



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORIGINATOR: Chief Executive

DECISION NO. 2014/20

REASON FOR SUBMISSION:

For Decision

SUBMITTED TO:

Police and Crime Commissioner

SUBJECT:

Organisational Review of the OPCCN

SUMMARY:

This report sets out the background, context and strategic objectives for the review of the Office of the Police and Crime Commissioner for Norfolk (OPCCN)

The role and functions of the former Police Authority differ considerably to that of the OPCCN. The PCC role is much more outward focused, with greater community engagement and a substantial commissioning requirement. There is also no requirement to support the committee structures at the heart of the former Police Authority.

The purpose of the organisational review was to evaluate the specific needs of the OPCCN, redefining roles and responsibilities in accordance with the priorities and strategic objectives set, with a focus on efficiency and delivering value for money, with resources based on evidence of need only.

The review has now been complete, with all posts being filled. The new structure took effect from 1st April 2014 and reflects the current needs of the OPCCN.

**The review has realised savings of £375,000 pa from 1st April 2014/15.
This equates to a 28% saving on the OPCCN budget**

RECOMMENDATION:

It is recommended that the PCC approves the office re-organisation.

OUTCOME/APPROVAL BY: PCC

The recommendations as outlined above are approved.

Signature



DPCC

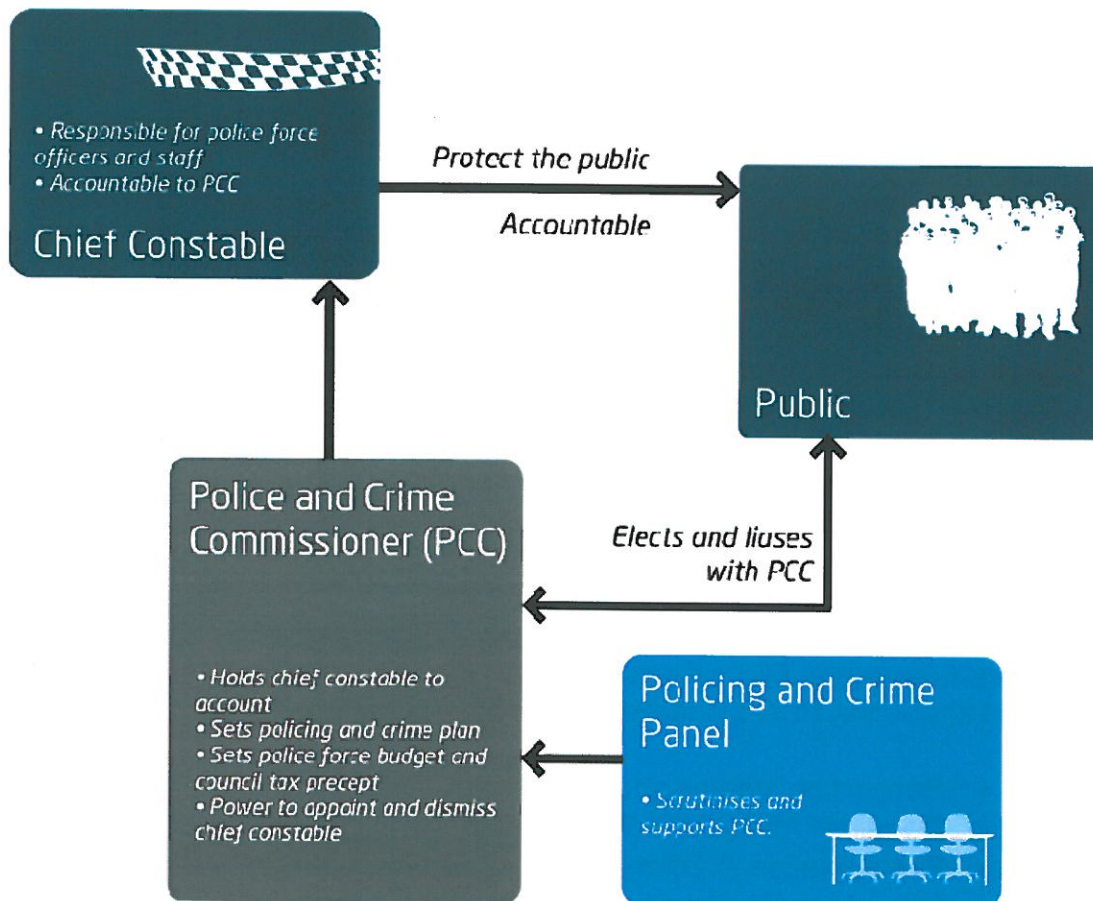
Date

24/7/14

DETAIL OF THE SUBMISSION

1 Background / National Context

- 1.1 The governance of policing is set down in the [Police Reform and Social Responsibility Act 2010](#). This Act replaced Police Authorities with directly elected individuals in each force area. The governance and accountability model is illustrated below:



- 1.2 The Police and Crime Commissioners (PCCs) have responsibility for delivering a five year police and crime plan, based on local priorities developed in consultation with the chief constable, communities and other partners. The PCC is also responsible for holding the chief constable to account for the performance of the police force.
- 1.3 There is also an emphasis on the commissioning of services, something that has been widespread across the health services and local government for a number of years, but not in delivering certain aspects of policing.
- 1.4 With effect from the 1st April, 2014, all police staff transferred from the PCC to the Chief Constable, in accordance with Schedule 15 of the Police Reform and Social Responsibility Act 2011 (Stage 2 transfer). It clearly defines that governance rests with the PCC whilst operational delivery sits with the Chief Constable:

- The Chief Constable must remain operationally independent, be seen as a provider of services and have responsibility for those support services that assist with operational delivery
- The PCC must ensure that the Chief Constable has sufficient capacity and capability to undertake their statutory responsibilities (e.g. ensuring the efficiency and effectiveness of the Force and driving value for money improvements)

2 Local Context - OPCCN

- 2.1 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) inherited the staffing structures previously put in place to support the Police Authority.
- 2.2 The functions of the OPCCN differ considerably; the role is much more outward focused, there is a focus on greater community engagement, a substantial commissioning requirement, with no requirement to support the committee structures at the heart of the former Police Authority.
- 2.3 The Police Reform and Social Responsibility Act 2011 requires that the PCC to appoint a person as Head of Staff and Monitoring Officer (the Commissioner's Chief Executive) and a Chief Finance Officer to be responsible for the proper administration of their financial affairs. Thereafter the Commissioner may appoint such other staff as appropriate to enable him to exercise his functions as PCC.
- 2.4 The PCC and Deputy PCC have undertaken extensive community consultation over their first year in office, listening to the needs, concerns and aspirations of key partners from the public, private and voluntary sector. Key themes have emerged that will shape the PCC's priorities and work programme:
- Supporting Victims and Witnesses
 - Domestic Abuse and Sexual Violence
 - Rehabilitation of Offenders
 - Mental Health, Drugs & Alcohol
- 2.5 The purpose of the review was to evaluate the specific needs of the OPCCN, redefining roles and responsibilities in accordance with the priorities and strategic objectives set, with a focus on efficiency and delivering value for money, with resources based on evidence of need only.
- 2.6 A full review of the PCC's budgets realigned to priorities and accompanying structure has been completed, any additional resource will be procured based on sound business case/ needs analysis to ensure value for money at all times.

3 Strategic Objectives

The PCC's priorities have been developed through extensive consultation and engagement with private, public and voluntary organisations, providing valuable feedback on issues that are important to them. Set out below, are the strategic objectives for this review:

1. Community Focus

- A commitment to continue to place community engagement at the heart of everything we do.
- Listening to partner agencies, stakeholder groups and local people to ensure robust accountability in our decision making processes.
- Bring together community safety and criminal justice partners, with priorities joined up to deliver economies of scale, performance and efficiency.

2. Targeted Strategic Commissioning

- A strategic framework focussed on an ongoing cycle of understanding need, planning and design, service delivery and continual review
- A focus on key themes, with their own individual objectives
- Plans providing a clear identification of commissioning intentions

3. Effective Governance:

- Building a strong and effective working relationship with the Norfolk Police and Crime Panel to support them in their scrutiny role
- To ensure business is conducted in accordance with legislation and standards
- Public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.
- Transparency in decision making, accessibility and performance

4. Organisational Development

- To promote and encourage an innovative culture, with strong core values, demonstrating these through our behaviour.
- To provide clarity of functions, roles and responsibilities
- A mature understanding of the OPCCN role and responsibilities post Stage 2 transfer and beyond

New Roles & Responsibilities

Chief Executive	<ul style="list-style-type: none">•Supports the PCC in developing a clear and effective long-term vision and strategy, working closely with partners and with due consideration to regulatory requirements.
Chief Finance Officer	<ul style="list-style-type: none">•Ensure that the financial affairs of the PCC are properly administered and that adequate arrangements are in place across the OPCCN and Force.•The Chief Financial Officer (CFO) also acts as the OPCCN's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
Business Manager	<ul style="list-style-type: none">•Strategic lead on community engagement, consultation and communications•Manages the effective administration of the OPCCN's business, policies and procedures; and ensures all specified information is published in the time and manner required.
Senior Policy & Commissioning Officer	<ul style="list-style-type: none">•Leads research, development and implementation of all policy ensuring PCC contributes national issues on policing and reducing crime and meets local need•Lead on all strategic commissioning, working with specialist coordinators / partners ensuring all commissioned services are focussed on outcomes.
Performance & Compliance Officer	<ul style="list-style-type: none">•Strategic lead for all performance management and complaints handling•Day to day management of the Custody Visiting Scheme•Develops and sustain effective working relationships with strategic partners, advisory groups, public, private and voluntary sector organisations.
Media & Communications Officer	<ul style="list-style-type: none">•Supports an efficient and comprehensive delivery of all internal and external communications, media and community engagement activity for the OPCCN
Executive PA	<ul style="list-style-type: none">•Provides comprehensive and co-ordinated support to the PCC, DPCC and Chief Executive•Works with the Business Support Team and colleagues when required, to help and support the efficient running of the OPCCN.
Senior Business Support Officer	<ul style="list-style-type: none">•Lead the effective management and coordination of all business support•Provides comprehensive PA/support service to the Chief Finance Officer.
Business Support Officer	<ul style="list-style-type: none">•Undertakes various administrative tasks to ensure the efficient running of the OPCCN

4 Current position

- The review has been completed; all posts have been filled (we are currently finalising the appointment of the Senior Policy and Commissioning Officer).
- The previous structure was 11.2 FTE (full time equivalent members of staff excluding the Deputy PCC)
- The new structure is 8.7 FTE
- With effect from 1st April 2014 (the date of 'Stage 2' transfer for all police staff, except those employed by the PCC, to the Chief Constable), the OPCCN has, where appropriate, adopted the Constabulary's policies (e.g. Human Resources) and procedures (e.g. Financial).

5 Financial Implications

Office Budget

- The total Office Budget is £1,342,000 (2013/14)
- The review has realised savings of £375,000 pa from 1st April 2014/15.
- This equates to a 28% saving on the OPCCN budget
- Half of this is a saving in employee costs, the remainder a saving in associated overheads, together with a rigorous scrutiny of the budget aligned to PCC priorities.

Commissioning Budget

The PCC also directly commissions services and projects in line with his statutory responsibilities. These responsibilities have been increased by the transfer of support to victims from the Ministry of Justice.

The Commissioning budget 2014/15 is £1.300,000

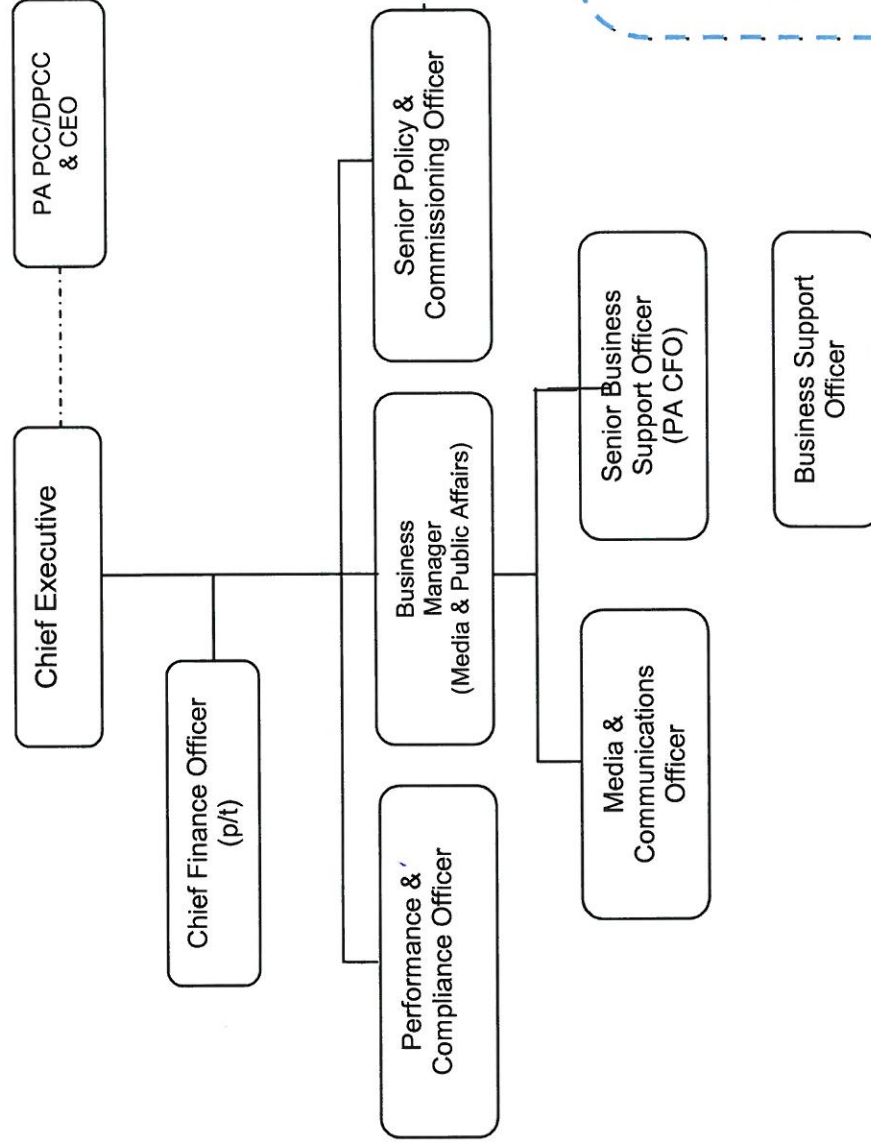
The Commissioning strategy sets out the overall work programme, with themed plans identifying all the PCC's commissioning intentions.

The budget supports 2.2 FTE's contracted to undertake preparatory work also co-ordinate and deliver specific projects and services with partner organisations in areas including Domestic Abuse and Sexual Violence, Rehabilitation and Mental Health, Drugs & Alcohol.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORGANISATIONAL STRUCTURE As April, 2014



Commissioning Coordinators

- Domestic Abuse & Sexual Violence
- Mental Health, Drugs & Alcohol
- Rehabilitation
- Veterans
- Community Relations & Equalities

Note: The PCC Commissioning budget supports 2.2 FTE's. All other positions are hosted (not funded) within the PCC Office

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Yes
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to PCC and DPCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature:



Date

23.7.2014

