



Welcome



OPCCN Briefing to
Candidates

March 25 2021

Agenda

Agenda



Time	Item	Lead
09.00 – 9.15	Introductions	Chief Executive Chief Finance Officer Director of Performance and Scrutiny Director of Policy, Commissioning and Communications Head of Communications Superintendent Cooke
9.15 – 10.00	PCC Electoral Process	Mr Trevor Holden (PARO) Police Area Returning Officer
10.10 – 10.25	Film: Our Partners	
10.30 – 12.30	The Role of the PCC and OPCCN	Chief Executive Chief Finance Officer Director of Performance and Scrutiny Director of Policy, Commissioning and Communications Head of Communications
12.30 - 12.45	Film: Commissioned Services	
12.45 – 1.30		LUNCH
1.30 – 3.30	Norfolk Constabulary	Chief Constable Deputy Chief Constable Chief Finance Officer
3.30	Closing words	Chief Executive





The role of the PCC

Mark Stokes
Chief Executive and
Monitoring Officer

The background

The role



Police and Crime Commissioners

- 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.
- 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

The OPCCN is a non-political, 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.



Here's how...

How we work

The Office: 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:



The Office: How we work

OPEN

Business in the
new normal

The Chief Executive and Monitoring Officer has responsibility for the management and day to day running of the OPCCN including:

- Skills and capacity to deliver the Police and Crime Plan and all statutory responsibilities
- Developing a network of support at national, regional and local level
- Working collaboratively with partners in the public, private and voluntary sectors
- Equality of opportunity and diversity, an integral part of our working environment
- Ensuring transparency in our dealings with the public
- Embracing best practice as our benchmark across our key areas of work
- Strong Core Values, learning and development

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.





Finance

Jill Penn

Chief Finance Officer
and S151



Funding

Estates

Audit

Reserves

Collaboration

FINANCE: FUNDING



The PCC is required to set a budget on an annual basis and have a Medium Term Financial Plan for five years to show value for money and efficient use of resources

Funding for policing comes from:

Grants from the Home Office

Annual Council Tax precept



2021
/ 2022

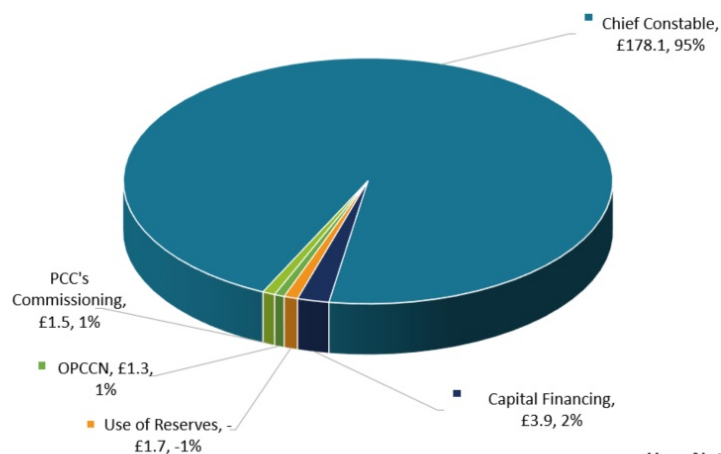
The approved total net budget for Norfolk is £183.1m

The Precept for a Band D property is £278.01 (29p a week increase) - 63% of Norfolk Households are A-C

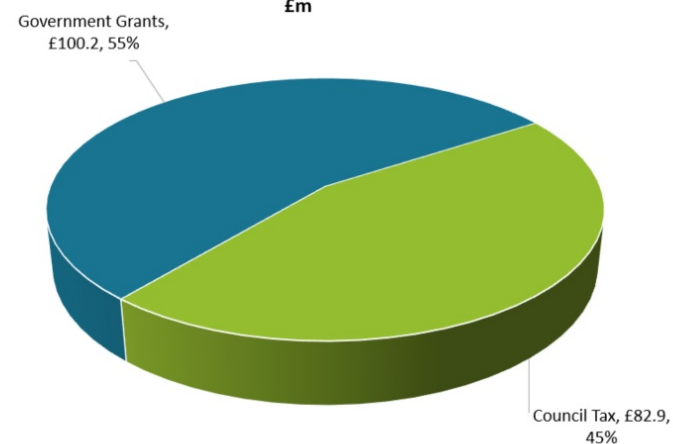
The PCC is required to consult on and set the police precept every February for the following year



High Level Analysis of Net Expenditure
(2021/22 Budget)
£m



How Net Expenditure is Funded
(2021/22 Budget)
£m



The current **Net Book Value** of the estate as at March 31 2020 is **£71.517m**



FINANCE: ESTATES

The PCC has responsibility for the estate.
The PCC is the landlord and as such holds the Constabulary to account regarding any estates issues or contracts through the Estates Governance Board.

The PCC owns all police assets in Norfolk both real estate and personal property regardless of whether they are used by the PCC, the Force or both. The acquisition and disposal of land and/or buildings requires the approval of the PCC in all instances.



The Estates Strategy is reviewed regularly to take account of any potential changes in working practices and the impact on the estate.



The role of audit

- The **Audit Committee** is independent of the Police and Crime Commissioner (PCC) and Norfolk Constabulary.
- The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements.
- The **external auditors** have not issued a qualified audit or value for money opinion.
- A **Corporate Governance Working Group** reviews and provides feedback on the effectiveness of the corporate governance systems determined by the PCC and Chief Constable.



FINANCE: RESERVES



The current policy of the PCC is to maintain the general reserve between 2.5% - 3% of net revenue budget and total reserves at 6% net budget as a minimum.

Norfolk's total reserves are forecast to reduce from £16.8m (9.6% of budget) as at 31/3/21 to around £12.8m (6.98% of budget) by 31/3/25.



Through continued sound financial management, the PCC has set aside earmarked reserves to meet future spending needs.

This includes the inclusion of an efficiency reserve created with the in-year savings in the OPCCN.

FINANCE: COLLABORATION

7 Force and Suffolk

The PCC 's CFO is part of the 7 force Procurement Strategic Governance Board which reviews contracts looking for efficiencies and savings across the 7 forces.

Cashable savings through collaboration with Suffolk is £21.2m for Norfolk



PACCTS

The PCC CFO has the audit portfolio with the Treasurer's Society and is a PACCTS representative on the three year Comprehensive Spending Review with the Home Office.



Norfolk Finance
Officers
Association

Four CFO/ACOs
for Norfolk and
Suffolk



Regional
Finance
Steering
Group



PACCTS



Accountability & Scrutiny

Sharon Lister
Director of
Performance &
Scrutiny and Deputy
Monitoring Officer



Setting strategic direction

Efficient & Effective Policing

Collaboration

Police Integrity Reforms

Policy

Elected Local Policing Body

Police and Crime Plan

How it is developed and delivered along with statutory inclusions/ requirements and monitoring processes

Annual Reporting

Statutory requirements and the role of the Police and Crime Panel



Ensuring efficient and effective policing

- Chief Constable appointments
- Governance structures for holding to account
 - Policing protocol
 - Strategic policing requirement
- Deputy Monitoring Officer role, supporting the CEO
- Performance assessment/frameworks
 - Strategic assessments
 - Force management statements
- External stakeholder assessments/inspections (HMICFRS/IOPC/ICO)
 - Statutory duty for PCC to respond to inspection recommendations
- Independent Custody Visiting
 - Statutory duty for PCC to provide and administer ICV scheme



Since
2016



Estates
Governance
Board
meetings

9



Police
Accountability
Forum
meetings

26

Since the start
of the
pandemic,
we've gone
virtual

Strategic
Governance
Board
meetings

45

Decision
Notices
Produced

202

Responses to
HMICFRS Inspection
Report
recommendations

11

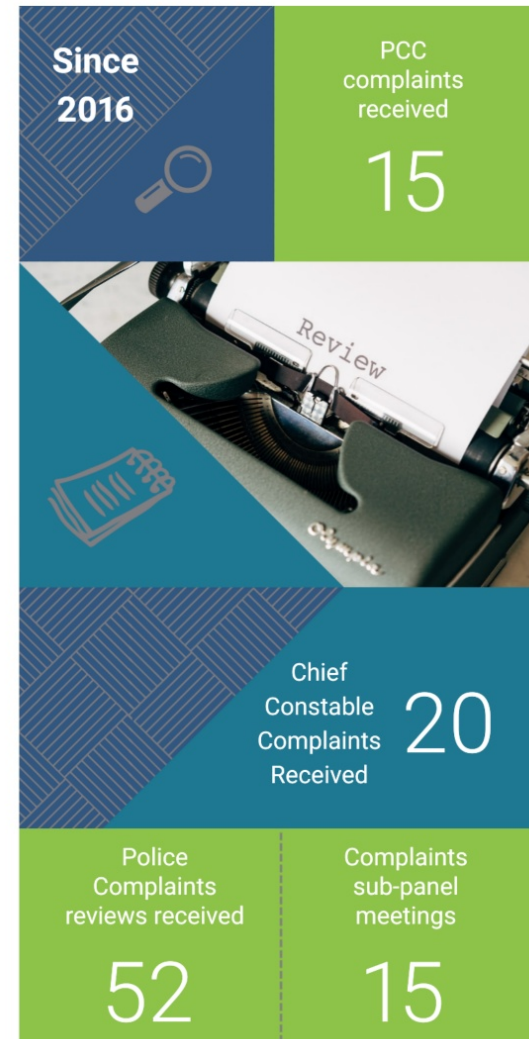
Emergency Services Collaboration

- Police and Fire collaboration MOU
 - Current arrangement with Norfolk County Council and progress
- Norfolk Fire and Rescue Authority membership
- 7 Force Strategic Alliance
- Norfolk and Suffolk Constabularies preferred partnership
 - Section 22 Collaboration Agreements



Police Integrity Reforms

- Police Complaint Reviews
 - PCC statutory responsibilities
- Police Complaints
 - Enhanced oversight and scrutiny role
- Chief Constable Conduct Complaints
 - Investigations referred through to IOPC
- PCC Conduct Complaints
 - Role of Police and Crime Panel on complaint assessments
 - Police and Crime Panel sub-panel on complaints
- Super Complaints
 - Current super complaints and implications for policing
- Police Misconduct hearings
 - Legally qualified chairs/independent members
 - Police appeal tribunals



Contributions to local, regional and national policy

- National Association of Legally Qualified Chairs (NALQC)
 - Developing national guidance and training materials with Eastern Region colleagues
- Home Office Complaint Reforms Working Group
 - Contributing to national policy and provided subject matter expert advice
- Emergency Services Collaboration Working Group
 - Experiences of working on Norfolk Fire Governance proposal used to inform and shape national thinking in this area
- Independent Office for Police Conduct
 - Pilots and case studies



Elected Local Policing Body

- **Home Office Specified Information Order**
 - Statutory requirement, have received CoPaCC Transparency award every year since its introduction
- **Freedom of Information / GDPR**
 - Separate policy and procedures required from the Constabulary and we have a trained GDPR practitioner within the OPCCN
- **Transparency and Accessibility of Information**
 - Scheme of Governance and Consent/Decision Making Framework
- **Information Management and Information Security**
 - Data Controller - Chief Executive of the OPCCN
 - Internal audit in 2020 and OPCCN achieved substantial assurance for its handling of IM and IS.





**What's it all
about?**

Commissioning, Policy & Partnerships

Gavin Thompson
Director of Policy,
Commissioning and
Communications



Policy & Partnerships

Victims

Reducing Crime

Strategic Approach

Community Safety

Funding searches

Engagement

Commissioning is essentially the effective design and delivery of policy, solutions or services.

The best commissioners have the confidence to challenge the status quo, take on radical change, collaborate effectively with external stakeholders, gain a deep understanding of the need and target resources effectively to meet those needs.

Cabinet Office Commissioning
Academy

Policy and Partnerships

Policy Management



- Horizon scanning: research, analysis, briefings, risk management and implementation
- Covers broad policy areas - focus on criminal justice, victims and vulnerability, reducing offending, violence against women and girls
- Internal policy, safeguarding, equalities and diversity
- Relationships: Victim's Commissioner, Domestic Abuse Commissioner, Home Office SPOC

Partnerships



National



Regional



Local

Key Boards



- Criminal Justice
- Community Safety
- Domestic Abuse
- Safeguarding
- Reducing Offending
- Youth Offending
- Health and Wellbeing

Victims Commissioning

- MOJ Framework - devolved funding - £1.5m in 2020/21
- Standardised reporting, outcomes and accountability
- Major Incident Framework
- APCC Victim and Witness Group
- Commissioning strategy integrated with Police and Crime Plan

Responsible for providing:

Restorative Justice Service

Victim Assessment & Referral Service

- Norfolk and Suffolk Victim Care
- Scams Prevention Service

Domestic Abuse Services

- High Risk IDVA Service
- Medium Risk Services
- Whole Family & Children Domestic Abuse Co-ordinators - champion network

Sexual Violence Services

- Sue Lambert Trust
- 1-2-1 King's Lynn
- Daisy Project
- Children and Young People Provision

Impact

At all times over the 3 years I was treated with kindness, patience and a caring counsellor who gave me the space to move at my own pace, to listen and hear and give me understanding of the trauma I had experienced to begin a new chapter in my life.

Sue Lambert Trust client

Commissioned services **IMPACT IN 2019**

Through the **#Impact campaign** we engaged **1,696 young and future drivers** to raise awareness of the Fatal 4 and help reduce the risk-taking behaviour that can cause road accidents.



Our **early intervention projects** delivered vital information to Norfolk young people, schools and community groups on the **dangers of County Lines** drug activity, and provided help, advice & 1-2-1 support to those **vulnerable to criminal exploitation**.

14,275 victims of crime were offered help to cope and recover from what they had experienced by **Norfolk and Suffolk Victim Care**.



351 survivors of sexual violence **received help from our specialist support services**.

The **Restorative Justice Hub** worked with 11 victims and the perpetrators of the crimes they experienced to repair the harm caused.

Independent Domestic Violence Advocates (IDVAs) helped **2,239 high-risk victims of domestic abuse**.

The **WONDER Project** supported 148 women vulnerable to offending **to address the root causes of their behaviour and divert them from the criminal justice system**.



We worked with City College Norwich to develop **a domestic abuse awareness campaign** for young people by young people.

With the support of local businesses, **we helped 31 serving offenders** to secure job offers on release from prison through the **Gateway to Employment** scheme.



- Preventative sessions to 3,961 young people across 14 schools.
- Detached youth work contact with 2,283 young people in Norwich.
- 230 vulnerable young people educated on the dangers of knife crime.
- 820 young people screened by a multi-agency team to identify & address risk.
- Specialist intervention with 74 families of at risk young people ensuring they feel supported in keeping them safe.
- Mentoring of 32 at risk young people to build confidence and help them learn new skills.
- 40 community groups engaged in awareness raising activity.

For more information on our commissioned services: www.norfolk-pcc.gov.uk

Reducing Crime

Interventions and services to reduce crime – breaking the cycle and addressing root causes

Key policy drivers

- Probation reform
- PCC review

Reducing Offending Board

Female Offender Strategy Group

Youth Offending Board

- Reducing first time entrants

OPCC interventions

- Through the Gate Services
- Gateway to Employment
- Wonder
- Housing

Vulnerable Adolescents

- Multi-agency Child Exploitation
- St Giles SOS

Domestic Abuse Perpetrators

- Cautioning and Relationship Abuse
- Domestic Abuse Perpetrator Partnership Approach
- Engage

From day one my link worker has been my rock. She always listened and never judged me. Before I met her, I was a mess and giving up on life. Now, because of everything she has done for me, I have become the best person I can be and I can't thank her enough.

St Giles WONDER programme client

Strategic Approach

- Needs based
- Long term
- Partnership / pooled funding
- Integrated delivery
- Impact and value for money
- Seven Force Procurement





Community Safety

Statutory responsibilities:

- Partnership, plan, Domestic Homicide Reviews, Prevent, serious violence

OPCC leadership and transformation:

- Police and Crime Plan, CCSP strategy integration
- CCSP team
- County-wide and locality working
- Stronger governance and accountability
- Funding and integrated commisioning

Strategy



Emerging themes



New strategy, strategic themes and priorities:

- Building resilient, cohesive communities
- Tackling neighbourhood crime
- Reducing the threat of criminal exploitation
- Safeguarding communities from the harm of abuse and sexual violence

Emerging priorities



- Serious violence - public health approach for Norfolk
- Domestic abuse and sexual violence
- Preventing terrorism
- Fraud / scamming
- Neighbourhood crime, including ASB and environmental crime
- Hate crime

Funding Searches and Market Development

Bidding and project management, local funding directed through OPCC

- Early Intervention Youth Fund
 - Safer Streets Fund
 - MOJ - domestic abuse and sexual violence funding
-
- Funding search and support for VCS



Engagement



Independent Advisory Group

Collaborative scrutiny - PCC/Police



Stakeholder Engagement

Rural Crime Summit
Norfolk Association of Local Councils

Public Q&As



Policy Consultations

Precept
Fire governance

Events

Norfolk Show



Youth Commission



The voice of children and
young people on police, crime
and criminal justice



Works collaboratively
across CYP network

The Big
Conversation



Covid workstream

Next Police
and Crime
Plan





Communications

Helen Johns
Communications
Manager



Media

OPCCN & Services

Leadership

Looking Ahead

Traditional and Social Media



Communications leadership case study

The county's **Domestic Abuse and Sexual Violence Group Communications Sub-Group** is co-chaired by one of the OPCCN's Media and Communications Officers. Under this leadership, in November 2020, the multi-agency HEAR campaign was launched.

- The **HEAR** campaign asks employers to sign a pledge and make simple changes to workplace policies to enable them to spot the signs of domestic abuse and help employees find support.
- Launched to coincide with **White Ribbon Day**
- Private sector businesses including supermarkets, recruitment agencies, event organisers and sports clubs, including Norwich City FC have signed
- 38 organisations representing **24,322** workers have signed the HEAR pledge, equivalent to **7%** of the Norfolk workforce.
- Approximately 20% of Norfolk public sector employees, and 2% of private, not-for-profit (NFP), voluntary, community and social enterprise (VCSE) sector employees, are covered by the pledge.
- Now supported by the **National Domestic Abuse Commissioner Nicole Jacobs** and adopted as a key county workstream for 2021, with the ultimate aim for **50% of Norfolk organisations** to sign the pledge by the end of 2021.



Norfolk County Community Safety Partnership

Communications Officer leading communications across the partnership.

Responsible for leading comms on NCCSP priority areas of:

- Domestic Abuse and Sexual Violence
- Preventing Extremis and Radicalisation
- County Lines drug dealing
- Domestic Homicide Reviews
- Modern Slavery and Human Trafficking



Project ADDER

Communications Officer to leading communications across a multi-agency Home Office funded pilot project for Greater Norwich - Project ADDER.

Responsible for leading comms for the next two years across multiple partners.

- ADDER will work to disrupt the supply of drugs, tackle drug misuse and offer appropriate support at all levels to those impacted by drug use and supply.





Looking Ahead

Mark Stokes
Chief Executive and
Monitoring Officer

On the horizon



On the horizon



Police & Crime Commissioner review

Two-part review committed to strengthening the accountability of PCCs and expanding their role.

Part One (headlines)

- Strengthen PCC Accountability
- Improve Transparency to the public
- Clarify relationship with Chief Constables
- Improve Scrutiny role
- Consult on Fire Governance

Part Two (post-election)

- Longer term reforms ahead of 2024 elections
- Criminal Justice System
- General Power of Competence
- Partnership Arrangements (Local Government Association)



