to which the constabulary is efficient at keeping people safe and reducing crime is outstanding
- The extent to which the constabulary is legitimate at keeping people safe and reducing crime has not yet been graded.

HMIC's overall assessment of Norfolk's performance will be published in Spring 2016.

**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.justiceinspectors.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.

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.



**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>



## **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.justiceinspectrates.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)
<b>Strategic Planning</b>	
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"><li>any report or recommendations made by the police and crime panel</li><li>any changes in the strategic policing requirement</li></ul>	s5(9)
<b>Holding to Account</b>	
Hold the Chief Constable to account for: <ul style="list-style-type: none"><li>the functions of the chief constable, and of persons under the direction and control of the chief constable</li><li>the exercise of the duty to have regard to the police and crime plan</li><li>the exercise of the duty to have regard to the strategic policing requirement</li><li>the exercise of the duty to have regard to the codes of practice issued by the Secretary of State</li><li>the effectiveness and efficiency of the chief</li></ul>	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"> <li>• the effectiveness and efficiency of the chief constable's arrangements for engagement with local people</li> <li>• the extent to which the chief constable achieves value for money</li> <li>• the exercise of duties relating to equality and diversity</li> <li>• the exercise of duties in relation to the safeguarding of children and the promotion of child welfare</li> </ul>	<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>
<p><b>Partnership Working</b></p>	
<p>Make a crime and disorder reduction grant to any person</p>	<p>s9</p>
<p>Have regard to the relevant priorities of each responsible authority</p>	<p>s10(1)</p>
<p>Act in cooperation with responsible authorities</p>	<p>S10(2) (CDA Regs)</p>
<p>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</p>	<p>s10(3)</p>
<p>Enter into collaboration agreements</p>	<p>s22A PA'96 as inserted by s89;sch12</p>
<p>Keep collaboration agreements under review</p>	<p>s22A PA'96 as inserted by s89;sch12</p>
<p>Provide advice and assistance to a body outside the UK</p>	<p>s26 PA'96 as amended by para 25; sch16</p>



<b>People</b>	
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
<b>Information and Engagement</b>	
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
<p>Make arrangements for obtaining:</p> <ul style="list-style-type: none"> <li>the views of people about matters concerning the policing of the area</li> <li>their cooperation with the police in preventing crime and anti-social behavior in that area</li> <li>the views of victims of crime in that area about matters concerning the policing of that area</li> <li>the 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</li> </ul>	<p>s96(1) and (2) PA'96 as amended by s14</p> <p>s96(1B) PA'96 as amended by s14</p>
<b>Finance</b>	
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"><li>• entering into contracts and other agreements</li><li>• acquiring and disposing of property (including land)</li><li>• borrowing money</li></ul>	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)



<b>Supporting powers</b>	
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

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



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



## **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.