

CORPORATE PLAN 2009/10

Taking a Closer Look at the Bigger Picture



NORFOLK POLICE AUTHORITY

Ensuring an Efficient and Effective Police Service



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KEY MESSAGES FROM THE POLICE AUTHORITY CHAIRMAN

Welcome to the Norfolk Police Authority Corporate Plan for 2009/10. This Plan demonstrates how the Authority adds value to policing in Norfolk and outlines our commitment to continual improvement.

In Norfolk, we began an annual process of 'self assessment' in 2007, making sure that the various policing needs of our communities are voiced and met. This assessment examines the 'added value' that we provide to the communities of Norfolk, evidence that will be used in the forthcoming police authority inspection process.

Who we are

As the locally accountable body overseeing policing in Norfolk, the Police Authority acts as a voice of the community. We set the strategic aspirations for the Constabulary and assess the quality of the services delivered to the public.

The Authority is made up of local people independent from the delivery of police services. We make sure that money for policing is spent efficiently and effectively. We set a robust control and governance framework to ensure that issues requiring strategic consideration are quickly brought to the attention of the Authority and the Chief Constable, while the Chief Constable is responsible for operational management and delivery.

Adding value for the community

The Criminal Justice and Immigration Act 2008 contains new arrangements for police authority inspection. This national development provides an opportunity to enhance the public accountability and transparency of our Police Authority.

Modernisation and savings

2008/09 has seen significant improvements designed to increase resources and activity for the people of Norfolk. The Norfolk Constabulary, overseen and supported by nominated Police Authority members, has undergone significant modernisation since April 2008 under the Quest initiative sponsored by the Home Office.

Together, we are achieving business improvements that ensure the efficient and effective delivery of policing services, eliminating wasteful processes and focusing services on meeting citizens' needs. The £3 million savings achieved by Norfolk Constabulary were even mentioned in the Chancellor of the Exchequer's 2008 Pre-Budget Report as an example of innovative working.

Regional cooperation

Norfolk and Suffolk Police Authorities continue to support regional collaboration. Both are fully committed to improving the joint capacity and capability in key business areas. These include Major Incident Team, ICT Services, Human Resources, Protective Services, Transport Services and Custody facilities.

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Given the significant and increasing gap in police funding in the period 2008/09 to 2010/11, collaboration provides an opportunity to deliver the same service, or better, at a time when all forces face budgetary constraints. Members from Norfolk Police Authority attend the Joint Statutory Committee with their Suffolk counterparts to develop and maintain this shared vision and make recommendations to both Authorities.

Local input

In July 2008, the Home Secretary published the Policing Green Paper "From the neighbourhood to the national: policing our communities together". This set out the Government's vision for the future of policing, resulting in the Policing and Crime Bill 2008. Norfolk Police Authority's support for the intentions of both the Green Paper and the Policing and Crime Bill is reflected in our objectives for 2009/10.

We are committed to ensuring that the community has ample opportunity to help shape and influence its local policing priorities, work that will be managed by our Citizen Focus Committee. However, we are concerned that local influence may be weakened by greater centralised Home Office control over issues such as the appointment of the Chief Constable and other senior police officers.

Targets

Finally, for 2009/10, we have decided to set fewer numerical targets for the Constabulary to allow us to review their performance more generally. For example, we will monitor and assess delivery against the whole of the Constabulary Human Resources diversity plan, rather than just focusing on a few targets.

I believe this Corporate Plan provides a clear indication of where Norfolk Police Authority will progress during 2009/10, whilst maintaining our proven high performance.

A. W. Bell



VISION

To provide the best police service for the County, meeting the needs of our communities, within the available budget.

PRINCIPLES

Norfolk Police Authority has a number of financial and legal powers but the principal responsibility is to secure an efficient and effective local police force. In discharging our business, the following principles will be applied:

- To understand and articulate the policing needs of our communities and, through this, shape the style of local policing
- To both support and challenge constructively the Norfolk Constabulary
- To demonstrate the value the Police Authority adds to the continuous improvement process
- To promote equality, diversity and human rights
- To work in partnership to improve efficiency and effectiveness
- To engage with our communities, key partners and the Norfolk Constabulary, to identify our priorities and improve performance
- To manage resources efficiently and effectively
- To ensure that a professional, skilled and flexible Senior Management Team within Norfolk Constabulary and the Chief Executive's office is maintained



OBJECTIVES FOR NORFOLK POLICE AUTHORITY 2009/10

The Authority has developed a detailed governance structure to ensure that it effectively fulfils its key accountable activities. This is managed through a comprehensive Police Authority Committee structure.

Whilst Norfolk Police Authority currently operates under secure stewardship arrangements, the objectives below highlight areas of business the Authority is pursuing to further enhance its performance.

The Authority will:

- Continue to scrutinise and monitor the Norfolk Constabulary's performance in the Protective Services arena and work to deliver against the Association of Police Authorities Protective Services Framework
- Deliver against the non statutory guidance highlighted in the Policing Green Paper "From the neighbourhood to the national: policing our communities together"
- Meet the statutory requirements outlined in the Policing and Crime Act, once it receives Royal Assent
- Establish and demonstrate how the Authority contributes to the development and delivery of 'Norfolk Ambition', the Norfolk County Strategic Plan and, that the Authority has linked its policing strategies and plans with those of key partners
- Ensure that the views of the people of Norfolk are reflected in the work of the Authority to the added benefit of the communities and the Norfolk Constabulary
- Steer the Norfolk Constabulary to achieve, and then maintain, a workforce which reflects the make up of our community
- Develop and implement a revised scrutiny methodology to strengthen the Authority's oversight of the Norfolk Constabulary
- Ensure that there is a sound basis for service and financial planning that takes account of the uncertain national financial climate

FINANCIAL POSITION

The Police Authority is responsible for approving the annual budget for revenue expenditure and an annual capital programme for policing. The allocation of these resources is detailed within the Policing Plan.

We also have our own budget to support the running of the Police Authority and the Chief Executive's office. The amount we have available in 2009/10 is £1.2 million.

The Chief Executive's office monitors this budget monthly and makes adjustments as necessary. To ensure transparency of decision making, our Finance Lead Member and members of our Strategic Development Group also monitor the budget which is subject to the same internal audit scrutiny as the Norfolk Constabulary budget.

We actively seek to identify efficiency savings to ensure that public investment is used as productively as possible. During 2008/09, we delivered a 3% efficiency saving following the deletion of a Senior Management post.

The Corporate Plan 2009/10 will be kept under review by the Chief Executive's office, with progress being monitored on a regular basis at Management and Staff team meetings. In addition, our objectives will be monitored and reviewed by the appropriate Committees with an annual report on achievement being submitted to the full Authority.

WE SAID... WE DID! – PERFORMANCE AGAINST 2008/09 OBJECTIVES

Objective 1 – Monitor effective delivery of the Constabulary’s Vision, Pledge and Principles for the new Norfolk Policing model

The values in the Vision, Pledge and Principles drive all areas of Constabulary business; delivery is monitored by our Strategic Development Group.

Outcomes

- Policing is taking a more evidence-led and problem solving approach
- Better quality analysis of crime and related information is helping to increase detection
- Improved feedback to those that contact us and higher satisfaction levels
- Improved mediums through which we can ensure that an efficient and effective policing service is delivered

Objective 2 – Develop a partnership and benefits realisation programme which complements the Constabulary’s Force Policy Document regarding partnerships and adds value to the work of the Authority

These programmes and the budget planning for 2009/10 have analysed the strategic needs of partners and focussed our limited resources on activities that best support all partners.

Outcomes:

- We have a better definition of our role in working with partners
- We have greater clarity in resource allocation that allows more detailed links to the risk management process
- We have improved progress of financial standing assessments in the Police Use of Resources process

Objective 3 – Scrutinise and monitor the Norfolk Constabulary’s growth in Protective Services

Quarterly meetings with the Constabulary’s Head of Protective Services are held to discuss confidential issues that cannot be included in public papers. This process ensures financial oversight and provides reports on the growth of Protective Services Command (PSC) following recent investment. The Growth and Improvement Programme and progress against targets are also reported to our Scrutiny and Audit Committee on a six monthly basis.

Outcomes

- Increased governance of the Protective Services arena
- Clearer Authority understanding of Protective Services issues
- Increased assurances for the community that the threat of major crime and terrorism is effectively and efficiently managed

Given that there remains work to do in this area, this objective will be carried forward into 2009/10.

Objective 4 – Determine how achievement of value for money in 2008/09 can be assessed, defining targets and monitoring achievement. We will also ensure action is taken to deliver against these targets

A Value For Money working group was established to implement a process of self-assessment and to recommend change. They review cost data to ensure that the Constabulary has a sound understanding of its costs linked to performance. This work is reported to our Scrutiny and Audit Committee.

Outcomes

- We improved our scrutiny of our value for money process
- We increased sharing of information between the force and the authority
- We improved our performance in the Police Use of Resources (PURE) process

Other results

During 2008/09, the Authority also demonstrated improvements in the following areas of business:

Organisational Purpose

- Agreed a process for improved monitoring of Human Rights compliance
- Increased oversight of the Norfolk Constabulary Human Resources Plan

Defined Functions and Roles

- Developed an improved process of reporting on the Police Authority's health and safety requirements (as an organisation in its own right)
- Developed detailed guidance of the specific responsibilities and requirements of a Police Authority Member to improve understanding
- Developed a rolling training plan for Members to ensure all individuals have sufficient skills to undertake the role

Promote and Demonstrate Values

- Promoted awareness of the role of the Monitoring Officer to Members/Chief Executive staff



HOW TO CONTACT US

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