

An aerial photograph showing a group of people sitting around a table in a meeting. They are looking at a laptop and various documents. The scene is partially obscured by a white semi-transparent box containing text. The background is a mix of red chairs and a grey floor.

BUSINESS DELIVERY PLAN 2020/21

OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR NORFOLK

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INTRODUCTION

In 2012, police authorities were replaced with directly elected Police and Crime Commissioners (PCCs) as part of the Government’s plan to cut crime. The aim of PCCs was to reconnect the public and the police and replace bureaucratic accountability with democratic accountability to local communities.

In order to achieve these aims, an Elected Local Policing Body was established that has the PCC as its relevant office holder along with two statutory posts of Chief Executive and Chief Finance Officer. The staff that work for this body are collectively referred to as the Office of the Police and Crime Commissioner.

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) is a non-political, and impartial team providing specialised and professional support to the PCC to enable them to discharge their statutory functions and deliver their Police and Crime Plan.

The OPCCN supports and enables the delivery of the Police and Crime Plan, by understanding public priorities and concerns through public engagement, consultation and awareness. The OPCCN works with the PCC in setting priorities with the Constabulary and other partners, providing funding, governance and oversight, and monitoring outcomes and public satisfaction.



Police and Crime Plan

More information on the Police and Crime Plan can be found at www.norfolk-pcc.gov.uk/police-and-crime-plan/police-and-crime-plan-2016-20/

OUR ROLE

The OPCCN provides support to the PCC in delivering a range of statutory and non-statutory roles and responsibilities that require specialist knowledge and skills, including:

-  Supporting the development and delivery of the Police and Crime Plan for Norfolk
-  Performance management, scrutiny and complaints
-  Criminal justice, policing and community safety
-  Policy, strategy, commissioning and partnerships
-  Communications and community engagement
-  Treasury and estates management
-  Business support services

The OPCCN will work to make the most effective and efficient use of all of its technical skills and experience and continue to develop a network of support at a national, regional and local level. Officers maximise opportunities to gain from best practice and lessons learned, and to consider policy advice and guidance relevant to Norfolk, together with working collaboratively with our partner organisations in the public, private and voluntary sector.

It is also about continuing to increase awareness and use the profile and influence of the PCC role to lobby nationally and regionally on key issues relevant to Norfolk, providing a platform in supporting the PCC to operate as an 'effective voice' for our local communities to ensure their needs are heard and understood, and that police, community safety and criminal justice services are responsive to local priorities.

This is essential to ensure that the PCC and OPCCN can deliver the policy expectations of a number of government departments including the Home Office and Ministry for Justice, and fulfill its legal responsibilities and operate within complex legal and accountability frameworks that apply to local policing bodies.

The COVID-19 Pandemic has brought many challenges and transformed the working environment. We have responded quickly to create a more agile working environment for our staff and, in doing so, maintain business continuity. This includes effective scrutiny of police performance, delivery of a range of services to victims made more vulnerable through social restrictions, and providing leadership for local partnerships in response to new and emerging issues.

This Business Delivery Plan has been refreshed to take account of a one-year extension to the PCC's term in office as a result of the current challenges faced due to COVID-19.

The impact of the OPCCN, in support of the PCC and independently, during this period has been well documented and recognised by local partners, regional and national bodies, and local media.



OUR VISION

“ A high-performing office, leading best practice and innovation, working in partnership to deliver real improvements in policing, community safety and criminal justice services for our local communities.

In achieving our vision, delivering success is about creating an office culture and working environment where all colleagues feel empowered, prepared to challenge the norm, innovate and push boundaries, and are encouraged to help, support and enable us to deliver tangible outcomes along with having a national footprint and informing and driving policy change.

By embracing technology, developing a more agile way of working, understanding individual health and wellbeing requirements, our organisation can capitalise on learning, realising the potential for greater benefits through increased productivity, smart workspace management and reduced carbon footprint.

We will:

- Improve the 'customer experience' received by all who interact with the policing service
- Continue to develop strong and successful partnerships delivering value for money
- Be at the forefront of technological change to improve the way we work, respond to the challenges of COVID-19 and develop new ways of working
- Ensure we have sufficient professional skill and capacity to deliver the Police and Crime Plan and all statutory responsibilities
- Commission policing, community safety and criminal justice services to meet local needs, working with our partners to maximise economies of scale
- Prepare and oversee the delivery of any future changes to police governance
- Continue to create opportunities to collaborate in a challenging financial climate
- Have best practice as our benchmark across our key areas of work and also learn from best practice in other regions and sectors.
- Ensure transparency in our dealings with the public
- Ensure accountability for all financial matters
- Support staff in participating in relevant professional bodies.

OUR VALUES

Our core values are the guiding principles that dictate our behaviour and actions. They have been developed and collectively agreed by our staff.

The OPCCN is committed to ensuring that all our employees are actively involved in their development and implementation; this we believe will help us achieve a common understanding, collective ownership and sense of purpose in our work to help us grow and evolve. It also provides the foundation for a strong workplace culture helping to create a more productive, happier and engaged workforce.



Vision

Together we will make a difference



One team

Together we will be stronger



Integrity

Together we will stand by our word and challenge where necessary



Community

Together we will get things done



Evolving

Together we will grow our knowledge and skills



Together we are one voice

Our commitment

- Lead and enable innovation across all our workstreams
- Develop and deliver best practice in all key areas of work
- Share success internally and externally (team working and partnership working)
- Work efficiently and focus on priorities
- Be responsive - listen to partners and local people and take action
- Make equality of opportunity and diversity an integral part of our working environment.



Our focus is on creating an environment where the office is seen as a great place for staff to work in terms of job satisfaction, core values and opportunity for personal and organisational development, to ensure that the office attracts, motivates and retains the best people.

Transparency is all about operating our business in such a way that it is easy to communicate to everyone how we discharge our responsibilities. We do this through operating a culture of openness, accessibility and accountability, the cornerstones of our core values. The OPCCN has worked with the PCC to develop an engagement strategy that supports this ambition.

OUR TEAM



The most important part of our organisation is our people. Positive and proactive engagement with our staff, investing time in training and development and creating a learning and development culture is key to achieving our vision as a high performing office.

The OPCCN Scheme of Governance and Consent (constitution) sets out provision for the use of the Constabulary’s business support services, for example Finance, Human Resources, ICT and Legal Services. This is a co-operative arrangement for the effective delivery of business support essential to the operation of both organisations.

The Chief Constable must give the PCC such information on policing matters that the PCC may require to support him in his role. This is achieved by an identified ‘Single Point of Contact’ (Senior Officer rank) from Norfolk Constabulary to provide that strategic and operational link, hosted by the OPCCN.



Scheme of Governance and Consent

More information can be found in the Scheme of Governance and Consent at www.norfolk-pcc.gov.uk/key-information/transparency/governance/

It is also important to us that we help people learn more about themselves and their colleagues to enable more productive and positive working relationships. It is not just about a job description; cultural and behavioural qualities are equally important. Through our learning and development programme, we use market leading techniques to help people understand what style, strengths and value they bring to the organisation.

This common language has wide ranging benefits, particularly in times of COVID-19 when some or all of our workforce are working remotely and virtually. Understanding it helps the OPCCN develop policies and working practices to best suit the individual, as well as collective teams.



The Chief Executive is supported by a senior leadership team responsible for overall management, operations and accountability of the office:

- Strategy, resources and governance
- Finance and accountability
- Policy and commissioning
- Performance and scrutiny



Organisational structure

More information about the team can be found in our organisational structure chart at www.norfolk-pcc.gov.uk/who-we-are/pcc-office/office-team/

Strategy, resources and governance

Every PCC must have a Chief Executive in post who will support and advise the PCC in delivering all their statutory duties and responsibilities. The Chief Executive will work with the PCC to enable delivery of the PCC’s vision, strategy and identified priorities and facilitate appropriate scrutiny of the police force’s operational activities. The role has an overarching responsibility for duties including:

- Head of Paid Service
- Strategy and resource planning
- Partnership working
- Engagement and information management (including obtaining the views of the public, media relations, research, strategic needs assessments)
- Scrutiny, evaluation and performance.

The Chief Executive also holds the role of Monitoring Officer, with a responsibility to draw to the attention of the PCC any actual or possible contraventions in law, maladministration or injustice. Additionally, the role fulfils the statutory function as Head of Paid Service and responsibility for management and day to day running of the OPCCN.

The Chief Executive oversees the governance function of the OPCCN. Good governance enables the PCC to:

- Deliver on their Police and Crime Plan priorities
- Hold individuals to account for delivery
- Performance manage the force and other partners
- Make decisions in an open and transparent way
- Engage with the public and victims to achieve better outcomes
- Provide good stewardship over public funds and achieve value for money.



Chief Executive Officer

More information on the role and duties of the Chief Executive can be found at www.norfolk-pcc.gov.uk/who-we-are/pcc-office/office-team/

Policy, commissioning and communications

The Directorate comprises a number of functions, that connect the PCC and the OPCCN with a range of stakeholders in the delivery of the Police and Crime Plan and a range of service to the public, including:

- Communications
- Engagement
- Equality and diversity
- Victim services commissioning
- Reducing offending
- Partnerships
- Safeguarding
- Police and research
- Funding

The **Communications** function is integral to raising awareness and informing stakeholders, including the general public, of the work of both the PCC and OPCCN, ranging from the scrutiny of police performance to opportunities to engage with the PCC and initiatives to reduce offending and victimisation.

The work of the Communications Team is essential in maintaining the reputation of the PCC/OPCCN by managing public relations, building relationships

with the press, and developing and delivering communications campaigns. It is also responsible for managing the PCC/OPCCN website and social media, which are key platforms for disseminating information.

The Communications Team also supports compliance with a number of statutory duties including the publication of the Specified Information Order, the Police and Crime Plan and the PCC’s annual report. It also supports the annual precept consultation and all other statutory processes that have a communication requirement.

The Directorate also delivers the wider **engagement** activity of the PCC/OPCCN, which includes public question and answer events, public consultations and the management of the PCC Youth Commission and Independent Advisory Group (IAG). The Youth Commission gives the PCC/OPCCN a voice in setting police and community safety objectives, supports the development of new initiatives to prevent youth offending and reduce vulnerability to victimisation, and ensures that new policy and practice is sensitive to the needs of young people in the county. The IAG ensures community voices, including those of Black, Asian and Minority Ethnic

communities (BAME) and other protected characteristics, are heard in discussions about policing policy and practice. The IAG acts as both a critical friend to the PCC/OPCC and Norfolk Constabulary and a community-based asset to facilitate engagement with the wider community on a range of issues.

The responsibility for **Equality and Diversity** includes developing and setting, with the PCC, the equality objectives for Norfolk Constabulary and, independently, those for the OPCCN. It also involves devising and implementing the organisation’s Equality Impact Assessment methodology and providing advice and guidance on policy and practice.

The PCC has a responsibility to ensure that **victims of crime** receive the entitlements set out in the Victims’ Code of Practice, and the Directorate supports the PCC to do this by working with and holding criminal justice partners to account through the Norfolk and Suffolk Criminal Justice Board. Support on criminal justice policy extends to the leadership role of the PCC on the Board, improving the efficiency and effectiveness of the criminal justice system and making it responsive and accountable to the general public in Norfolk.

The PCC/OPCCN provide **services for victims** to keep them safe and help them to cope and recover from their experiences. The OPCCN receives over £1 million per year from the Ministry of Justice to commission services for victims, and spends significantly more on providing the following services:

- A victim assessment and referral service – provided through Norfolk and Suffolk Victim Care and offering practical and emotional support to any victim of crime.
- Domestic abuse services – including the countywide advocacy service for victims identified as at high-risk, as well as services for victims assessed as at medium or standard risk.
- Sexual violence services – covering the whole county and including therapeutic services to support victims to cope and recover.
- Restorative justice service – a victim-led service that brings together the victim and offender to explain and understand the harm caused, with the aim of supporting the victim’s recovery
- Scams prevention service – providing practical and emotion support to victims and preventative advice to those at risk of scams/fraud.



The **Commissioning Function** is responsible for the assessment of need, procurement and contract management of all victims’ services and reporting to the Police and Crime Panel and Ministry of Justice on impact and outcomes.



Commissioned services

A list of all commissioned services can be found at www.norfolk-pcc.gov.uk/services-we-provide/grant-funding/

The OPCCN leads on the co-ordination of the strategic response in the county to **reducing offending** and manes the Norfolk Reducing Offending Board, comprising a range of agencies from the criminal justice system, health and social care and the employment sector. The Board has a three-year strategy that is supported by a number of projects and initiatives delivered by the OPCCN including:

- Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) Programme - which diverts women out of crime at the earliest point of contact and supports those at risk of offending. The programme was shortlisted for the Howard League for Penal Reform Annual Awards in 2019.
- Gateway to Employment - which provides employment opportunities for those with an offending past, one of whom received a ‘Rising Star’ accolade at the National Apprentice Awards in 2018.



Projects

More information on WONDER can be found at www.norfolk-pcc.gov.uk/services-we-provide/reducing-offending/services-for-women/

For more on Gateway to Employment, visit www.gtoe.co.uk

In support of the PCC’s statutory role of bringing partners together to address local crime and community safety problems, the Policy, Commissioning and Communications Directorate represents and actively participates in a range of **strategic partnerships** including:

- Norfolk and Suffolk Criminal Justice Board and Victim and Witness Sub-Group
- Norfolk County Community Safety Partnership – chaired by the Chief Executive of the OPCCN
- Domestic Abuse and Sexual Violence Board – chaired by the Director of Policy, Commissioning and Communications and supported by the Directorate
- County Lines Strategy Group
- Health and Wellbeing Board
- Children’s Strategic Partnership
- Norfolk Children’s Safeguarding partnership
- Norfolk Adult Safeguarding Board
- Norfolk Against Scams Partnership.

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Partnership working
 More information on the partnerships in which the OPCCN is involved, visit www.norfolk-pcc.gov.uk/police-and-crime-plan/working-in-partnership/

The PCC has a statutory duty to hold Chief Constable to account for having the appropriate **safeguarding** policy and practice in place and is a named partner in the guidance Working Together to Safeguard Children. This responsibility is both supported and fulfilled by the Directorate, both in terms of safeguarding policy and practice of the OPCCN.

The **Policy and Research** function supports the whole organisation by providing an horizon-scanning service to support pro-active policy management. It carries out research to support the development of strategy and policy, assessment of need for services, identification of best practice, and the evaluation of projects and services.

The Commissioning Team, supported by subject matter experts, is responsible for **developing bids for external funding**, and this is of growing importance as increasingly government departments are making the PCC/OPCCN responsible for the delivery of key funding streams to address crime, support victims and improve community safety.

Significant funding awards have included:

- Ministry of Justice Whole System Approach to Female Offending – £178,000 of funding over a three-year period for the WONDER Programme to divert female offenders out of the criminal justice system.
- Home Office – Early Intervention Youth Fund – £700,000 of funding over an eighteen-month period, to put in place interventions to support and prevent young people from becoming involved in county lines drug dealing and reduce serious violence in the county.
- Home Office Safer Streets Fund - £360,000 secured to reduce the number of thefts, robberies and burglaries – known as acquisitive crimes – in hotspot areas.

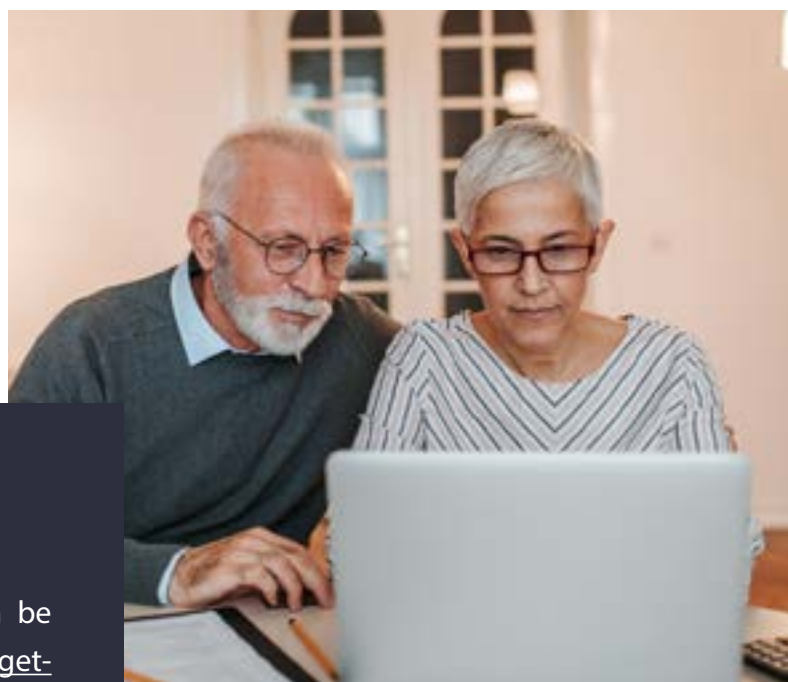


In addition to developing bids for funding, the Commissioning Team provides **funding searches** for voluntary and community-sector organisations that provide services to reduce crime, rehabilitate offenders and support victims and the vulnerable.

Performance and scrutiny

The Performance and Scrutiny Directorate covers a wide range of areas such as the production of the Police and Crime Plan, accountability and performance monitoring of policing services, right through to ensuring compliance and assurance with legislative requirements. The Directorate also has responsibility for providing **business and administration support** to the OPCCN and the PCC.

Accessibility, accountability and visibility are key to the PCC role, and our business support function supports this through providing **accessible contact services** with the PCC/OPCCN via telephone and email. The OPCCN works within a service standards framework for managing public contact and correspondence.



Service standards

Details of the OPCCN Service Standards can be found at www.norfolk-pcc.gov.uk/contact-us/get-in-touch/

The **Police and Crime Plan** sets the strategic direction for policing and community safety for the county with a number of priorities for the PCC's term in office (normally a four-year period). The plan's development involves input from a variety of stakeholders. Performance is assessed through an **annual report**.



Annual report

Annual reports on progress against the Police and Crime Plan are published at www.norfolk-pcc.gov.uk/police-and-crime-plan/police-and-crime-plan-2016-20/performance/

PCCs have a clear responsibility for holding the Chief Constable to account to make sure that policing is available and responsive to their communities. The Performance and Scrutiny Directorate supports the PCC in **monitoring performance and scrutinising delivery** of an efficient and effective police force. This involves staff within this function organising **public accountability meetings** for the PCC and receiving regular performance reports from the Constabulary, alongside monitoring and tracking all responses to inspections, audit and investigations.

There are two other **external stakeholders who assess performance** of the Constabulary and make recommendations for improvements. These include the Independent Office for Police Conduct (IOPC) and the Information Commissioner's Office (ICO). The Performance and Scrutiny Directorate works with both organisations and regularly discusses areas of performance and makes recommendations to the PCC for review and scrutiny of the Constabulary.

The Directorate is also responsible for ensuring **compliance** of the PCC and the OPCCN with all legislation, regulations, policies and procedures. The Director of Performance and Scrutiny also holds the role of Deputy Monitoring Officer for the OPCCN.



Accountability and scrutiny

Details on accountability functions set up and supported by the OPCCN can be found at www.norfolk-pcc.gov.uk/key-information/accountability/

For more information on scrutiny and monitoring mechanisms, see page 19.



Inspections

Inspection reports and the responses to their findings are published at www.norfolk-pcc.gov.uk/key-information/transparency/inspections/

Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services - www.justiceinspectorates.gov.uk/hmicfrs/



External stakeholders

Independent Office for Police Conduct - www.policeconduct.gov.uk/

Information Commissioner's Office - www.ico.org.uk/

Scrutiny by the PCC

Police Accountability Forum

Bi-monthly public scrutiny meetings provide an opportunity for the PCC to challenge and question the chief officers of Norfolk Constabulary about their progress in delivering the objectives set in the Police and Crime Plan.

Strategic and Estates Governance Boards

Regular internal meetings between the PCC and Chief Constable are held to discuss and make decisions on strategic direction, policy issues and medium/long- term planning.

Independent Custody Visiting (ICV)

The Norfolk ICV Scheme, made up of volunteers who check on the welfare of those detained in police custody, ensures issues are reported to the PCC and raised with, and addressed by, the Constabulary.

Complaints and Misconduct

Complaints monitoring alongside police representatives to look at trends and performance of complaints handling, and recruitment of Legally Qualified Chairs for public Police Misconduct hearings.

Collaboration

Emergency Services collaboration boards monitor and develop joint-working between police and fire services, while monthly meetings with eastern region PCCs and chief constables look at existing and new collaboration opportunities.

Out of Court Disposals

A joint panel with Suffolk set up to independently scrutinise the use of out of court disposals to ensure their appropriate use.

Scrutiny of both the PCC and police

Public Q&A Events

Public Q&A sessions around the county provide the opportunity for Norfolk residents to put their crime and policing views, questions and concerns directly to the Chief Constable and PCC.

Joint Audit Committee

These public meetings involve independent committee members reviewing and offering advice on the governance arrangements and risk management processes of the Constabulary and PCC.

HMICFRS Inspections

Monitoring of findings and recommendations from inspections of Norfolk Constabulary by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) takes place through the Police Accountability Forum and Strategic Governance Board.

Ethics Committee

Established to enable staff to raise for consideration ethical issues and drive improvement in transparency.



Scrutiny of the PCC

Police and Crime Panel

Bi-monthly public Police and Crime Panel meetings enable the PCC to be scrutinised on their actions and decisions on behalf of the electorate.



Police and Crime Panel

You can find out more about the work of the Panel on the Norfolk County Council website - www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/crime-and-disorder-partnerships/police-and-crime-panel

Freedom of Information

The Freedom of Information Act provides right of public access to recorded information held by public authorities, subject to certain exemptions.

Specified Information Order

Annual audit of compliance with the Home Office Specified Information Order by CoPaCC (a national organisation which monitors police governance) ensures PCC information is open, transparent and accessible.

As part of the government’s role in increasing **transparency** of public bodies, the Specified Information Order was introduced requiring all elected local policing bodies to publish certain information within specified timescales, and for that information to be reviewed at prescribed frequencies. The Complaints and Compliance Officer monitors our performance in this area.

A number of recent legislative changes that arose from the Policing and Crime Act 2017 placed more statutory responsibilities on the PCC for their role in **monitoring of police complaints** and an explicit duty for **handling complaint reviews**. These functions are delivered on behalf of the PCC by the Complaints and Compliance Officer and the Police Complaints Review Officer.

There is a statutory requirement for the PCC to appoint **Legally Qualified Chairs and Independent Members** to police misconduct hearings and police appeals tribunals. Working with other PCC offices, recruitment and selection of these members for hearings and tribunals held within the eastern region is done on a fair and transparent basis. The Performance and Scrutiny Manager oversees this area of work.

The PCC has a statutory responsibility to establish and manage an **Independent Custody Visiting (ICV) scheme** which sits within the Performance and Scrutiny Directorate and is managed by the ICV Scheme Administrator. The scheme involves volunteers from the community being appointed and trained as independent custody visitors to attend Police Investigation Centres unannounced to check on the welfare of detainees. This area of business plays a vital role in maintaining public confidence in policing.



Specified information order

The specified information order and the OPCCN response to it can be viewed at www.norfolk-pcc.gov.uk/key-information/transparency/specified-information-order/



Complaints reviews

Details of the changes to complaints legislation and the role and responsibilities of the PCC can be found at www.norfolk-pcc.gov.uk/contact-us/complaints/complaints-reviews/



Custody visiting

More information on the Independent Custody Visiting Scheme managed by the OPCCN is available at www.norfolk-pcc.gov.uk/get-involved/community-engagement/custody-visiting/

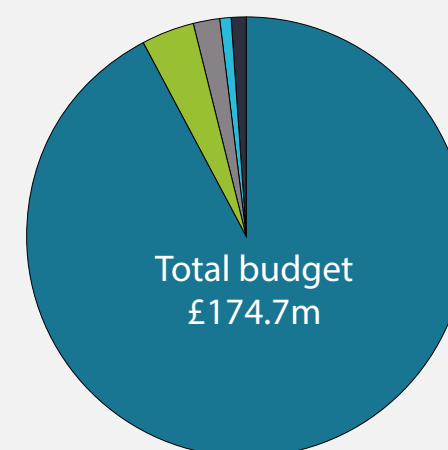
FINANCE AND ACCOUNTABILITY

The PCC delegates to the Chief Constable a substantial element of the total budget for operational policing. The PCC holds the Chief Constable to account for spending their share of the total budget during the year. The Police and Crime Panel scrutinises the total budget, including the OPCCN proportion, annually. It is important that the relevant resources are available for both the Constabulary and the OPCCN to be able to deliver the public’s priorities.

The Chief Finance Officer is the PCC’s professional advisor on all financial matters. The statutory responsibilities of this role are set out in the Police Reform and Social Responsibility Act 2011, and Section 114 of the Local Government Act 1998. The Chief Finance Officer must be qualified and suitably experienced to ensure that the financial affairs of the PCC and the OPCCN are properly administered and financial regulations are observed and kept up-to-date.

Funding for the total budget is sourced from a Home Office financial settlement in the form of a grant, currently awarded annually, funding from the Ministry of Justice with grant funding for the work to support victims, and a precept set by the PCC each year after consulting with the public within the boundaries set by central government. The current total budget for the period of this business plan is £174.7 million.

Budget breakdown 2020/21



- Capital financing, £7.3m (4%)
- Use of reserves, £-3.2m (2%)
- OPCCN, £1.2m (1%)
- PCC commissioning, £1.6m (1%)
- Chief Constable, £167.8m (96%)

The budget for the OPCCN must enable the staff to deliver on the priorities within this business plan.



Budget reports

Full budget reports are available to view at www.norfolk-pcc.gov.uk/key-information/finance/police-budget-and-council-tax/

Risk management

Risk management is an essential component of good governance. It is the process of identifying risks or opportunities, evaluating the potential impact and putting in place control measures to mitigate them.

The OPCCN has a responsibility to develop a risk management plan and ensure that Norfolk Constabulary has adequate risk management procedures in place. Risk management policies are in place for both the OPCCN and Constabulary to ensure that strategic and tactical risks are properly managed. The risk management arrangements are overseen by the Audit Committee. Regular updates of the Strategic Risk Registers for both the OPCCN and Constabulary are made available to the committee and the appropriate senior management teams.

Audit committee



Audit Committee

For more details on the role, responsibilities and work of the Audit Committee: www.norfolk-pcc.gov.uk/key-information/accountability/audit-committee/

The purpose of the Audit Committee is to provide independent advice and recommendation to the PCC and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment, and financial reporting - thereby helping to ensure efficient and effective assurance arrangements are in place.

To this end the Committee is enabled and required to have oversight of, and to provide independent review of, the effectiveness of the governance, risk management and control frameworks, financial reporting and annual governance processes, and internal audit and external audit.

The Corporate Governance Framework underpins the way the PCC and Chief Constable will govern both jointly and separately, do business in the right way for the right reason at the right time. The Chief Finance Officer leads a working group to ensure governance frameworks are robust.



Corporate governance framework

More information on the corporate governance framework can be found at www.norfolk-pcc.gov.uk/key-information/transparency/governance/

PARTNERSHIP WORKING AND COLLABORATION



In support of the PCC as the elected policing body for Norfolk, and national, regional and local policy that impacts upon criminal justice, policing and community safety in Norfolk, the OPCCN is actively engaged in a range of governmental networks, boards, strategic partnerships and fora that contribute to the delivery of the priorities and objectives of the Police and Crime Plan.

Partnership working is essential to the work we do. Different agencies and organisations have to work together to safeguard the vulnerable, prevent crime, support victims and improve the effectiveness of the criminal justice system. Many areas of policing and crime cannot be tackled by a single person or organisation, for example hate crime, domestic abuse and scams, as they need a coordinated approach from a variety of partners to ensure that effective and efficient local solutions are put in place.

The PCC and OPCCN are engaged in, and in some cases lead, a range of partnerships nationally, regionally and locally which are successfully reducing crime, keeping people safe and building resilience in communities across Norfolk.

The main networks, boards and partnerships are set out below:

Networks

- Association of Police and Crime Commissioners (APCC)
- Association of Police and Crime Commissioner Chief Executives (APACE)
- Police and Crime Commissioners Treasurers Society (PACCTS)
- Norfolk Finance Officers Association (NFOA)
- Norfolk Chief Executives Group
- Police Reform (Complaints) Practitioners Network
- COVID-19 – Strategic Command Group / Tactical Command Group
- Victims Portfolio Group

Boards

7 Force Collaboration

The 7 Force Strategic Alliance is made up of the following force areas: Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk. The overall aim is to improve public safety through better and more productive use of police resources, increasing public confidence in policing and meeting the local needs across the eastern region.

7 Force Strategic Procurement Governance Board

The PCC is represented on this board by the CFO. The aim is to monitor and give strategic direction to the new 7 Force Procurement service which supports procurement across all seven forces detailed above. It is hoped that the contract savings and other resource efficiencies will demonstrate value for money.



Collaboration

More information on collaboration, including the emergency services collaboration annual report, can be found at www.norfolk-pcc.gov.uk/police-and-crime-plan/working-in-partnership/collaboration/

Emergency Services Collaboration Board

The PCC is a member of the Norfolk Fire and Rescue Authority. This was achieved through the signing of a Memorandum of Understanding in January 2019 between the PCC and the Leader of the County Council. A number of achievements have been delivered in the first year of this arrangement.



Networks

For more information on our networks, please visit these websites:

APCC - www.apccs.police.uk/

APACE - www.apace.org.uk/

PACCTS - www.paccts.org.uk/

Norfolk Youth Offending Board

Early intervention and tackling the root causes of crime are key to the work of both of this partnership. Together, criminal justice, community safety and youth service experts are working to prevent individuals, including children and young people, from becoming involved in offending in the first place, and reducing reoffending amongst those who do offend.

Norfolk and Suffolk Criminal Justice Board

Local Criminal Justice Boards aim to reduce crime, harm and risk by increasing the efficiency and credibility of the criminal justice system. The joint Norfolk and Suffolk Criminal Justice Board is made up of partners from policing, the Crown Prosecution Service, prison and probation services, youth offending, and victim support.

Norfolk Health and Wellbeing Board

The Health and Wellbeing Board works to improve the health and wellbeing of people in Norfolk and Waveney. The Board focusses on the health and wellbeing of the people in our area by prioritising prevention, tackling inequalities, integrating our way of working across all partners, and working towards a single sustainable health and wellbeing system.

Norfolk Safeguarding Adults Board

Safeguarding is preventing the physical, emotional, sexual, psychological and financial abuse of adults who have care and support needs, and acting quickly when abuse is suspected. Adult Social Services is the lead organisation in preventing and identifying possible abuse, and as part of this work it hosts Norfolk's Safeguarding Adults Board made up of partner agencies including the OPCCN.

Private Finance Initiative (PFI) Contracts Project Board

There are two PFI contracts for buildings on the police estate - the headquarters and custody centres - which require monitoring and appropriate decisions made. The PFI Contracts Project Board is the governance vehicle which ensures buildings are maintained to the relevant standards of the contracts, and that the contracts are financially effective for the organisation.

Strategic partnerships

Norfolk County Community Safety Partnership

The Community Safety Partnership brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit. The members of the Community Safety Partnership represent local councils, policing and fire services, youth offending, health and housing. Sub-groups sit beneath the Community Safety Partnership to drive activity in these priority areas.

Road Casualty Reduction Partnership

The Health and Wellbeing Board works to improve the health and wellbeing of people in Norfolk. It brings together partners from health, local authorities and policing to identify and deliver against shared health, wellbeing and inequality priorities, many of which have links with crime, victimisation and vulnerability.

Norfolk Safeguarding Children Partnership

The primary focus of the Safeguarding Children Partnership is to keep children safe. Every local authority in the country has to have a Multi-Agency Safeguarding Agreement which brings together policing, health service and other partners to make sure that children are protected from harm, that their welfare is promoted and those working with children carry out their safeguarding responsibilities as required by the law.

Norfolk Against Scams Partnership

The Norfolk Against Scams Partnership aims to make Norfolk a scam-free county by taking a stand against scams. Being scammed or targeted by fraud can have a devastating impact on vulnerable people in Norfolk. It can also destroy small businesses. This partnership sees statutory organisations, local businesses, charities and community groups working together to support residents and businesses in Norfolk to help protect them from scams, doorstep crime and fraud



AWARDS AND ACCREDITATIONS

Howard League for Penal Reform Annual Awards 2019

The Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) project was shortlisted for a Community Award in the 'Women' category in 2019.

World Class Policing Awards 2019

The Multi-Agency Criminal Exploitation (MACE) Programme Board, funded through the OPCCN's successful bid to the Home Office Early Intervention Youth Fund, was shortlisted as a finalist in these international awards.

Local Government Achievement Awards 2018

The work of the Domestic Abuse Champion Network, set up through a partnership with Norfolk County Council, was recognised by a win at these national awards.

National Apprentice Awards 2018

An apprentice who found employment through the Gateway to Employment scheme, aimed at giving ex-offenders a second chance, received a 'Rising Star' accolade at the National Apprentice Awards in 2018.

First Car Young Driver Road Safety Awards 2017

#Impact, a project which educates young and future drivers on road safety through emergency service collaboration and the support of Norfolk's schools and colleges, was shortlisted under the 'Partnership Scheme' category.

ICVA Code Compliance 2019

The OPCCN achieved Independent Custody Visiting Association (ICVA) Code Compliance in May 2019 under the Quality Assurance Framework. There are silver, Gold and Platinum compliance awards and we are currently working towards achieving Platinum status in 2021.

CoPaCC Open and Transparent Award 2019

For the fourth year running, the OPCCN received a prestigious award for openness and transparency in 2019 from CoPaCC - a national organisation which monitors police governance.

PERFORMANCE MANAGEMENT AND EVALUATION



Below is a visual diagram of how this Business Plan is a driver, alongside the Police and Crime Plan with its strategic aims and PCC vision to be visible, accessible and accountable, for delivering on the statutory requirements of the PCC.

This Business Plan is a working document which, while not defining all activity undertaken by the OPCCN, aims to set out its key workstreams

For delivery plan, see Appendix A.

Progress against the Police and Crime Plan and OPCCN Business Plan will be reported on a quarterly basis to the Norfolk Police and Crime Panel. Membership of the Panel consists of councilors from each of the seven local authorities within Norfolk, plus co-opted independent members. Its role is to scrutinise the work of the PCC, providing a process of 'checks and balances', as well as offering support and guidance.



Police and Crime Panel

For more on the work of the Panel, see the Norfolk County Council website - www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/crime-and-disorder-partnerships/police-and-crime-panel

Police and Crime Plan

- Visible
- Accessible
- Accountable

Strategic aims

- Increase visible policing
- Support rural communities
- Improve road safety
- Prevent offending and rehabilitate offenders
- Support victims and reduce vulnerability
- Deliver a modern and innovative service
- Good stewardship of taxpayers' money

OPCCN Delivery Plan

- Corporate management
- Performance and scrutiny
- Finance and accountability
- Policy, commissioning and communications

Service plans

- Personal objectives
- Training and development

DELIVERY PLAN

While not defining all activity undertaken by the OPCCN, this delivery plan captures key actions supporting delivery of the strategic objectives set out in the Police and Crime Plan (PCP).



Corporate management

Objective / Description	Action	PCP Priority	Timescale
Prepare for May 2021 election process	<ul style="list-style-type: none"> Develop a comprehensive guide to the election process Work with the PARO to co-ordinate activity/actions Set up a full familiarisation day in conjunction with the police and local authorities 	All current PCP priorities	February 2021
Prepare for the recruitment and selection of a Chief Constable	<ul style="list-style-type: none"> Prepare briefing paper for incoming PCC on process and procedure Set up full recruitment process and selection timetable Identify key stakeholder involvement 	All current PCP priorities	May 2021
Prepare a full induction process for a new PCC	<ul style="list-style-type: none"> Develop a 100 induction and engagement plan Set out roles, responsibilities, key partners/stakeholders and service provision 	All current PCP priorities	February 2021



Police and Crime Plan

More information on the Police and Crime Plan, including priorities and strategic objectives can be found at www.norfolk-pcc.gov.uk/police-and-crime-plan/police-and-crime-plan-2016-20/

Objective / Description	Action	PCP Priority	Timescale
Organisation development	<ul style="list-style-type: none"> Refresh the organisation development plan Develop a new 'workstyle' to support OPCCN through and beyond COVID-19 Pandemic 	All current PCP priorities	June 2020
Performance and accountability	<ul style="list-style-type: none"> Research, scope a Performance Management System Review Corporate Governance arrangements 	All current PCP priorities	September 2020 July 2020
Managing Strategic Risk	<ul style="list-style-type: none"> Maintain a Strategic Risk Register / Operational plans Maintain a Business Continuity Plan 	All current PCP priorities	Quarterly review
Corporate engagement and representation	<ul style="list-style-type: none"> Represent the OPCCN in National/Regional and local Networks (APACE/PACCTS/APCC) 	All current PCP priorities	Ongoing



Performance and scrutiny

Objective / Description	Action	PCP Priority	Timescale
Virtual Governance Arrangements Policy to deliver statutory functions during COVID-19	<ul style="list-style-type: none"> Draft protocols for internal meetings Development of protocols for external meetings External communications to be drafted to inform stakeholders of new virtual arrangements 	Increasing visible policing and delivering a modern and innovative service	June 2020
2019/20 Annual Reports	<ul style="list-style-type: none"> Terms of Reference for PCC Annual Report being scoped Terms of Reference for PCC ICVA Annual Report scoped 	<p>All current PCP priorities</p> <p>Increasing visible policing / supporting victims and reducing vulnerability</p>	<p>June 2020</p> <p>July 2020</p>
Police Complaint Reviews Performance Framework	<ul style="list-style-type: none"> Develop performance framework and new policies for review handling to reflect legislative changes 	Increasing visible policing / supporting victims and reducing vulnerability	May/June 2020

Objective / Description	Action	PCP Priority	Timescale
Achieve Platinum Code Compliance for ICV Scheme	<ul style="list-style-type: none"> Development of enhanced performance monitoring arrangements to achieve Platinum Compliance by 2021 	Increasing visible policing / supporting victims and reducing vulnerability / delivering a modern and innovative service	Dec 2020
Information Security and Information Management Compliance Audit	<ul style="list-style-type: none"> To review and update OPCCN Retention Policy with any national or local policy changes Undertake internal compliance audit for document management and retention Develop and adopt new file structure for OPCCN as part of ongoing digitalisation programme 	Delivering a modern and innovative service	<p>May 2020</p> <p>July 2020</p> <p>May - July 2020</p>
Compliance with Specified Information Order	<ul style="list-style-type: none"> Support ongoing developments to the new OPCCN website in line with findings from last CoPaCC transparency award to assure continued compliances 	Increasing visible policing / delivering a modern and innovative service	June - August 2020

Objective / Description	Action	PCP Priority	Timescale
Police and Crime Plan development for 2021 and new PCC term	<ul style="list-style-type: none"> To develop a new Police and Crime Plan that also aligns with the Norfolk Community Safety Partnership 	All current PCP priorities	May 2021
OPCCN Policy Review	<ul style="list-style-type: none"> To review all other OPCC websites to identify any OPCCN policies for best practice 	All current PCP priorities	May /June 2020
Legally Qualified Chairs – Performance Assessments	<ul style="list-style-type: none"> Develop and implement performance assessments for LQCs during police conduct hearings to ensure PCC complies with required legislation changes 	Increasing visible policing / supporting victims and reducing vulnerability	Sept 2020
Service Level Agreements	<ul style="list-style-type: none"> Draft and implement a service level agreement between OPCCN Norfolk Constabulary: <ul style="list-style-type: none"> - Legal Services - Human Resources 	All current PCP priorities	August 2020
Police Conduct Compliance	<ul style="list-style-type: none"> Continue to contribute to the ongoing development of police conduct legislation through the Home Office practitioner working group 	Increasing visible policing / supporting victims and reducing vulnerability	Dec 2020
Chief Constable Complaints – 2020 legislative change requirements	<ul style="list-style-type: none"> Chief Constable referral process for IOPC requires changes to existing OPCCN Complaints 	Increasing visible policing / supporting victims and reducing vulnerability	June /July 2020

Objective / Description	Action	PCP Priority	Timescale
Emergency Services Collaboration – Police and Fire	<ul style="list-style-type: none"> Development of 2020/21 Annual Report 	All current PCP priorities	Dec 2020

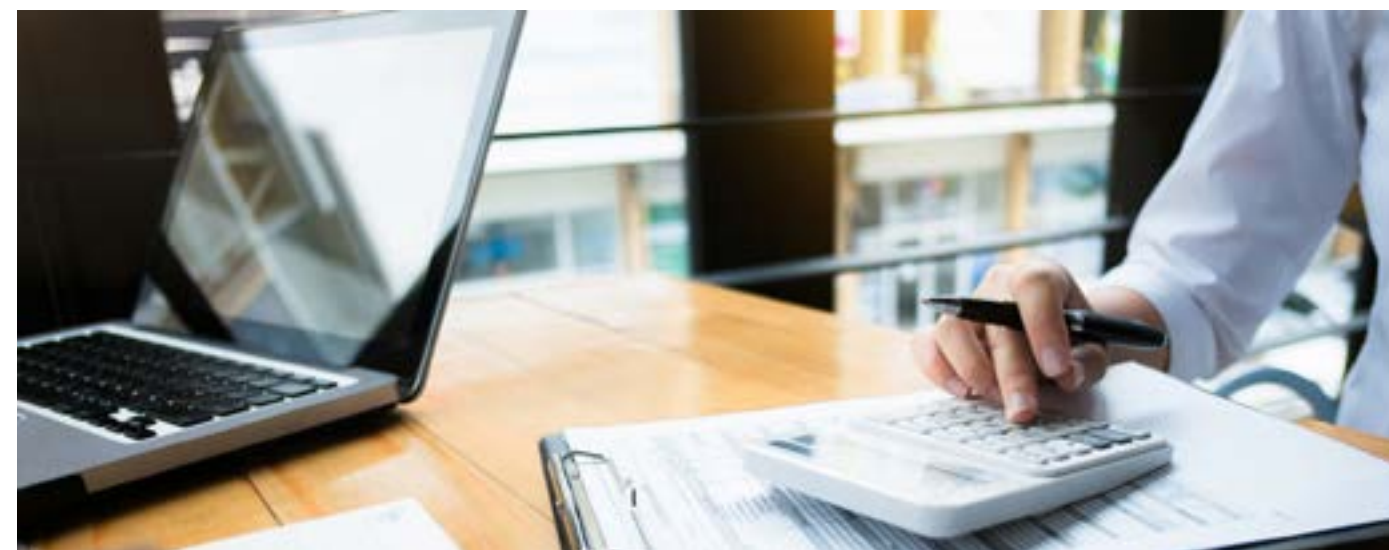


Finance and accountability

Objective / Description	Action	PCP Priority	Timescale
Corporate governance	<ul style="list-style-type: none"> Audit Committee - management and co-ordination Corporate Working Group – management and co-ordination 	Good stewardship of taxpayers money	Ongoing
Budget Setting & Precept	<ul style="list-style-type: none"> Preparing the Annual Budget recommendations and ensure precept complies with statutory requirements Preparation of Accounts 	Delivering a modern and innovative service	Annually
Estates management and Private Finance Initiative	<ul style="list-style-type: none"> Review and ensure the appropriate safeguarding of assets Review and ensure business cases are robust and measurable 	Good stewardship of taxpayers money	Ongoing

Objective / Description	Action	PCP Priority	Timescale
Financial management	<ul style="list-style-type: none"> Ensure that adequate financial information is available to the PCC Prepare jointly with the Chief Constable an annual and medium-term financial plan and budget – for approval of the PCC Work with external auditors to ensure compliance with Accounting standards and statutory requirements 	Delivering a modern and innovative service	Ongoing
Managing Information Technology	<ul style="list-style-type: none"> Ensure relevant technology is in place for the new workstyle for the OPCCN Continuing to monitor technology requirements 	Good stewardship of taxpayers money	July 2020 / Ongoing
Strategic procurement	<ul style="list-style-type: none"> Represent the PCC on the Strategic Procurement Governance Board 	Good stewardship of taxpayers money	Ongoing
ICT Convergence	<ul style="list-style-type: none"> Review and challenge the outline business case and ensure the PCC is fully briefed before any decision-making forum 	Good stewardship of taxpayers money	July 2020

Objective / Description	Action	PCP Priority	Timescale
PACCTS Governance, Audit & Risk portfolio	<ul style="list-style-type: none"> Ensuring that Norfolk issues are raised nationally and ensuring national initiatives are bought to Norfolk early 	Delivering a modern and innovative service	May 2021
ERSOU/ROCU CTP Governance	<ul style="list-style-type: none"> High level security matters and financial implications for participating collaborating forces. 	Delivering a modern and innovative service	Ongoing
NFOA	<ul style="list-style-type: none"> Maintain links with Norfolk Local Authorities on matters that affect all public sector bodies and the items which have an impact on the PCC as a preceptor 	Good stewardship of taxpayers money	Ongoing





Policy, commissioning and communications

Objective / Description	Action	PCP Priority	Timescale
Supporting Victims and Reduce Vulnerability	<ul style="list-style-type: none"> Develop a new Victims' Code of Practice implementation, monitoring Victim Service Commissioning <ul style="list-style-type: none"> - DA service - Sexual Violence Services Development of Norfolk and Suffolk Victim Care Operating Model 	Supporting victims and reducing vulnerability	March 2021 Sept 2021 March 2021 March 2021
Prevent offending	<ul style="list-style-type: none"> Female Offender Strategy Positives Futures Programme Offender Accommodation Project Implementation of CARA 	Supporting victims and reducing vulnerability/ Preventing offending	Dec 2020 March 2022 March 2020 March 2021
Supporting Equality and Diversity	<ul style="list-style-type: none"> Development, implementation and monitoring of new equality objectives Implementation of new EIA policy 	All current PCP priorities	Sept 2020

Objective / Description	Action	PCP Priority	Timescale
Lead and develop the Norfolk Community Safety Partnership	<ul style="list-style-type: none"> Partnership development with new action plan and resourcing Conduct strategic assessment Consult and develop a new 2021-25 strategy Develop and Implement County Lines Strategy Develop/Implement Domestic Abuse Strategy Support White Ribbon Campaign Development of Norfolk Modern Slavery Partnership 	Supporting victims and reducing vulnerability/ Preventing offending/ Supporting rural communities	TBC
Supporting Criminal Justice	<ul style="list-style-type: none"> Review of Criminal Justice Board and implementation of findings 	All current PCP priorities	Sept 2020
Communications and Engagement	<ul style="list-style-type: none"> Development and Implementation of Communications Strategy Implementation of new website Development of digital communication capacity 	All current PCP priorities	Dec 2020 July 2020 - March 2021 March 2021

Objective / Description	Action	PCP Priority	Timescale
Development and rollout of Engagement Strategy	<ul style="list-style-type: none"> • #Impact • Introduce and manage new quarterly newsletter • Development of PCC 100-day engagement plan • Police Dog Benevolent Fund • Youth Commission – COVID 19 project and recommissioning • IAG development • Develop approach to Faith Group engagement with NC • Precept consultation 	All current PCP priorities	March 2021 July 2021 March 2021 March 2021 May 2020 March 2021 March 2021 Jan 2021
Prevent Offending	<ul style="list-style-type: none"> • Work with key partners to develop National Bid • Safer Streets Programme Delivery 	Preventing offending	March 2020
Developing robust accountability frameworks and governance arrangements	<ul style="list-style-type: none"> • Develop new commissioning performance management and outcomes framework 	All current PCP priorities	Sept 2020



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