



**POLICE & CRIME
COMMISSIONER**
FOR JUSTICE, FOR SAFETY,
FOR NORFOLK

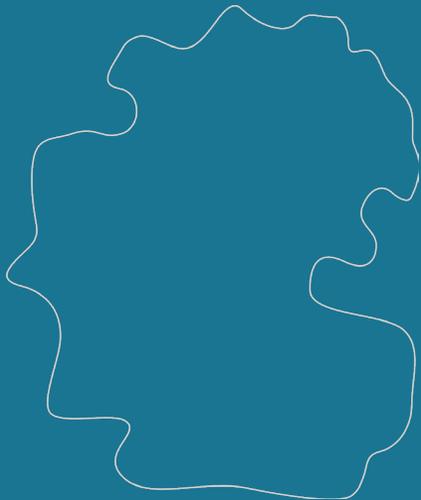
Welcome

Office of the Police and Crime Commissioner
for Norfolk

Candidates' Briefing

3 April 2024

Outline of the day



09:00 – 09:15	Arrivals and refreshments
09:15 – 09:30	Housekeeping and Introductions – Mark Stokes, CEO
09:30 – 10:00	Overview – role of the Norfolk PCC
10:15 – 11:30	The Office of the PCC
11:30 – 12:15	On the horizon – OPCC Leadership Team
12:15 – 13:00	Induction and 100-day plan
13:00 – 13:45	Lunch
14:00 – 16:00	Norfolk Constabulary – Chief Constable
16:00	Close



Housekeeping and introductions



The role of the Police and Crime Commissioner





Your voice Your police - Vote for your next PCC on 2 May 2024



Copy link

2024 PCC ELECTIONS THURSDAY 2nd MAY



Watch on  YouTube



As well as working closely with the emergency services some Police and Crime Commissioners are also responsible for their local **Fire and Rescue Services.**

Works with the local authorities, health and education services, plus the voluntary sector and local business to create a **joined-up response** to local problems.



Works with national and local policing and **Criminal Justice partners** to reduce crime and help make **communities safer.**

Funds **crime prevention services** to address issues such as drug and alcohol misuse, youth crime and anti-social behaviour to keep your communities safe.



Commissions dedicated local **victim support services**, that you can access to **help you cope and recover**, if you become a victim of crime.

What does your Police and Crime Commissioner do for you?



2 May 2024



Elected to represent your views on policing and crime locally. **Directly accountable to you, the public.**

Appoints the **Chief Constable** who runs the operational side of policing in your area.



Holds the **Chief Constable to account** for delivering an effective and efficient police service.

After consulting local people, publishes a **Police and Crime Plan** to identify local priorities and how they plan to meet them.



Sets the **police budget**, decides how much **you pay towards policing** from your council tax, to add to the funding from central Government and decides how the total budget is spent.



Voice of the people in policing

- 2012 PCCs replace Police Authorities as Local Elected Policing Body
- Increase in roles and responsibilities



Police Authority
Pre 2012

Responsibilities:

Police Authority
Committee
Policing Plan
Finance
Custody Visitors
IAG / DAF
Performance
Management
Chief Officer
Recruitment
Transparency (FOI)
Information
Management
Norfolk/Suffolk Collab
Communications
Equalities & Diversity
APA

Police Authority &
OPCCN 2012/2013

**Additional
Responsibilities:**

Police and Crime Panel
Police & Crime Plan
Holding Chief to
Account
Governance & Audit
Grant Making
Policy & Research
Transparency (SIO)
Hire & Fire Chief
Code of Ethics
Complaints Handling
APCC
Safeguarding -
Working together -
Children
Community Safety
- Due Consideration
- Grant Funding

OPCCN
2014/17

**Additional
Responsibilities:**

Strategic Governance
Board
7 Force Strategic
Alliance
Victims
Commissioning
(£1.1m)
Contract
Management
Community Remedy
Legally Qualified
Chairs
Consultation/
Engagement
Criminal Justice Board
Projects & Initiatives
Partnership Networks

OPCCN
2017/20

**Additional
Responsibilities:**

Policing & Crime Act 2017:
Complaints Handling
(Appellant Body)
Fire Governance
Government Inspections
(Outside Police & Crime
Panel)
Criminal Justice Reforms
- Devolved Commissioning
- Major Incident
Framework - LRFs
- Victims Code Compliance
PCC Engagement
- Surgeries
Accessibility Regulations
ASB Case Review
Covid Response
- Victims Commissioning
- Domestic Abuse
- Community Safety
- Community Tensions

OPCCN
2020 onwards

Additional Responsibilities:

Fire Governance - Membership of
Norfolk Fire and Rescue Authority
HMICFRS Inspections:
- Section 55 Statutory Responses
- Super Complaints
Added complaint scrutiny - Chapter 13
letters for investigations over 12 months
Increased requirements under revised
SIO
IDVA/ISVA Funding
Safer Streets Funding
Drugs Partnership
Serious Violence Duty Funding
Norfolk Community Safer Partnership
Victims and Prisons Bill
- Code Compliance
- Victims Needs Assessment
- Strategy
Funding management HO/MOJ
Duty to collaborate with probation
Domestic Abuse Commissioner
- service mapping
DHR oversight
LCJB Leadership
Government/APCC Networks

Local elected policing body

- Scheme of Governance
- Specified Information Order (SIO)
 - CoPAC Awards and audit
 - PCC Review – upgraded SIO
- Freedom of Information/GDPR
- Accessibility and transparent information
 - Accessibility regulations
- Information Management and Security
 - Data controller – CEO
 - Internal audit – substantial assurance



Holding the Chief Constable to account – efficient and effective police service



- Appointment – current contract expires Dec 2026
- Relationship
- Governance and accountability structures
 - Policing performance
 - Policing protocol
 - Strategic Policing Requirement
- Performance and scrutiny frameworks
 - National Policing Requirements (statutory)
 - ONS Crime Data
 - Home Office Digital Crime Performance Pack
 - ISSP and OOCD scrutiny panels and reporting

Holding the Chief Constable to account – efficient and effective police service



- External assessment and inspections (HMICFRS, IOPC, ICO)
 - PEEL programme and thematic inspections framework
 - Duty to respond to inspection recommendations
 - Ability to commission HMICFRS inspections in force area
 - IOPC quarterly public force/OPCCN statistics
- Independent Custody Visiting Scheme
 - Duty on PCC to provide
 - ICVA now Silver Compliant

Police Integrity Reforms

- Police Complaint Reviews – statutory responsibilities
- Police Complaints – enhanced oversight and scrutiny role/ Chapter 13
- Chief Constable Conduct Complaints – investigations referred to IOPC
- PCC Conduct Complaints
 - Role of Police and Crime Panel on complaints assessments
 - Police and Crime Panel sub-panel for complaints
- Super Complaints – current complaints and implications for policing

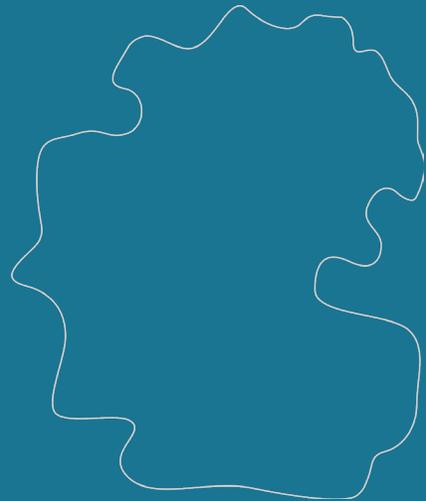
Police Integrity Reforms

- Police Misconduct Hearings
 - Legally Qualified Chairs and Independent Members
 - Police Appeal Tribunals
- Police Conduct Reforms
 - Police Dismissal Review
 - Vetting Recommendations



Police and Crime Plan

- Statutory requirements
- Development process
- Strategic Assessments (Force/National Crime Agency etc)
- HMICFRS Force Management Statements
- National Beating Crime Plan and performance measures
- Annual reporting and role of Police and Crime Panel



Police and Crime Plan

- PCC Review – relationship with Community Safety Partnership Strategy



Police and Crime Plan Priorities - the Six Pillars of the Police and Crime Plan

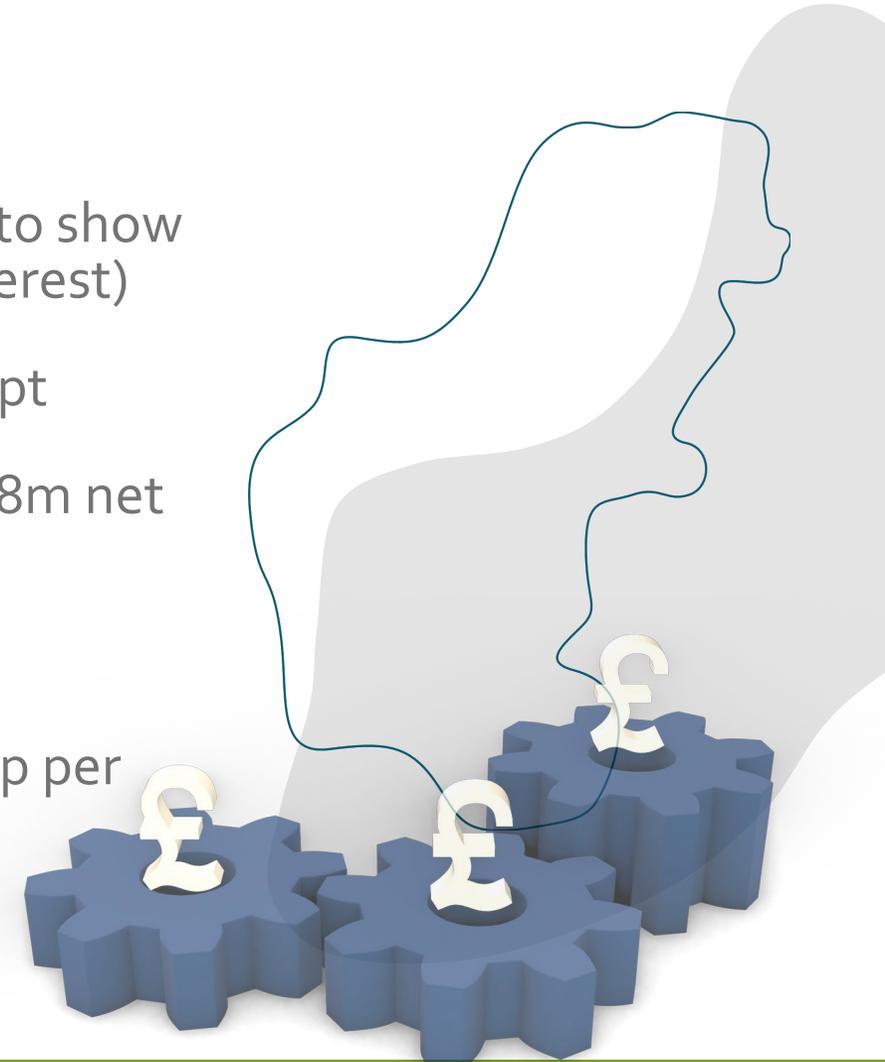
The Police and Crime Plan has been informed through public and stakeholder consultation on policing priorities and a series of six pillars have been identified which underpin the plan. They have been developed along with detailed objectives in order to deliver these outcomes for the county.

- 1 Sustain Norfolk Constabulary
- 2 Visible and Trusted Policing
- 3 Tackling Crime
- 4 Prevent Offending
- 5 Support Victims
- 6 Safer and Stronger Communities



Funding

- PCC
 - sets Constabulary and OPCCN budget annually
 - consults and sets precept in February for the following year
 - required to have a Medium-Term Financial Plan (five years) to show value for money and efficient use of resources (auditors' interest)
- Funding comes from Home Office Grants and Council Tax Precept
- The newly elected PCC will directly control £2.8m gross and £1.8m net after Ministry of Justice grants
- The net budget for 2024/25 is £211.4m
- The precept for Band D is £315.90 for 2024/25 (an increase of 25p per week on previous year)



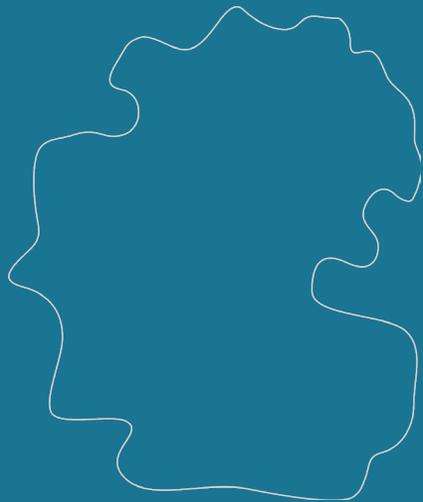
Reserves Overview

- Two Categories: earmarked and general
- Strategy reviewed annually
- Current policy to maintain general reserves between 2.5 %-3% and total reserves at 6% of net budget as a minimum
- Total reserves are forecast to reduce from £20.5m at 31/3/2023 to £13.2m at 31/3/28
- OPCC Transformation Reserve for PCC to respond to major government policy changes



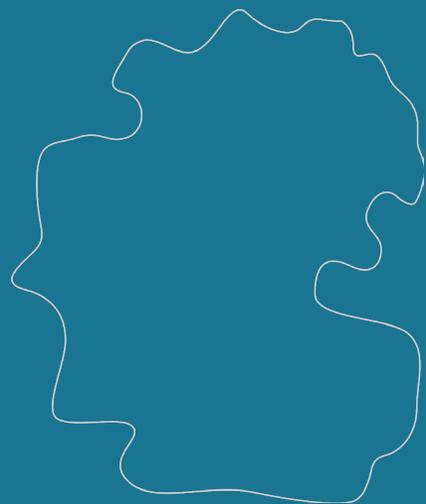
Treasury Management

- **All** financial transactions are through the PCC's bank accounts - the Constabulary do not hold bank accounts
- Investments made to recognised banks and investment houses with high grades as per Treasury Management Strategy
- Risk averse – taxpayers' money
- Fallow or green grass



Audit

- Audit Committee, independent of PCC and CC, considers internal/external audit reports, provides advice on governance and risk management arrangements
- Outsourced internal audit service and through PSAA have EY as external auditors

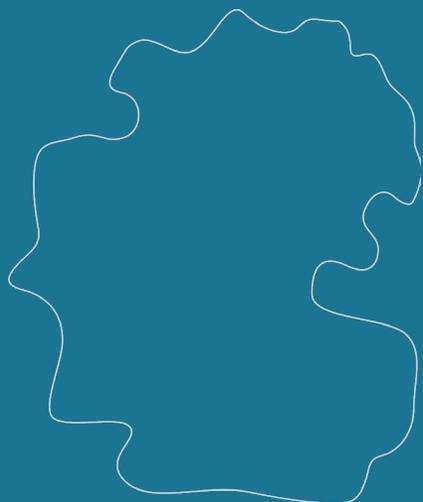


Estates

- PCC is landlord, responsible for all estate, managed through Estates Governance Board
- Acquisition/disposal of land/or buildings requires PCC approval
- Programme for 2024/25 includes refurbishment of Bethel Street (£7.9m)
- New stations recently built in Swaffham and Broadland
- 2 PFI contracts: OCC HQ and Police Investigation Centres (PICs)



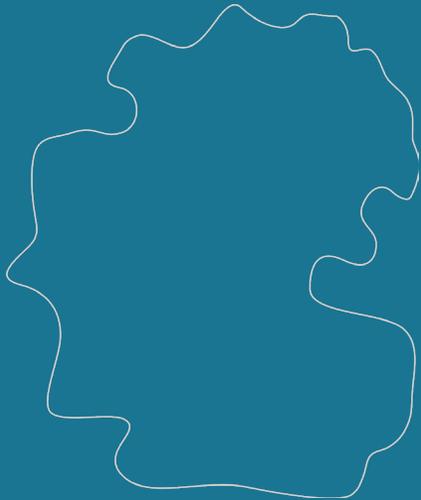
Capital



- Programme for 2024/25 (£10m) includes...
 - Complete refurbishment of Bethel Street Station
 - ICT initiatives including national programmes such as M365/Win 10 and HO biometrics
 - Vehicle replacement programme
- Capital expenditure not funded by Government - requires borrowing and/or use of revenue funding
- Climate change mitigation investment is difficult without Government support



Financial Risks and Future Challenges

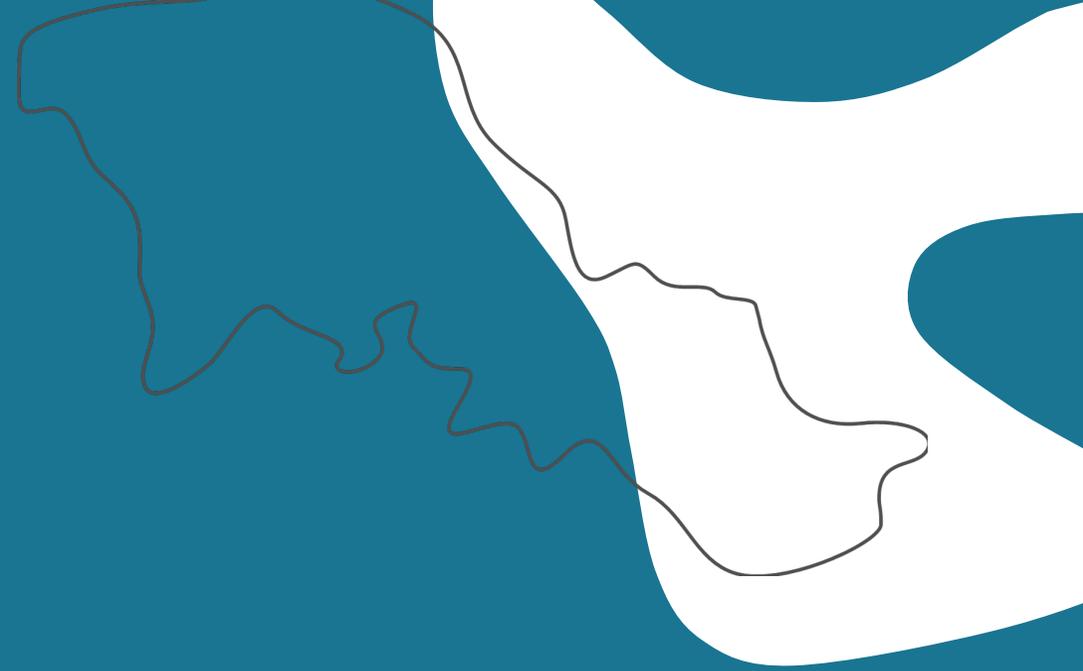


- Inflation
- Price increases for goods and services
- Pay awards – set nationally
- Pension pressures £8m
- Energy (property and fleet)
- Capital both maintenance and investment
- Comprehensive Spending Review 2025/26 uncertainty
- Cliff edge funding (grants)
- Climate Change
- Referendum limits (precept freedoms)
- Government initiatives such as uplift



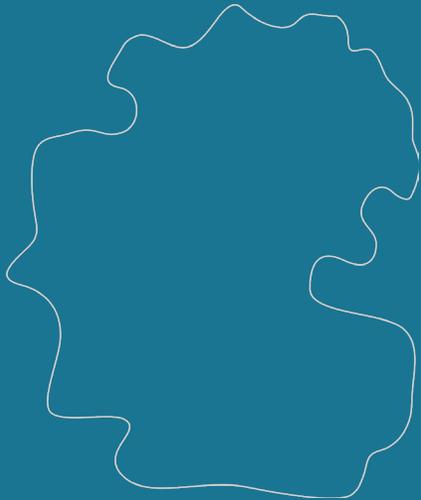


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Victim Services

Victim Support Services



- MOJ Commissioning Framework
- £2m of ringfenced MOJ funding provides
- Track record of strategic commissioning
 - Victim assessment and referral service – Victim Care
 - Domestic Abuse Services – NIDAS (NIDAS handout)
 - Sexual Violence Services – SARC, ISVAs and therapy
 - Restorative Justice Services

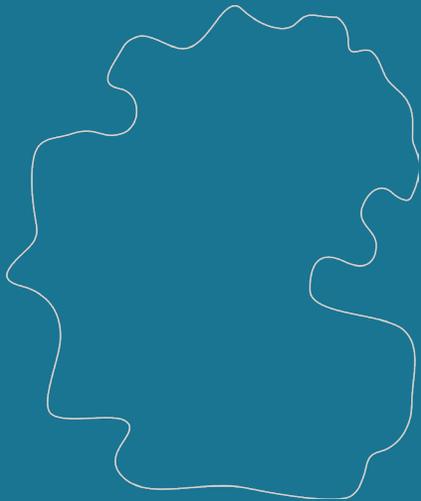


Prevention of Crime

- Preventing and reducing offending
- Leadership and collaboration
- Services
 - Domestic abuse
 - Wonder+
 - HGV
 - ADDER enforcement
 - Safer Streets funds
 - SPACE – ASB and vulnerable Children and Younger People



Working with Criminal Justice Partners



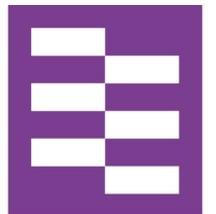
- Criminal Justice Board (CJB)
 - Leadership
 - Norfolk & Suffolk Local Criminal Justice Board – opportunities and challenges
 - Victims and Prisoners Bill
- Youth Justice Board
- Duty to collaborate with Probation

NORFOLK & SUFFOLK
CRIMINAL JUSTICE BOARD

Criminal Justice System: working together for the public



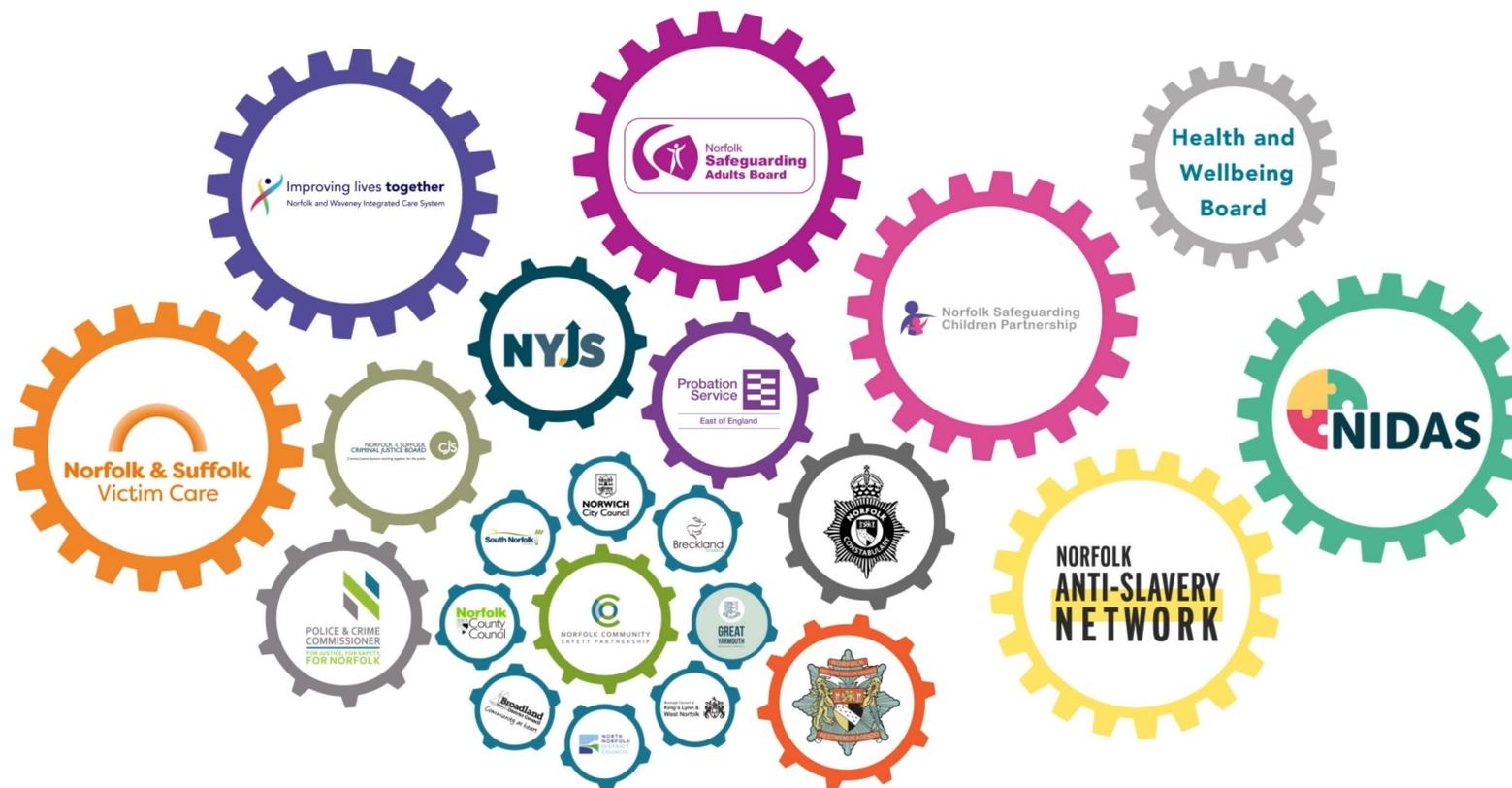
Probation
Service



East of England

Creating local joined- up response

- Policy and partnership
 - Integrated approach
- Norfolk Community Safety Partnership



Creating local joined- up response

- Partnership management
 - Strategic Assessment
 - Strategy
 - Domestic Homicide Reviews
 - Serious Violence
 - Prevent



Creating local joined- up response

- Policy and partnership leadership
 - Serious Violence
 - Fraud
 - Anti-social Behaviour (ASB)
 - Equalities
- Vulnerable complainants – policy development
- Eastern Region co-ordinated OPCC responses
 - Police Misconduct
 - Independent Custody Visiting





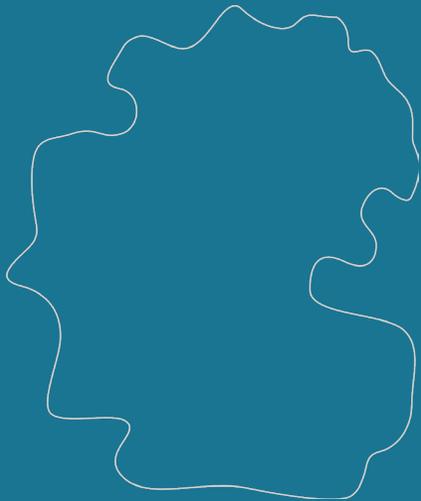
collaboration



- Police and Fire MOU
- PCC membership of Fire and Rescue Authority
- 7 Force Strategic Alliance
- Norfolk and Suffolk – preferred partnership
- Section 22 Collaboration Agreements
- Mental Health Emergency Service Transformation Programme



collaboration



- 7 Forces Commercial Services function - cost mitigating inflationary pressures across contracts
- Bluelight Commercial Services - national approach to achieve efficiencies across all PCCs/forces
- OPCCN/S Victims Services

Office of the Police and Crime Commissioner for Norfolk



Office of the Police and Crime Commissioner for Norfolk

- Collective name for staff of the local elected policing body – non-political
- Supports PCC to meet statutory obligations and deliver the Police and Crime Plan
- Three statutory roles:
 - Head of Paid Service
 - Monitoring Officer
 - Chief Finance Officer
- Equality, Diversity and Transparency
- Networked to national, regional and local support

BUSINESS DELIVERY PLAN

2022/24

OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR NORFOLK

Our core values are the guiding principles that underpin 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.

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.

Our Values

-  **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'**

Vision We serve the people of Norfolk, ensuring they receive the policing service they need, provide victim support and champion justice and safety for all.

What it looks like: We make decisions that support our objectives / We look for ways to help people understand what we do / We are champions of change / We challenge the norm and promote ways to connect people with our work.

One team We work collaboratively and co-operatively, building relationships and learning from each other. We take personal accountability and support fairness.

What it looks like: We support others in their work / We welcome feedback / We give constructive, developmental feedback / We manage expectations with clear, open and honest communication / We work with others, across roles and directorates.

Integrity We work openly and fairly with each other and with partners. We strive for the best outcomes for Norfolk and speak up when we have concerns.

What it looks like: We keep our promises / We work in partnerships both internally and externally / We challenge inappropriate behaviour when we see it / We protect the reputation of the OPCCN and PCC.

Community We are delivery-focused, working together to perform at our best. We enable the ongoing development of a supportive and collaborative culture.

What it looks like: We are energetic and work at pace / We prioritise tasks that support our Business Delivery Plan / We actively seek ways to collaborate with others to gather ideas and input.

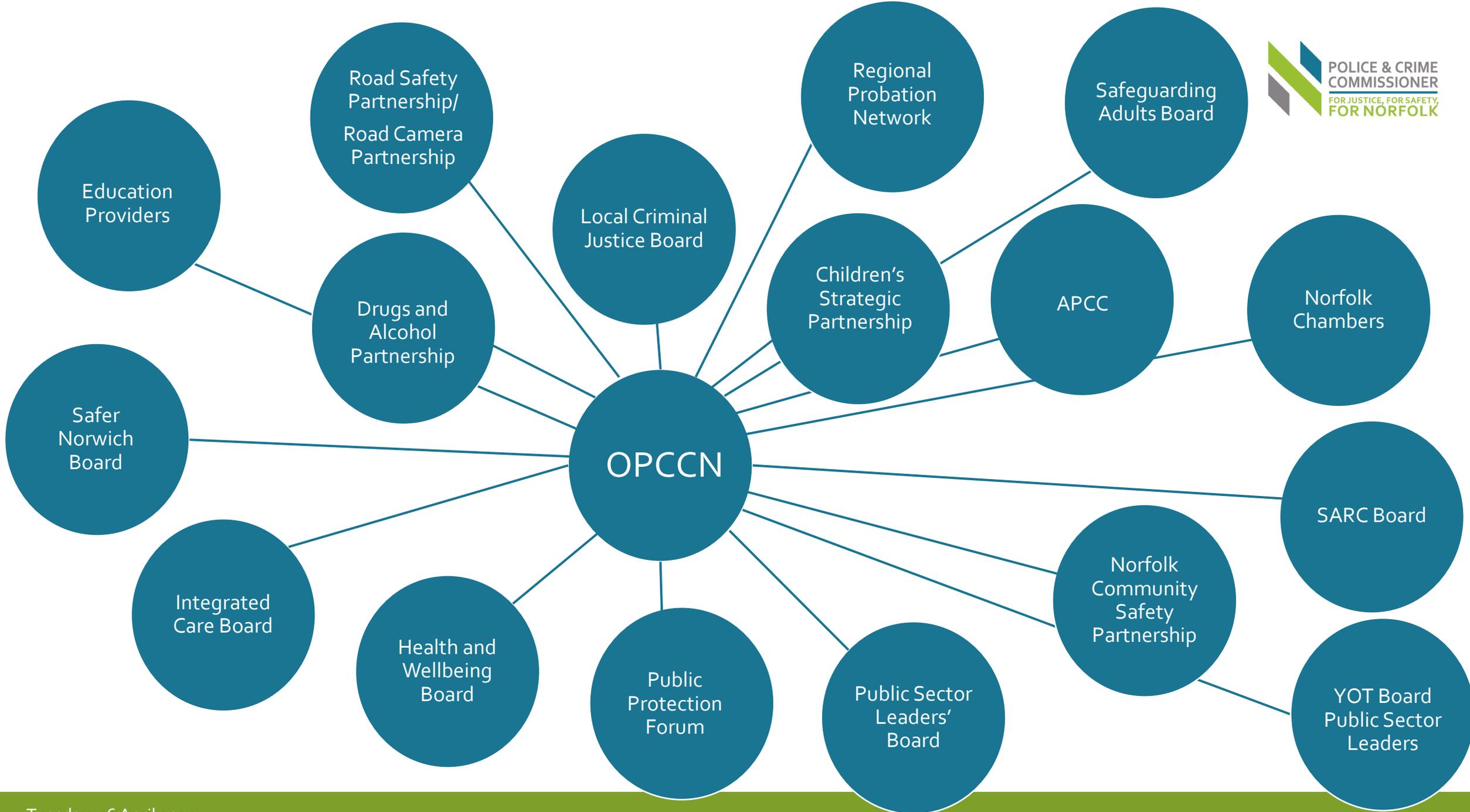
Evolving We look for opportunities to develop ourselves and our ways of working. We look for, and share, examples of best practice that we can learn from.

What it looks like: We review outcomes, share and act on learnings / We share knowledge and experience, helping others to excel / We look outside the OPCCN for inspiration / We consider sustainability when making decisions.

Our commitment

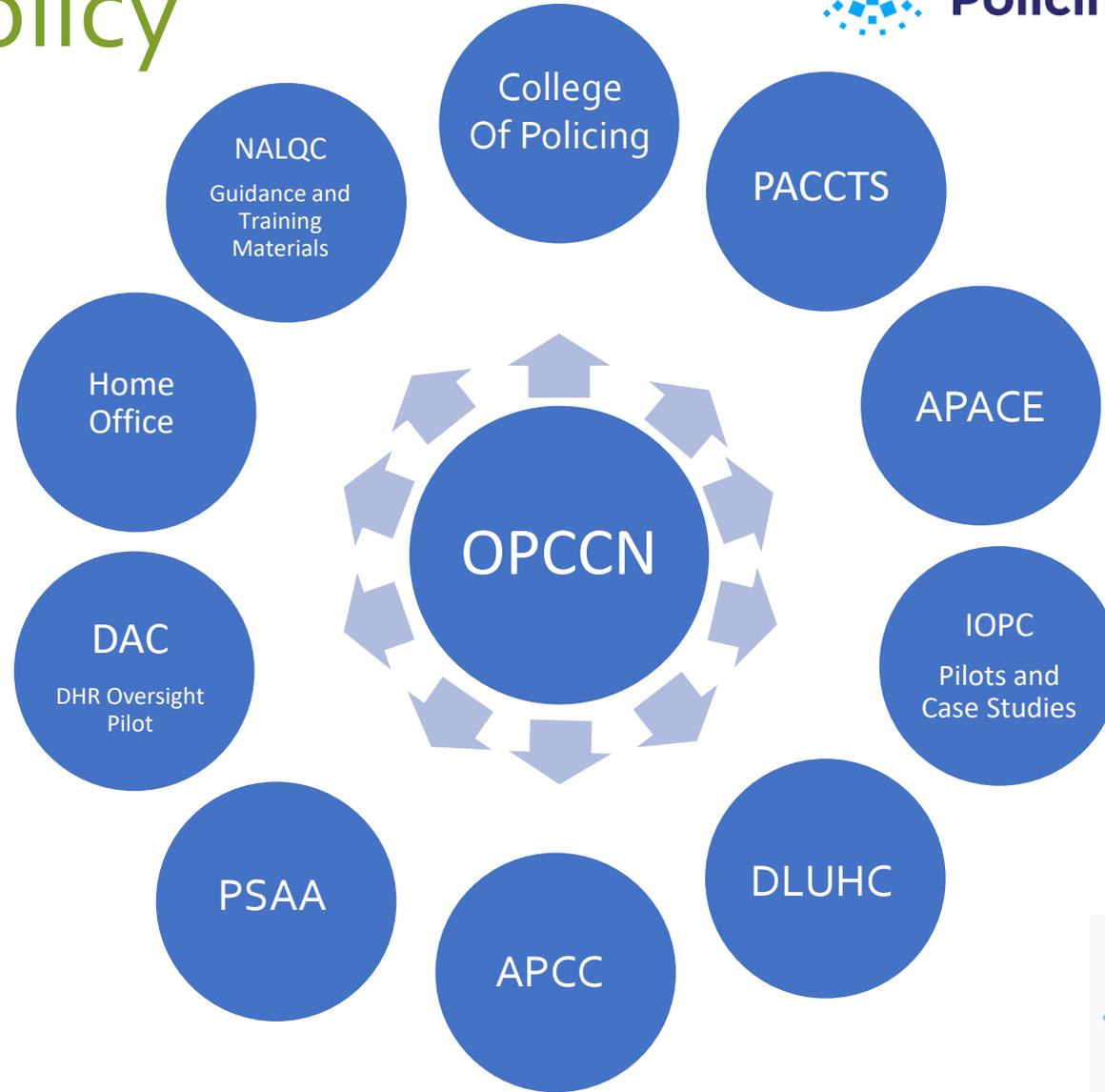
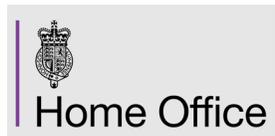
- Lead and enable innovation across all our workstreams
- Develop and deliver best practice in all key areas of work
- Share success internally and externally (team working and partnership working)
- Work efficiently and focus on priorities
- Be responsive – listen to partners and local people and take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

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.



Impact on Policy

- National leads
- Peer Support



OPCCN – Employer of choice

- Skills and capacity to deliver
- Volunteer network
- Values
- Modern Workplace
- Wellbeing
- Trauma support
- Learning and development
- Apprentices and interns



Office of the Police and Crime Commissioner for Norfolk

Tuesday, 16 April 2024

Specialist communications support

- Branding
- Digital offer
- Profile
- Hard to reach groups



» Exploitation support

Victims of modern slavery and exploitation in Norfolk are to receive immediate specialist support amid a sharp rise in those being referred to police for investigation.

Figures from the Home Office show Norfolk Constabulary was responsible for investigating 134 referrals where a person was a potential victim of modern slavery, including children in the year to 1



Norfolk PCC Giles Orpen-Smellie

Maximum tax rise is needed to protect our frontline police, says Norfolk PCC

Norfolk Constabulary might have to reduce the number of frontline police officers and may not be able to properly investigate all burglaries, without an increase in its share of council tax.

Police and crime commissioner Giles Orpen-Smellie has proposed the maximum allowed rise in the police council tax precept, as the force struggles to cope with rising costs.

It would see the part of bills earmarked for policing rise by 5.2% with families paying an extra £14.94 a year in a band D property and £11.82 for band E households.

Mr Orpen-Smellie said he was "between a rock and a hard place" in seeking to stave off cutbacks to areas like visible policing and detective investigators as the force tried to cope with the impact of inflation.

The cost of keeping police vehicles on the road alone is set to rise by 60%, with the fuel bill spiralling from £1m to an estimated £1.6m next year.

Police are also seeing increased costs from pay rises and energy

"I am slightly between a rock and a hard place because with pay inflation at 5% and ordinary inflation, which police suffer from just as much as everyone else, at 10% plus that 5.2% on the precept doesn't make up the deal."

Norfolk chief constable Paul Sanford has sought 2% across every department.

But the PCC said the gap meant there would be cutbacks, though he warned these would not have a frontline policing, pre-prise was secured.

"I am hopeful, and I conservations I'm having suggest, those will not to the public," he said.

"There will not be a in visible policing or tackle crime, but there effects on backroom it is a case of how much the police budget be cut Norfolk Police Federa body that represents r officers, has warned t funding will not esse on a service "consisten stretched beyond their



NorfolkPCC @NorfolkPCC · Dec 27, 2023
Police & Crime Commissioner Giles Orpen-Smellie's last visit of the year was to the Purfleet Trust based in King's Lynn. The charity helps people experiencing homelessness in King's Lynn & West Norfolk & works closely with the local police. For more info >> norfolk-pcc.gov.uk/news/pcc-visit...

NorfolkPCC @NorfolkPCC · Jan 13
You still have time to submit your questions about crime and policing to #Norfolk's PCC Giles Orpen-Smellie ahead of his accountability meeting with Chief Constable Paul Sanford. The deadline for questions is 5pm Monday, 15 January. More information >> norfolk-pcc.gov.uk/news/pcc-invite...



Giles will be putting your questions to Norfolk's Chief Constable on Tuesday 30 January. Visit our website to find out how to submit a question.

Deadline: 5pm on Monday 15 January



Meet Norfolk's and Crime Commissioner

NorfolkPCC @NorfolkPCC · Feb 9
As part of Sexual Violence Awareness Week, PCC Giles Orpen-Smellie visited The Rowan Project, an OPCCN funded service. Alongside their Domestic Abuse support, they offer specialist counselling for victims of sexual abuse. For info: daisyprogramme.org.uk #ITSONOTOK @Daisyprog



NorfolkPCC @NorfolkPCC · Dec 20, 2023
SPACE, a joint funding project between Norfolk PCC's office, @NorfolkCF, @NorfolkCC and Norfolk Youth Advisory Board has awarded over £170,000 to organisations across the county to help young people access a range of activities. For more info >> norfolk-pcc.gov.uk/news/funding-f...



NorfolkPCC @NorfolkPCC · Feb 27
Thanks to the Henderson Trust for welcoming PCC Giles Orpen-Smellie to the Not About the Bike project. £170,000 worth of funding from the PCC's office, @NorfolkCC, the Youth Advisory Boards & @NorfolkCF will help six groups in #Norfolk to deliver activities for #youngpeople.



Brand Examples

Social Media

Example social media post and profile image.

NorfolkPCC @NorfolkPCC · Jan 16
Get in touch if you'd like to book some time with PCC Giles Orpen-Smellie to talk about safety or policing in Norfolk. Giles will be holding his next 'Time to Talk' session on Tuesday 23 January between 2.30pm and 4pm. For more info >> norfolk-pcc.gov.uk/news/opportuni...

Time to Talk

Book your 15 minute chat with Giles on Tuesday 23 January

Email: opccn@norfolk.police.uk
Call: 01953 424455
Visit: www.norfolk-pcc.gov.uk

Giles Orpen-Smellie
Police and Crime Commissioner for Norfolk



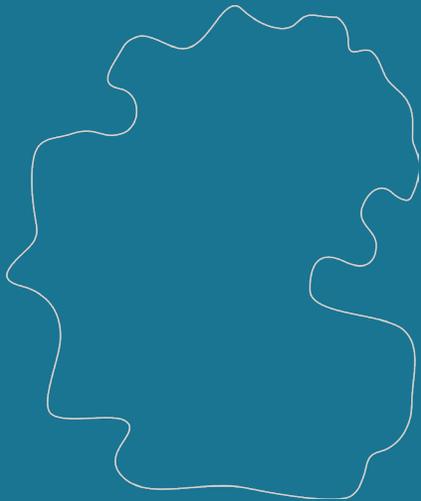
OPCCN – White Ribbon Accreditation

- White Ribbon Accreditation and **Domestic Abuse Champions** – additional roles of staff – care, passion and drive



**WORKING TOGETHER TO
END MEN'S VIOLENCE AGAINST WOMEN**

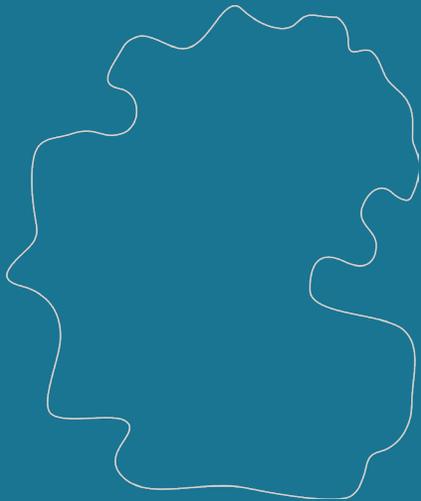
Specialist support



- Finance
- Legal Services
- HR Services
- IT Services
- Estates



On the horizon

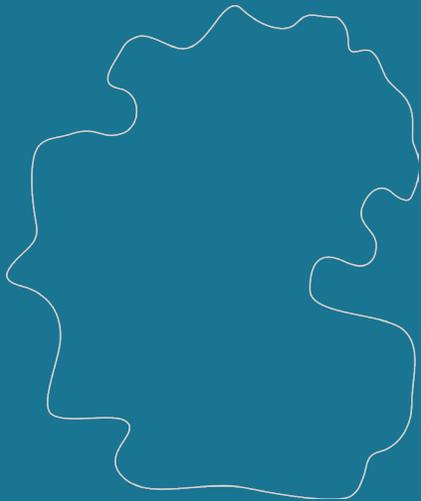


- General Election
- Victims and Prisoners Bill
- Criminal Justice Board Leadership
- Devolution
- Police Dismissals Review
- Stage 3 Angiolini
- Immediate Justice

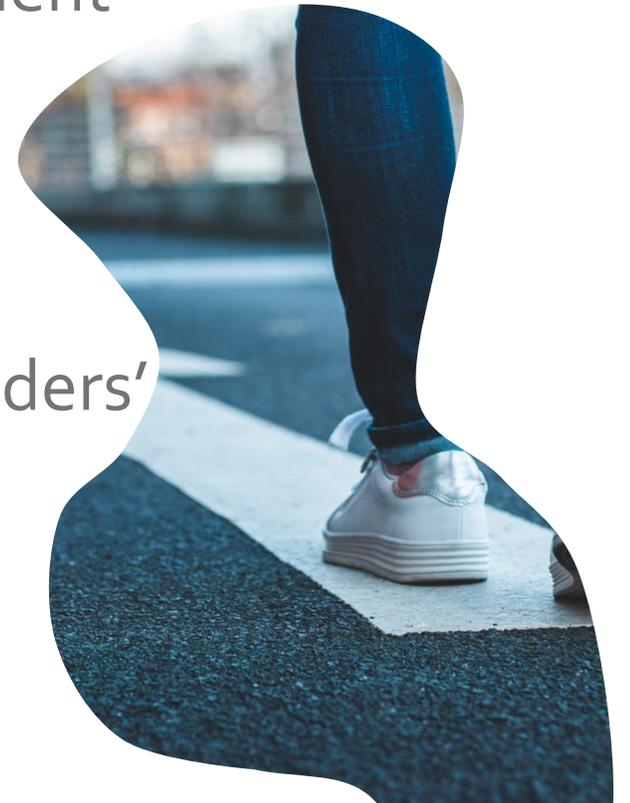


Preparing for you

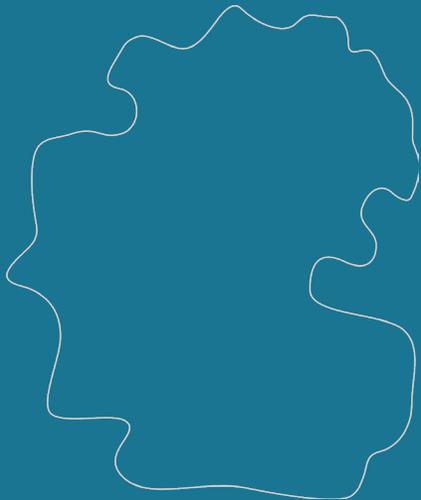
Induction and 100 Day Plan



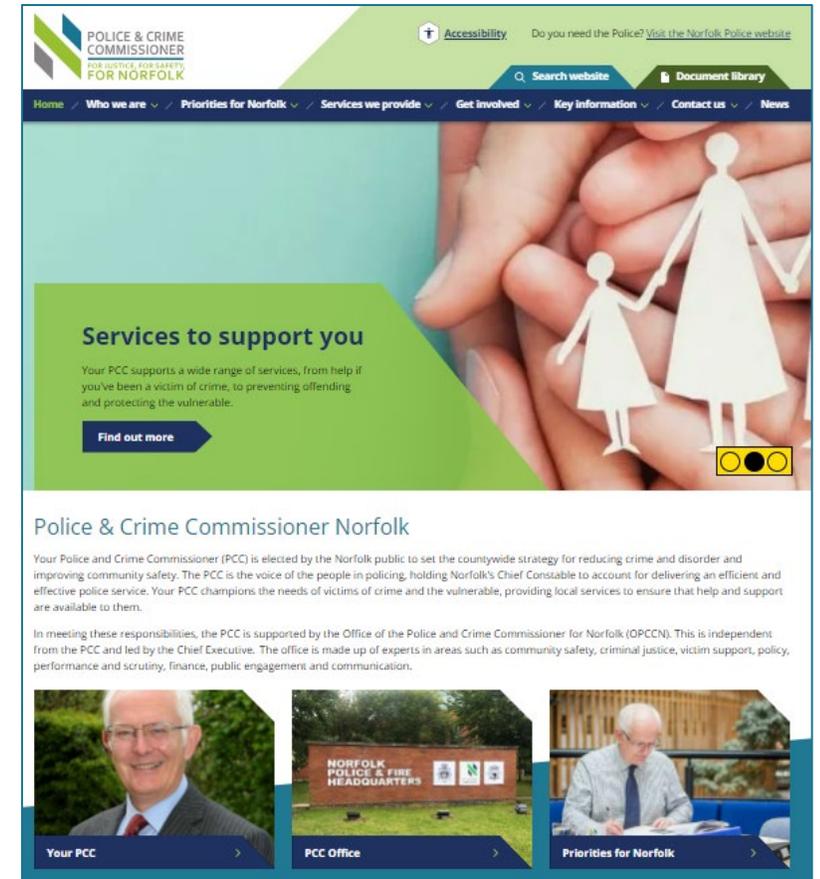
- Indicative Plan tailored to needs of successful candidate
- Media and communications
- Swearing in/security
- Payroll/IT/Information Management Training
- OPCC Engagement Plan
- Police Senior Leadership Team
- Partner engagement – senior leaders' summit
- Association of Police and Crime Commissioners (APCC)



Induction and 100 Days Plan

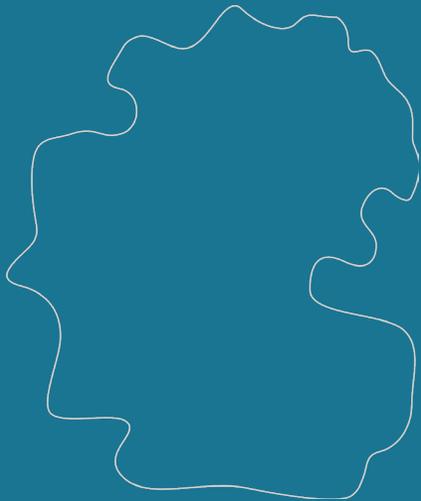


- Governance/Accountability Structure Meetings
 - Strategic Governance and Estates Governance Boards on 18 June 2024
 - PCC Accountability Meeting on **17 July 2024**
 - Joint Audit Committee on **23 July 2024**
 - Police and Crime Panel on **29 July 2024** (pre-meet booked for 16 July)



The screenshot shows the website for the Police & Crime Commissioner Norfolk. The header includes the logo, navigation links (Home, Who we are, Priorities for Norfolk, Services we provide, Get involved, Key information, Contact us, News), and utility links (Accessibility, Search website, Document library). The main content area features a large image of hands holding paper cutouts of a family, with the heading "Services to support you" and a "Find out more" button. Below this is a section titled "Police & Crime Commissioner Norfolk" with a paragraph of text explaining the PCC's role. At the bottom, there are three small images with captions: "Your PCC" (a portrait of the Commissioner), "PCC Office" (the Norfolk Police & Fire Headquarters building), and "Priorities for Norfolk" (a person sitting at a desk).

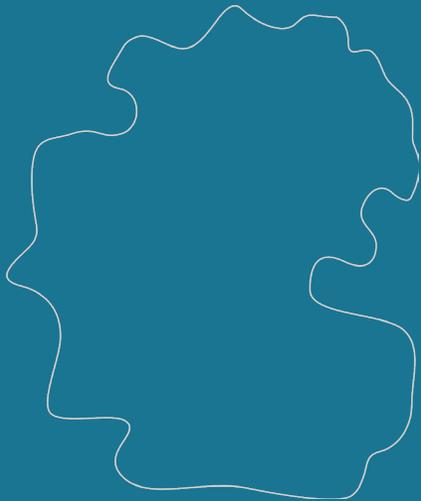
Induction and 100 Days Plan



- Police and Crime Development
 - Review of Strategic Assessment
 - Force Management Statement
 - Review of Police Performance, PEEL findings and recommendations
 - Engagement with PCC services
 - Community engagement
 - Draft commissioning intentions
 - Public consultation design



Induction and 100 Day Plan



- Independent Advisory Group (IAG) and Youth Commission engagement
- Budget planning and precept consultation methodology
- Public appearances
- IOPC Regional Director – date TBC





Thank you
