



Police & Crime Plan

2016-2020



Working together
for a safer Norfolk



CONTACTING YOUR PCC

If you would like the information within this document in an alternative format, please contact the Office of the Police and Crime Commissioner for Norfolk (OPCCN) with your request:

Ако се нуждаете от тази информация в различен формат или език, моля, свържете се с:

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Если вам необходима данная информация в альтернативном формате, пожалуйста, свяжитесь с:

Se você precisar desta informação em um formato ou língua diferente, por favor contate:

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Facebook: Norfolk PCC



A MESSAGE FROM POLICE & CRIME COMMISSIONER LORNE GREEN



Protecting the vulnerable, supporting victims and preventing crime

As your Police and Crime Commissioner (PCC), I am responsible for drawing up a Police and Crime Plan for our county, setting out how we will work together over the next four years to tackle and prevent crime and disorder in Norfolk, protect the most vulnerable in our community and support victims.

Due to the work and commitment of Norfolk Constabulary and other partners, we are fortunate to live in one of the safest places in the country. During my election campaign, I travelled the length and breadth of our county, listening to people and hearing about their concerns and the issues they face.

This experience has made me more determined than ever to lead the fight against crime, to give our police force the resources it needs to invest in frontline policing, to ensure it has the capacity to tackle domestic abuse, sexual offences and cyber-related crime in all of its forms, and to support and protect victims of crime, helping them to recover from their experiences.

This is my first Police and Crime Plan and, in it, I have set out my vision for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation.

I intend to do all I can to make our county safer by driving through measures to make our police force more efficient, including the delivery of a more innovative and effective model of local policing, with a view to a significant increase in visible policing.



I am also determined to address perpetrators of crime, by improving pathways to rehabilitation, with the ultimate aim of reducing demand on the police and criminal justice system and the costs to victims and the organisations that support them.

In this Police and Crime Plan, preventative strategies are vital to achieving my long-term objectives and these will be reflected in the services and interventions commissioned by my office over the years ahead. I will strive to ensure that victims of crime in Norfolk get the best possible support with the resources available, and I am determined to do all I can to reduce the number of victims of crime that need support in the first place.

During my election campaign I pledged to be the PCC for every man, woman and child in Norfolk and give everyone a voice in how our county is policed. I started to do this through an eight-week countywide public consultation on crime and policing priorities, the responses to which I have drawn upon to help set the priorities in this plan.

Over the course of the years ahead, I will continuously review performance on delivering this Plan and the impact it is making, in line with changing national and local policy. This will be done in public through reports to the Police and Crime Panel - the body responsible for holding me to account for my work as your PCC.

Norfolk is our county, Norfolk Constabulary is our police force and this is our Police and Crime Plan. I look forward to working with you over the years ahead, as your servant, to deliver it.

Lorne Green
Police & Crime Commissioner for Norfolk





VISIBLE, ACCESSIBLE, ACCOUNTABLE: MY PLEDGE TO YOU



Together we will work to make Norfolk a safer place for everyone -
this is our vision for the next four years.



Tackling crime and disorder in Norfolk, protecting the vulnerable and supporting victims is not something that any one individual or organisation can achieve in isolation.

I intend this Police and Crime Plan to be the foundation upon which we - police, partners and communities - join forces to achieve our shared goals.

As your PCC, I have a key role to play in delivering that vision and, in doing so, I pledge to you that I will be:

visible, accessible and accountable.



VISIBLE

- I will be visible and demonstrate the relevance of my office to your safety by carrying out my duties full-time, seizing opportunities to attend public events and meetings in your area, engaging with our police, and raising awareness of my work on your behalf, and the work of Norfolk Constabulary.
- I will ensure that the Chief Constable provides a policing service that is visible and accessible in your community, and that my scrutiny role is carried out in public through open accountability fora across the county.
- I will be open and transparent about my work and that of my office, highlighting the contributions it is making to ensuring this Police and Crime Plan is preventing crime and supporting victims.

ACCESSIBLE

- I will ensure that the Chief Constable and I are accessible throughout the county and provide you with the opportunity to give us your views on policing and the community safety issues that affect your lives on a daily basis. This includes contacting me directly via a dedicated email address: TellLorne@norfolk.pnn.police.uk.

ACCOUNTABLE

- I will be accountable to every man, woman and child in Norfolk for ensuring that they have a voice in the policing service they receive.
- I will hold the Chief Constable to account in public, at times and in locations within reach of you across the county.
- I will fight discrimination and ensure that Norfolk's police service is fair and equitable (see Appendix A).
- I will be transparent in my decision-making and ensure that all decisions I make are published on the Norfolk PCC website.
- I will deliver your priorities and regularly update you and the Police and Crime Panel on my progress.
- I will be a good steward of the public's money.





DECIDING OUR PRIORITIES FOR THE NEXT FOUR YEARS



In setting the Police and Crime Plan for our county, I have drawn upon information and feedback from a wide range of stakeholders in Norfolk, across the eastern region and nationally.

Election pledges

- Full-time PCC
- Visible PCC and policing
- Road safety
- Rural crime
- Anti-social behaviour (ASB)
- Technology in policing

Public consultation

- Child abuse
- Visible policing
- Safeguarding vulnerable adults
- Acquisitive crime
- ASB, vandalism, graffiti

Crime rates, police performance & inspection

- Domestic abuse
- Child sexual exploitation/abuse
- Mental health
- Drugs offences/supply
- Austerity/public sector cuts

National/local policy

- Violence against women & girls
- Domestic abuse
- Child sexual exploitation
- Modern slavery
- Knife crime
- Cyber crime/fraud
- Prevent/reduce offending

Strategic Policing Requirement (SPR)

- Child sexual abuse
- Terrorism
- Cyber crime
- Public order
- Civil emergencies
- Serious and organised crime

Partnerships, people & places

- Mental health
- Drugs & alcohol
- Hate crime



In determining those areas where we need to devote energy and invest resources, I have sought to strike a balance between addressing the crimes and issues that have the most destructive long-term effects, including sexual offences, domestic abuse, the sexual exploitation of children and modern day slavery, and those other crimes that have an impact on our daily lives, including rural crime and anti-social behaviour.

Within the resources available to Norfolk Constabulary and the Office of the Police and Crime Commissioner (OPCCN), priority will always be given to preventing and fighting high volume, high risk and high harm crimes, but as your PCC I pledge that I will do all within my power to mobilise resources to prevent and fight all crime.

Having listened to and reflected upon the sometimes competing priorities of different stakeholders, national policy requirements (such as the Strategic Policing Requirement set by the Home Secretary), current levels of crime in our county, emerging risks and threats to our communities and other challenges facing Norfolk Constabulary, I have set the following core priorities for the county:

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





INCREASE VISIBLE POLICING

Communities across Norfolk regularly tell me that a visible police presence is important to them – both in keeping them safe and making them feel safe. Visible policing strengthens relationships within communities; it encourages people to volunteer and to work in partnership with the police.

While efforts to increase police visibility will be a priority in the years ahead, it has to be acknowledged that crime is changing and Norfolk Constabulary must respond to new risks and challenges at a time when police budgets are expected to remain under great strain.

To maintain a strong visible police presence across Norfolk, the police, our partners and our communities are going to have to work differently, utilising new technology that allows police officers to be more accessible and efficient, and increasing the use of volunteers. This includes working with, and building upon the success of, Neighbourhood Watch and Community Speedwatch schemes. More meetings between the police and communities can and should be held and every opportunity to show to the public that the police are there for them needs to be taken.

Strategic objectives in this priority area include:

- Increasing the number of volunteers in policing
- Increasing opportunities for the public to engage with the police and me
- Bringing the community, including importantly young people, and the police together to develop more positive relationships
- Giving people an opportunity to influence policing priorities where they live
- Increasing public confidence and reducing fear of being a victim of crime.





SUPPORT RURAL COMMUNITIES

Around 60% of Norfolk people live in areas designated as 'rural'. Since some crime types are more prevalent in rural areas, a greater recognition of the needs of and impacts on rural communities is required to drive more appropriate and relevant policing levels and services. Isolation and vulnerability are additional factors which create further challenges and responsibilities for our police.

Already, good progress has been made in Norfolk through the creation of the Rural Policing Taskforce working under the banner of Operation Randall (dedicated to tackling rural policing issues).

There has also been continued investment in Automatic Number Plate Recognition (ANPR) cameras, use of which helps us identify and challenge those that come to Norfolk intent on committing crime. By taking this approach, we are creating a hostile environment for criminals coming to Norfolk and reducing the impact of their offending on our rural communities.



Going forward, the emphasis must be on responding even more effectively to incidents which are unique to or require a different response in rural areas, such as:

- Protecting vulnerable people
- Farm and agricultural crime
- Business crime
- Rural community crime
- Tourism crime
- Wildlife crime
- Heritage crime
- Road safety
- Serious and organised crime
- Hunting and game sport

Strategic objectives in this priority area include:

- Prioritising rural crime with a greater commitment to new ideas and joined-up approaches
- Increasing confidence of rural communities
- Increasing levels of crime reporting in rural communities.



IMPROVE ROAD SAFETY

In the 12 months to September 2016, 377 people were killed or seriously injured in road traffic collisions in Norfolk, 26 of whom were children under the age of 16.

Although the number of people killed on Norfolk's roads has reduced in recent years, research has established that, in over 90% of crashes on the road, the major cause is human error. People live in fear due to speeding near their homes and in their communities; I regularly hear from Norfolk's residents that dangerous driving is one of the issues which concerns them the most.

It is imperative therefore that, together with the Norfolk Road Casualty Reduction Partnership, we work to make our roads safer for everyone.



Strategic objectives in this priority area include:

- Tackling dangerous driving through education and enforcement
- Reducing speeding in rural villages and communities
- Reducing killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs).





PREVENT OFFENDING

Our aim must be to reduce levels of offending in Norfolk by tackling all forms of violence and abuse, reducing vulnerability and supporting perpetrators through the reinforcement and creation of rehabilitative pathways. With demands on the police, criminal justice and victim services growing, there has to be a renewed effort to support national policy and transform rehabilitation in Norfolk.

This aim also addresses violence and abuse across a whole range of particularly distressing crimes including domestic abuse and violence, sexual violence and child sexual abuse, stalking, and so-called honour-based abuse (including forced marriage and female genital mutilation).

As PCC, I am committed to ensuring the police have the resources and the strategy to prevent and fight these crimes and my office can commission services to support victims and implement initiatives to change the behaviours of perpetrators. Success in each and every area is dependent on successful partnerships. Over the years ahead, I will actively support positive partnerships where they exist and seek to bring together agencies where they do not.

Strategic objectives in this priority area include:

- Tackling all forms of violence and abuse
- Reducing the number of domestic abuse incidents
- Continuing to work in partnership to tackle anti-social behaviour
- Reducing overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
- Reducing the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people.





SUPPORT VICTIMS AND REDUCE VULNERABILITY

In my role as the victims' champion, I am responsible for ensuring victims are respected and supported in the criminal justice system and that, wherever possible, there are services in place to help them to cope and recover from their experiences.

By commissioning services, my office ensures that victim entitlements under the EU Directive on Victims and the Victims' Code of Practice are achieved, and that scrutiny of overall compliance with the Code across the criminal justice system is undertaken through the Norfolk and Suffolk Criminal Justice Board.

However, the quality and impact of the services commissioned for victims in Norfolk are not measured through compliance with government policy, but instead through the measurable benefits to those in need and the extent to which they can move forward with their lives.

Strategic objectives in this priority area include:

- Working to improve the overall experiences and outcomes for victims and witnesses
- Working in partnership to make those at risk less vulnerable to victimisation
- Working in partnership to deliver the most appropriate response to those in mental health crisis
- Working in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
- Supporting and encouraging victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime.



DELIVER A MODERN AND INNOVATIVE SERVICE

Investment in digital policing makes it easier for most people to make contact with the police wherever they are in the county. Modern and intuitive technology will drive improvements in investigations, proactive patrolling, a mobile and accessible workforce, the protection of vulnerable people and the management of offenders and dangerous people.

As your PCC, I have pledged to ensure that the police have the necessary 21st century tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing.

In addition to having the right tools, it is vital that access is afforded to the right information at the right time and this can be achieved by working collaboratively with key partners and using modern technology.

Strategic objectives in this priority area include:

- Supporting the police by giving them the tools they need to fight and reduce crime
- Improving information technology network connectivity and investing in new technologies
- Improving information-sharing across partner agencies.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

Less than 60% of the county's budget for policing and crime prevention is centrally funded by the Government, with the rest coming from local tax payers' pockets. Being responsible for setting the budget and monitoring how it is used, I have a duty to ensure that good value for money is being achieved. I will hold the Chief Constable to account for the spending of funds delegated for operational policing, providing the public with reassurance that their contributions are being used in the way they expect, without waste, fraud or inefficiency.

Strategic objectives in this priority area include:

- Delivering an efficient policing service, achieving value for money for all Norfolk residents
- Joining up emergency services and identifying opportunities for further collaboration
- Developing robust accountability frameworks and governance arrangements.

A full list of strategic objectives and actions can be found at Appendix B. All objectives and actions will be delivered by the police and my office, and through joint working with statutory, voluntary and charitable sector organisations across Norfolk. I will also look to collaborate regionally and nationally where this offers possibilities of improved services for you, more effective and efficient services, and cost savings.



COMMISSIONING



The awarding of grants to commission services and support victims to cope and recover from their experiences is central to delivering the aims and objectives set out in this Police and Crime Plan.

On behalf of the Ministry of Justice, I have responsibility for commissioning services for victims of crime in the county, including specialist services for victims of domestic abuse and sexual violence, and ensuring compliance with the EU Directive on Victims and the Victims' Code of Practice.

Over the years ahead, I intend to invest more in preventative strategies and interventions with a view to reducing offending and victimisation, reducing demand on the police and criminal justice system and, most importantly, protecting the people of Norfolk.

For details of my commissioning intentions for 2016-20, see Appendix C.

The processes for awarding grants and commissioning services are set out in my office's Grant Policy. The awarding of grants and contracts will be undertaken in a transparent, fair and consistent manner, ensuring the highest standards of probity and accountability.

All decision notices detailing grants awarded will be published on the Norfolk PCC website.



CRIME AND POLICING IN NORFOLK



While Norfolk is a relatively low crime county, it is important that residents not only are safe, but also feel safe.

Our county has a low crime rate relative to elsewhere in the country, with fewer crimes per person in Norfolk when compared to the rest of England and Wales (42.9 victims per 1,000 population).

Norfolk's rurality creates particular policing challenges, including isolation, the theft of farm equipment, wildlife and heritage crime, managing the impact of large-scale tourism in summer and providing a service which efficiently and effectively meets the needs of rural communities as well as those in our urban areas.

Norfolk Constabulary recorded almost 50,000 crimes in 2015/16, with the most frequent crime types, both here and nationally, being violence against the person (31% of offences in Norfolk) and theft offences (36%). Other crime types recorded in Norfolk include criminal damage and arson (15%), other crimes against society (14%), sexual offences (4%) and robbery (1%).

While the number of domestic burglaries, reports of criminal damage and arson have reduced in Norfolk in recent years, our police service, as with many others, is having to respond to major increases in domestic abuse and sexual abuse reports, drugs and supply offences and mental health emergencies.

Data analysed by the College of Policing in 2015 shows that police reports relating to mental health and police time spent responding to mental health-related incidents have both been increasing



nationally. An estimated average of 20% of police officer time is spent responding to mental health-related incidents, with mental health being a factor in between 15% and 25% of all incidents responded to by police. In Norfolk, there has also been a slight year-on-year increase in the use of Mental Health Act Section 136 interventions which give police the power to remove to a place of safety someone who appears to be suffering from a mental disorder in a public place.

In 2012/13, there were 13,200 domestic abuse reports in Norfolk; 3,200 of which were domestic abuse crimes in their own right, with the remainder of that figure being incidents where domestic abuse was identified as a factor. By 2014/15, those figures had risen to over 17,000 domestic abuse related incidents, 5,000 of which were crimes.



This increase has been attributed, in part, to victims being more willing to come forward and reporting what they have experienced. This is to be welcomed, but we must not underestimate the significant demands that responding to and investigating these reports places on our county's policing resources.

We have also seen a rise in the reporting of sexual offences, with recent high profile sexual abuse and child sexual abuse cases giving survivors of both recent and historic abuse greater confidence to come forward. This increase in reporting of sexual offences is expected to continue. For our police, there is a need to respond effectively to this increasing demand, but there is also a societal responsibility to tackle abuse and prevent it from happening.

In order for our police to play their part in protecting the Norfolk public to the best of their ability, it is vital that our crime data is accurate. While changes to and a tightening of crime recording standards ultimately aim to improve data quality, compliance with new recording requirements has also shown itself as a rise in some crime figures - not only domestic abuse but also violent and public order offences. This is not to disregard the increases as insignificant, but rather to highlight that there is often more detail behind the headline figures.

Norfolk Constabulary's effectiveness at keeping people safe has been judged as 'good' by Her Majesty's Inspectorate of Constabularies (HMIC), and its efficiency in doing so is 'outstanding'.

Maintaining a high quality police force and striving for improvement in responding to and preventing crime in the face of policing challenges and shrinking resources is a key objective for our police service.



READY FOR THE FUTURE

The demands on Norfolk Constabulary continue to grow, with 355,000 calls for service last year, 450 operations and a continued shift in the types of crime being committed.

Why is that shift in the types of crime committed relevant? Because the skills, time, resource and infrastructure required to investigate crimes like child abuse or rape are notably different and more complex when compared to, for example, the demands of investigating criminal damage.

As it works to adapt to this shift, Norfolk Constabulary is also in the shadow of a funding deficit resulting from successive public sector spending reviews. Together, these things add up to another period of substantial change for the organisation.

So the Chief Constable commissioned a review - known as Norfolk 2020 - and a detailed programme of work is ongoing to adapt the county's policing model and design a more efficient way of working. The review will need to fundamentally change the way policing is delivered in our county. It will need to take account of the shift in crime types, changes in policing demand and continuing financial pressures, as well as taking on the challenge of increasing policing visibility - something you tell me is important not only for keeping you safe but making you feel safe.

COLLABORATION

Norfolk and Suffolk Constabularies have mature collaboration arrangements in place that provide opportunities to deliver more effective and efficient policing services. These arrangements will continue, focusing on identifying opportunities to collaborate further, with progress monitored through the Norfolk and Suffolk Collaboration Panel.

Norfolk is also a member of the Seven Force Strategic Collaboration Programme which includes Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent and Suffolk. The PCC and Chief Constable from each of the seven force areas participate in this programme, the purpose of which is to identify areas of joint working to improve service delivery. Governance on collaboration arrangements is the responsibility of the Eastern Region Alliance Summit.

It is also vital that we continue to develop and maintain relationships with other law enforcement agencies, including the National Crime Agency (NCA).

Beyond these existing collaborative relationships, I will explore and pursue further ways to deliver improved efficiency and better services, such as through collaboration with Norfolk's business community.

And looking to the future, the Policing and Crime Act 2017 presents both opportunities and challenges for PCCs in relation to collaboration with other blue light services, such as fire and rescue, and ambulance services.



FINANCE

This Police and Crime Plan is set within the context of the Medium Term Financial Plan (MTFP) 2017/18 to 2020/21. The MTFP and the budget for 2017/18 were endorsed by the Norfolk Police and Crime Panel in February 2017.

The Home Office Grant Settlement for 2017/18 was predicated on funding being cash level (i.e. the same as for 2016/17) on the basis that all PCCs increase council tax by just under 2%.

The decision to increase council tax is one for me and not the government, and I made it clear throughout my election campaign that I was not wedded to automatic annual increases in council tax. I consulted widely ahead of my budget decision for 2017/18, the result of that consultation being that 76% of the more than 2,500 people who gave their feedback indicated they would be prepared to pay more to help fund their policing service.

I took the decision to increase the policing element of council tax for 2017/18 by 1.99%, which is equivalent to an extra £4.23 per year for a household in a Band D property, bringing the amount paid to £217.17.

	2017/18	2016/17
Home Office grant	£87.2m (58%)	£88.3m (59%)
Council tax	£62.5m (42%)	£60.6m (41%)
Total	£149.7m	£148.9m

As we move into the 2017/18 financial year, we have marginally better than cash level funding, so any additional costs for the year will have to be financed through the identification and delivery of equivalent savings. These remain very challenging financial times. With inflation rising and demands on policing increasing, the funding gap is forecasted to rise to £9.5m by 2020/21; so far, £6.5m of savings have been identified. The table below summarises the current financial position:

	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
	£000	£000	£000	£000
Total funding (grant + precept)	(149,659)	(149,853)	(151,333)	(152,901)
Net revenue budget before changes and savings	151,964	154,361	156,735	158,964
Deficit/(surplus) before known changes	2,305	4,508	5,402	6,063
Known/expected changes	9,594	4,918	5,802	3,675
Planned use of reserves	(8,104)	(3,130)	(2,559)	(210)
Revenue deficit before savings	3,794	6,296	8,645	9,529
Savings	(3,794)	(5,254)	(6,200)	(6,566)
Savings to be identified	0	(1,042)	(2,445)	(2,962)
Revenue deficit/(surplus) after savings	0	0	0	0



At a high level, the table below sets out how the overall budget will be allocated in 2017/18, with forecasts for the years to 2020/21:

Year	PCC/ OPCCN	PCC commissioning	Operational policing	Capital financing	Use of reserves	Savings to be found	Net budget
	£000	£000	£000	£000	£000	£000	£000
2017/18	970	1,468	149,690	5,635	-8,104		149,659
2018/19	982	1,018	147,968	3,015	-3,130	-1,042	149,853
2019/20	993	1,018	146,443	5,437	-2,559	-2,445	151,333
2020/21	1,003	1,018	147,599	3,490	-210	-2,962	152,901

More financial information, including the full budget report, can be found on the Norfolk PCC website.

Throughout each financial year, monitoring of the budget, including that allocated to the Chief Constable for operational policing, will take place. Formal reports on spending against the budget will be submitted for scrutiny at public meetings where I hold the Chief Constable to account for the policing service delivered in our county.

Internal auditors are appointed to provide continual audit of internal controls, financial and business risk throughout the year. At the end of each financial year, annual accounts will be prepared and examined by external auditors, before being formally approved by me and the Chief Constable.

An independent audit committee considers the internal and external audit reports and provides me and the Chief Constable with advice on good governance and risk management arrangements. That Committee meets in public, and more information on its work and meetings can be found on the Norfolk PCC website.





ETHICS, ACCOUNTABILITY AND TRANSPARENCY



I have pledged to be a visible and accessible PCC,
who is accountable to you.
That is my honour, my privilege and my responsibility.

Alongside my pledge to be visible, accessible and accountable, as your PCC, I am bound by the Code of Conduct that I signed upon taking office and, as such, I will continue to maintain the highest levels of integrity.

Through the OPCCN, I will deliver my statutory duty to be open and transparent about my work. A decision-making and accountability framework is in place to ensure all decisions I take are well-informed and transparent. Each decision is then recorded on the Norfolk PCC website. I regularly publish a range of information on my website, complying with the legal requirements for PCCs set out in the Elected Local Policing Bodies (Specified Information Order) 2011. I am proud that my Office currently holds, for the second year running, the Comparing Police and Crime Commissioners – CoPaCC – Transparency Quality Mark, which provides external validation of the strength of the organisation's governance in this area.

Going forward, PCCs will have a greater role to play in relation to public complaints under the Policing and Crime Act 2017. In a reform of the police complaints and disciplinary systems, PCCs are set to become the review body for complaints, with a view to improving transparency in this area and giving members of the public greater confidence in their ability to hold the police to account.



HOLDING THE CHIEF CONSTABLE TO ACCOUNT

The public expects high ethical standards from the police - honesty, integrity, impartiality, openness. The role of the PCC is to hold the Chief Constable to account on the provision of policing services in Norfolk, which also includes how he or she promotes ethical behaviour within the Force in line with the College of Policing Code of Ethics.

I will hold the Chief Constable to account in a variety of ways, including through regular one-to-one meetings, review of performance papers delivered through my Strategic Governance Board, and Police Accountability Forum meetings held in public around the county. Additional scrutiny mechanisms, such as the Audit Committee, Independent Custody Visiting Scheme and Ethics Committee, also assist me in holding the Chief Constable to account, as do reports from Her Majesty's Inspectorate of Constabulary (HMIC) and the Independent Police Complaints Commission (IPCC).

In setting this Police and Crime Plan, I must have due regard to the Home Secretary's Strategic Policing Requirement (SPR) which sets out national threats and the appropriate national policing capabilities required to counter those threats. I also have to ensure that the Chief Constable has the capacity and capability to respond to such threats.

Alongside the national priorities set out in the SPR, I have set a number of local policing objectives for Norfolk Constabulary, and the Chief Constable will translate these into an operational policing plan against which I will hold him or her to account on your behalf. At the Police Accountability Forum meetings, the Chief Constable will provide briefings on progress against that policing plan. Members of the public are very welcome to attend and hear those policing updates first-hand. Details of all public meetings will be published on the Norfolk PCC website.

HOLDING ME TO ACCOUNT

Just as I hold the Chief Constable to account, the Norfolk Police and Crime Panel holds me to account for my work as PCC.

Membership of the Police and Crime Panel consists of councillors from each of the seven local authorities within Norfolk, plus co-opted independent members. Its role is to scrutinise my work and the decisions I make, and to provide a process of 'checks and balances', as well as offering support and guidance. You can find out more about the work of the Panel on the Norfolk County Council website.

Progress against this Police and Crime Plan will be reported to the Panel through my annual report, as well as through quarterly performance reports - both of which will be published on the Norfolk PCC website to allow the public to monitor my progress.

I have a statutory duty to keep this Plan under review and I intend to conduct my first major review two years into my term as PCC. That review will include public consultation on Norfolk's priorities which will inform the refreshed Police and Crime Plan I subsequently take to Panel members.



PERFORMANCE MONITORING AND EVALUATION

- I will monitor performance and progress against this Police and Crime Plan through our existing performance management system and accountability framework, providing quarterly performance reports, alongside an annual report, to the Norfolk Police and Crime Panel.
- I will use the OPCCN Business Delivery Plan to set out detailed objectives and actions for delivery against the Plan.
- I will monitor the Chief Constable's progress in delivering the Operational Policing Plan through the Strategic Governance Board and Police Accountability Forum.





GETTING INVOLVED



Community input plays a vital part in how PCCs make decisions about crime and policing in the local area, and there are a number of ways you can get involved in our work.

By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence those decisions.

Volunteering also plays an important role within the Office of the Police and Crime Commissioner.

The Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are consulted on key crime and policing issues. They share their opinions, experiences and advice with the aim of improving the quality of Norfolk's policing services for everyone.

Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check on the treatment and welfare of people held in police custody.

For more information on how you can get involved with our work, take a look at the community involvement section of the Norfolk PCC website.

You can get information on volunteering opportunities with Norfolk Constabulary, including how to join the Special Constabulary and Police Cadets, on the Norfolk Police website - www.norfolk.police.uk



EQUALITY STATEMENT

The Equality Act 2010 protects everyone from unlawful discrimination. I am committed to fighting discrimination and ensuring that Norfolk's police service is fair and equitable. This commitment is reflected in the pledges I made to communities during my election campaign and throughout this Plan. This statement outlines my responsibilities under the Equality Act 2010 and I will publish updates on my progress in delivering those responsibilities within my annual report.

My main function as PCC is to secure an efficient and effective policing service for the communities of Norfolk by holding the Chief Constable to account for the delivery of this service. I am responsible for setting strategic direction for the Chief Constable and other agencies involved in community safety and criminal justice, and for agreeing and monitoring the police budget.

The Equality Act 2010 states that, in carrying out my role, I am required to have due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between such groups.

The 'protected characteristics' covered under the Equality Act 2010 are: age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity, and (though not for all duties) marriage and civil partnership status.

The Chief Constable is also bound by these duties and has an Equality Scheme and Diversity Strategy which set out his approach to fulfilling them. My responsibility for holding the Chief Constable to account includes overseeing his compliance with the requirements of the Equality Act 2010.

As your PCC, I will:

- Continuously engage with Norfolk's communities to understand their needs and make sure they are taken into account in the delivery of our policing service.
- Make sure all plans and strategies reflect and, where relevant, contribute to promoting equality
- Make sure that commissioned service providers and grant recipients share this commitment and reflect it in all relevant areas of their work
- Focus support on groups that are vulnerable to both victimisation and offending
- Maintain Norfolk's Independent Custody Visiting Scheme to provide reassurance that detainees are treated fairly and in accordance with their legal rights and entitlements
- Monitor and scrutinise Norfolk Constabulary's compliance with its equality duties, holding the Chief Constable to account as appropriate, including:
 - the Constabulary's approach to tackling hate crime
 - how the Constabulary uses its Stop and Search powers
 - how satisfied different groups are with the police service they receive



- what complaints are being made against the Force
- how the Constabulary promotes workforce diversity and recruits, retains, promotes and trains its officers and staff.
- Be accessible, open and transparent, publishing equality information on the Norfolk PCC website and welcoming feedback at any time on my approach to meeting my equality duties.



PRIORITY 1: INCREASE VISIBLE POLICING

STRATEGIC OBJECTIVE	ACTION
SO1: Increase the number of volunteers in policing	Support initiatives to increase volunteering in policing through the PCC's Early Intervention Fund (OPCCN)
	Develop a Citizens in Policing command through the Norfolk 2020 review, publish a Citizens in Policing strategy, increase engagement methods with diverse communities, realign and restructure the command in line with Force and PCC priorities (NC)
	Increase the number of community volunteering schemes such as SpeedWatch and HomeWatch (NC)
SO2: Increase opportunities for the public to engage with the PCC and police	Develop and implement a new communications strategy for the OPCCN, reflecting the priorities of the PCC (OPCCN)
	Introduce a Tell Lorne email system to give the public direct and swift access to the PCC (OPCCN)
	Conduct county-wide consultation, engaging with all communities, on the Police and Crime Plan (OPCCN)
	Conduct comprehensive county-wide consultations annually to inform the setting of the police precept (OPCCN)
	PCC to engage with frontline police across the county (OPCCN)
	PCC to attend, on occasion, meetings of Safer Neighbourhood Action Panels and similar schemes (OPCCN)
	Introduce community engagement officers in all policing districts (NC)
	Develop wider contact via the community engagement officers with community groups such as parish councils and under-represented groups (NC)
	Develop innovative ways of consulting the public using both traditional and electronic methods such as social media surveys (NC)
	Develop a local policing engagement strategy as part of the wider Citizens in Policing agenda (NC)
Provide more opportunities for the Independent Advisory Group (IAG) members to be involved in local policing, including the Ethics Committee, selection processes, observations on safeguarding decisions, becoming part of the Stop Search Scrutiny Panel and developing relationships with district commanders on operational issues (NC)	



STRATEGIC OBJECTIVE	ACTION
SO3: Bring the community, including importantly young people, and the police together to develop more positive relationships	Create and manage a youth commission to give young people a greater say on police and crime issues (OPCCN)
	Continue with the development of the Safer Schools Partnership, including delivery of key packages in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation (NC)
	Enhance operational effectiveness and partnership with the early help hubs across the county (NC)
	Explore expansion of the cadet scheme, and co-operation and joint initiatives with other emergency service cadet schemes (NC)
	Participate in the youth parliament (NC)
SO4: Give people an opportunity to influence policing priorities where they live	Increase outreach to the wider community through public meetings and ensure public awareness of the Police Accountability Forum (OPCCN)
	Encourage a safer neighbourhood action panel or equivalent approach in all districts, specific to the needs of the community (NC)
	Support the OPCCN in its development of the Police Accountability Forum (NC)
	Further develop a partnership approach with key stakeholders within local policing and specifically with minority groups (NC)
SO5: Increase public confidence and reduce fear of crime	Implement the recommendations of the Norfolk 2020 review into local policing, particularly with regards to safer neighbourhood development (NC)
	Review the complaints reduction strategy (NC)
	Further develop initiatives, such as Operation Randall, in order to address areas of concern and particularly rural crime issues (NC)

MEASURES

1. % of people who agree that they have confidence in police (Crime Survey for England & Wales - CSEW)
2. % of people who agree that police deal with community priorities (CSEW)
3. Funded strength of a) police officers, b) police community support officers, c) police staff
4. Actual strength of a) police officers, b) police community support officers, c) police staff, d) Special Constabulary, e) volunteers
5. % of police officer funded strength available for frontline duties.



PRIORITY 2: SUPPORT RURAL COMMUNITIES

STRATEGIC OBJECTIVE	ACTION
SO6: Prioritise rural crime with a greater commitment to new ideas and joined-up approaches	Join and participate in the National Rural Crime Network (OPCCN)
	Create and sign up to concordat on cross-border working on rural crime - Norfolk, Suffolk, Lincolnshire, Cambridgeshire (OPCCN)
	Organise and host a rural crime summit (OPCCN)
	Pursue a partnership to promote a plan to prevent and tackle heritage crime (OPCCN)
	Launch the Rural Policing Strategy (NC)
	Support the OPCCN in its membership of the National Rural Crime Network and develop links locally and regionally with crime networks (NC)
	Develop a tactical delivery plan to further cross-border activity with other forces (NC)
	Develop operations specifically targeting rural crime (NC)
SO7: Increase confidence of rural communities	Engage with parish councils
	Campaign on church roof lead theft (OPCCN)
	PCC to attend community rural advisory group (CRAG) meetings on a quarterly basis (OPCCN)
	Increase levels of Special Constabulary participation in rural crime initiatives (NC)
	Increase the range of methods used to engage with rural communities (NC)
	Support the OPCCN in developing a community rural advisory group (CRAG) and holding meetings quarterly across the county to engage rural stakeholders (NC)
	Increase Operation Randall newsletter subscriptions by making it easier for members of the public to subscribe (NC)
SO8: Increase levels of crime reporting in rural communities	PCC to take every opportunity to encourage rural communities to report when they have been a victim of crime (OPCCN)
	Develop and expand the Rural Crime Taskforce (NC)
	Run social media campaigns targeted at rural communities (NC)
	Work in partnership with businesses and carry out initiatives to raise awareness of rural crime issues (NC)
	Participate in national campaigns targeting rural crime (NC)



MEASURES

1. Number of subscribers to Operation Randall newsletter
2. Number of hours spent on rural policing by Special Constabulary
3. % of rural emergencies responded to within target time
4. Rural crime victims' satisfaction with a) overall service, b) accessibility, c) actions taken, d) treatment, e) how well they were kept informed.



PRIORITY 3: IMPROVE ROAD SAFETY

STRATEGIC OBJECTIVE	ACTION
SO9: Tackle dangerous driving through education and enforcement	Introduce Operation IMPACT campaign to highlight the dangers of unsafe driving to young people (OPCCN)
	Participate in national and local campaigns to improve road safety (NC)
SO10: Reduce speeding in rural communities	Fund and support speeding reduction campaigns in villages across the county (OPCCN)
	Expand Community Speedwatch through the police Community Engagement Officers (NC)
SO11: Reduce levels of killed and serious injury collisions	Support education and enforcement campaigns which seek to make Norfolk's roads safer by tackling the Fatal 4 (OPCCN)
	Support the Special Constabulary in its approach to target killed and serious injury collisions, comprising specific initiatives to enhance road safety (NC)
	Continue to work in partnership and support delivery of Road Safety Casualty Reduction Partnership strategic plans (NC)

MEASURES

1. Number of killed and serious injury collisions
2. Number of killed and serious injury collisions involving vulnerable road users.



PRIORITY 4: PREVENT OFFENDING

STRATEGIC OBJECTIVE	ACTION
SO12: Tackle all forms of violence and abuse	Hold a multi-agency conference on child sexual exploitation (CSE) to explore ways to improve the Norfolk response (OPCCN)
	Develop a multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund (OPCCN)
	Support County Community Safety Partnership campaigns such as 'I walked away' (NC)
	Work with the Eastern Region Specialist Operations Unit (ERSOU) in tackling of Organised Crime Groups (OCGs) operating within Norfolk (NC)
	Work to implement initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio (NC)
	Continue to work with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect (NC)
	Continue to work with the Norfolk Safeguarding Adults Board in the delivery of the Business Plan (NC)
SO13: Reduce the number of domestic abuse incidents	Hold a domestic abuse symposium to develop a shared understanding of the root causes of domestic abuse that should be prioritised through future action (OPCCN)
	Develop, commission and roll out domestic abuse perpetrator programmes (OPCCN)
	Continue to explore engagement methods with victims of domestic abuse to better understand the root causes of abuse (NC)
	Support the implementation of domestic abuse perpetrator schemes (NC)
	Continue to explore in conjunction with the OPCCN multiple contact with victims of domestic abuse to streamline processes and provide a more enhanced service (NC)
SO14: Continue to work in partnership to tackle anti-social behaviour	Fund and support the development of a graffiti wall to engage and divert young people into positive activities (OPCCN)
	Develop initiatives where appropriate in conjunction with the Evidence-Based Policing and OPCCN Early Intervention Fund (NC)
	Work in partnership with agencies to develop initiatives to reduce incidents of ASB (NC)
	Continue to work with partners to explore new legislation to tackle offending (NC)
	Develop the roll out of the positive vouchers scheme (NC)



STRATEGIC OBJECTIVE	ACTION
SO15: Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses	Develop and implement a criminal justice strategy setting out the PCC's priorities (OPCCN)
	Implement a prevention of offending strategy (OPCCN)
	Develop and implement a restorative approaches strategy in partnership with the county Restorative Approaches Board (OPCCN)
	Implement the Gateway to Employment action plan (OPCCN)
	Support and commission the Rescue Rehab Project (OPCCN)
	Commission a community chaplaincy scheme for Norfolk (OPCCN)
	Establish a court mentor scheme to support people to lead law abiding lifestyles and reconnect families to their communities and services (OPCCN)
	Review and develop the 180 Degree Scheme in Norfolk (NC)
	Implement the new approach to managing registered sex offenders across local policing (NC)
Support the introduction of the Women of Norfolk Diversion, Engagement and Rehabilitation programme (NC)	
SO16: Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)
	Reduce the number of first-time entrants into the criminal justice system by developing a triage system (NC)
	Support evidence-based funding for initiatives targeting young people at risk of reoffending (NC)
	Continue to maximise the work of the Liaison and Diversion Teams within each Police Investigation Centre (NC)
	Introduce a protocol to reduce criminalisation of young people that are looked after (NC)

MEASURES

1. Number of crimes (for the following crime types: child sexual abuse, personal property crime, hate crime, serious sexual offences, domestic abuse, online crime, robbery, violence with injury, rural crime)
2. Number of all first-time entrants to the criminal justice system per 10,000.



PRIORITY 5: SUPPORT VICTIMS AND REDUCE VULNERABILITY

STRATEGIC OBJECTIVE	ACTION
<p>SO17: Work to improve the overall experiences and outcomes for victims and witnesses</p>	Develop and publish a new victim strategy 2017-20 (OPCCN)
	Review of victims services, and design and introduction of new victim and witness care hub (OPCCN)
	Review of domestic abuse provision, design and commissioning of county domestic abuse services integrated into existing safeguarding processes (OPCCN)
	Re-commission victim-led restorative justice services (OPCCN)
	Re-commission child sexual exploitation services for looked after children (OPCCN)
	Monitor OPCCN and Norfolk Constabulary compliance with the EU Directive on Victims and the Code of Practice for Victims (OPCCN)
	Develop and implement a victim strategy with a tactical delivery plan (NC)
	Support the implementation of a victims' hub in partnership with the OPCCN (NC)
	Continue to develop restorative approaches concentrating on those crimes and incidents involving the most vulnerable (NC)
	Review in partnership the 'one front door' approach particularly in relation to the MASH (Multi-Agency Safeguarding Hub) and early help hubs (NC)
Work to identify those who are vulnerable to ensure intervention is put in place at the earliest opportunity (NC)	
<p>SO18: Work in partnership to make those at risk less vulnerable to victimisation</p>	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)
	Enhance support for cyber crime and fraud victims (OPCCN)
	Continue to support the delivery of Safer School packages to support young people suffering victimisation (NC)
	Develop awareness campaigns to enhance the knowledge and support for those vulnerable to cyber crime and fraud (NC)
	Continue to work with the County Council on joint information-sharing and analysis to identify the most vulnerable - especially in the area of domestic abuse (NC)



STRATEGIC OBJECTIVE	ACTION
	<p>Work to pro-actively identify those young people that have gone missing and are likely to become repeat missing people (NC)</p> <p>Work to identify those young people repeatedly witnessing domestic abuse to reduce vulnerability (NC)</p> <p>Work to identify those young people subject to cumulative risk from data from CPI (Child Protection Investigation) submissions (NC)</p> <p>Continue to support referrals through the Channel Panel process in support of the Prevent agenda (NC)</p> <p>Continue to develop the Force's response to online crime - both enforcement and education (NC)</p>
<p>SO19: Work in partnership to deliver the most appropriate response to those in mental health crisis</p>	<p>Commission additional nursing capabilities for the police integrated mental health team (OPCCN)</p> <p>Implement the revised Occupational Health, Safety and Wellbeing Strategy (NC)</p> <p>Support the expansion of services within the Contact and Control Room (CCR) mental health team (NC)</p> <p>Continue to support the development and delivery of the Mental Health Crisis Care Concordat action plan (NC)</p> <p>Continue to monitor and reduce the number of people held within custody under Section 136 of the Mental Health Act (NC)</p> <p>Work with partners to develop a partnership response to suicide intervention (NC)</p>
<p>SO20: Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk</p>	<p>Create a framework for joint working with Public Health (OPCCN)</p> <p>Through the early help hubs, support vulnerable families in reducing the effects of alcohol and drugs (NC)</p> <p>Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county (NC)</p> <p>Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities (NC)</p>
<p>SO21: Support and encourage victims to come forward to disclose traditionally under-reported crimes including modern slavery, stalking and hate crime</p>	<p>Support and participate in partnership communication campaigns (OPCCN)</p> <p>Develop and introduce a vulnerability training package for all frontline officers (NC)</p> <p>Work in partnership with other agencies to raise awareness of hidden crimes, particularly stalking and harassment and modern day slavery (NC)</p>



STRATEGIC OBJECTIVE	ACTION
	Ensure officers and staff have a clear understanding of the Victims' Code and Special Measures (NC)
	Support the expansion of the Rape and Serious Sexual Offence (RASSO) pilot in support of victims of serious sexual offences (NC)
	Work with communities to raise awareness and subsequent reporting of crimes, such as so-called honour-based abuse, female genital mutilation, trafficking and modern day slavery (NC)

MEASURES

1. The proportion of cases where victims support prosecution
2. The proportion of cases that are solved by police
3. Percentage of all guilty pleas at first hearing at a) Magistrates Court, b) Crown Court
4. Satisfaction of victims (for domestic abuse, hate crime, serious sexual offences and online crime) with a) overall service, b) accessibility, c) actions taken, d) treatment, e) updates
5. Section 136 detentions
6. Number of stalking and harassment (course of conduct) crimes.



PRIORITY 6: DELIVER A MODERN AND INNOVATIVE SERVICE

STRATEGIC OBJECTIVE	ACTION
SO22: Support the police by giving them the tools they need to fight and reduce crime	Fund and introduce body worn video in the first quarter of 2017/18 (OPCCN)
	Through the work of the Norfolk 2020 team continue to develop the best use of Automatic Number Plate Recognition (NC)
	Through the evidence-based policing and OPCCN early intervention funds, support bids which exploit technical solutions to reduce crime and support victims (NC)
	Introduce drone technology in 2017/18 (NC)
SO23: Improve information technology network connectivity and invest in new technologies	Develop and implement mobile technology solutions such as tablets (NC)
SO24: Improve information-sharing across partner agencies	Champion the improvement of data sharing across agencies (OPCCN)
	Work with the County Public Protection Forum in progressing information sharing across the partnership (NC)



PRIORITY 7: GOOD STEWARDSHIP OF TAXPAYERS' MONEY

STRATEGIC OBJECTIVE	ACTION
<p>SO25: Deliver an efficient policing service, achieving value for money for all Norfolk residents</p>	Delete the post of Deputy Police and Crime Commissioner and use funds to provide an additional two police officers (OPCCN)
	Publish PCC response to all HMIC PEEL inspection recommendations (OPCCN)
	Monitor Norfolk 2020 recommendations and implementation plans (OPCCN)
	Police integrity reforms - develop PCC local service model for complaints handling and oversight (OPCCN)
	Police integrity reforms - monitor implementation of Chip Chapman Review recommendations on police disciplinary system (OPCCN)
	Respond to the recommendations of the HMIC inspection reports under the PEEL framework (NC)
	Develop plans and seek to achieve efficiencies through shared service provision (NC)
	Implement recommendations from the Norfolk 2020 review (NC)
	Maximise use of new legislation particularly with regard to civil powers to reduce reoffending (NC)
	Use of evidence-based policing approaches to drive through an efficient and effective policing service for Norfolk (NC)
<p>SO26: Join up emergency services and identify opportunities for further collaboration</p>	Work with the responsible authority on future collaboration with Fire and Rescue (OPCCN)
	Monitor progress against six themes (shared estate, joint control room, operational support, community safety, support service functions, training and development) for collaboration between Norfolk Constabulary and Norfolk Fire and Rescue Service (OPCCN)
	Continue to explore initiatives with Fire and Rescue, with a view to exploring the business case for future collaboration (NC)
	Support the work of the Seven Force collaboration project (NC)
	Continue and develop the integration of force-wide systems such as Athena and ERP* (NC)

*Athena is an IT system which brings together areas of investigation management including crime recording, intelligence and custody and case preparation. Enterprise Resource Planning (ERP) is a single IT system to support HR, Finance, Procurement, Duties Management and Payroll as well as provide self-service functionality for all staff.



STRATEGIC OBJECTIVE	ACTION
SO27: Develop robust accountability frameworks and governance arrangements	Increase active membership and participation in the Independent Advisory Group (OPCCN)
	Deliver an Independent Custody Visiting Scheme (OPCCN)
	Publish an annual report setting out progress in delivering the Police and Crime Plan (OPCCN)
	Ensure the OPCCN is Specified Information Order (SIO) compliant (OPCCN)
	Reinvigorate the Norfolk and Suffolk Joint Collaboration Panel (OPCCN)
	Conduct dip-sampling of all public police complaints in line with Independent Police Complaints Commission (IPCC) guidelines (OPCCN)
	Develop a quality assurance process for monitoring performance of legally qualified chairs (OPCCN)
	Support the integration of IAG membership with the Force (NC)
	Support initiatives through the Collaboration Panel with Suffolk Constabulary (NC)
	Support the governance framework with regard to internal and external scrutiny of force performance (NC)

MEASURES

1. % of people who agree that the police do a very good job (CSEW)
2. Percentage of 999s answered within 10 seconds
3. Percentage of emergencies responded to within target time
4. Average time to answer 101 calls.



COMMISSIONING INTENTIONS 2016-20

• Develop a youth commission to enable young people to contribute to the activity of the OPCCN
• Develop and deliver social marketing campaigns to change the behaviour of young drivers and improve safety for vulnerable road users
• Fund projects devised by local policing in conjunction with early help partners to tackle the causes of crime, improve enforcement and reduce vulnerability to victimisation
• Provide domestic abuse perpetrator programmes to enhance existing provision availability across the county to maximise take-up and participation
• Provide a programme of support for young people to make them less vulnerable to victimisation and offending
• Re-commission a victim-led restorative justice service and support for the development and delivery of a new restorative approaches strategy for Norfolk
• Ongoing support for and introduction of a new support pathway to prevent people from offending, in particular for women at risk of offending
• Provide specialist resources for the Norfolk 180 Integrated Offender Management service
• Develop a dog training scheme in Norwich Prison to support effective rehabilitation through the development of work-related skills in pre-release custodial environment
• Improve pathways to support offenders leaving prison
• Provide non-specialist services for all victims of crime in Norfolk and introduce a new victim care service in April 2018
• Continue provision of existing specialist domestic abuse support and the expansion of provision in the west and north of the county to support victims to cope and recover
• Introduce a first response service for victims of domestic abuse
• Expand the provision of support services for victims of sexual abuse, including child sexual abuse, and provide a countywide service
• Re-commission services to reduce vulnerability of looked after children to child sexual exploitation
• Run campaigns to make people, especially young people and the elderly, less vulnerable to cyber crime and online fraud
• Deliver an open call for funding for organisations to engage with and support hidden victims of crime, including those from the LGBT community, new communities and victims of hate crime
• Increase the capacity of the Integrated Mental Health Team in the police control room to respond spontaneously to police incidents and provide greater support to police officers
• Target hardening of heritage sites to make them less vulnerable to theft and vandalism.



ABOUT NORFOLK

Norfolk today

Norfolk is a predominantly rural county known for the natural beauty of the Broads, historic towns and huge coastline. It is a county of nearly 900,000 residents, 62% of whom live in rural areas, and covers over 2,000 square miles.

Numerous attractions draw people to Norfolk; its natural beauty makes it a popular holiday destination and a retirement hotspot. The University of East Anglia is a UK top 20 university, bringing in thousands of students each year. Large employers such as Bacton Gas Terminal and multiple military bases, provide a financial incentive for living in Norfolk and the Royal Family reside at various times during the year at the royal estate at Sandringham. These and many other aspects of life in Norfolk present the police with a diverse and sometimes almost unique set of challenges.

Norfolk, despite its rurality, has several substantial urban centres. The city of Norwich is the largest urban area in East Anglia, and Great Yarmouth and King's Lynn are two of the large towns in the county. Urban areas can present different crime and community safety issues when compared to rural areas including higher crime rates and Norwich's night time economy can require significant policing resource.

Norfolk's Population

Compared to the rest of the country a larger proportion of the county's population is over the age of 45 (50%). However, this varies greatly across districts. People under the age of 16 in Norfolk are more concentrated in South Norfolk and Great Yarmouth districts, although both areas have lower proportions of this age group when compared to England. Conversely, North Norfolk has an older population that is more than 30% over retirement age, whilst Norwich has a much higher proportion of people aged between 16 and 44 .

The average population of Norfolk is estimated to grow by around 6,000 people per year over the next few years and in 2018 the population is expected to reach 900,000 people and in 2036 to 1,000,000. South Norfolk is the district which is expected to have the highest average population growth per year, Norwich the second. Great Yarmouth and North Norfolk are predicted to have the lowest growth in population with average increases of 398 and 575 respectively.

The increase in population has potential to cause more demand for Norfolk Constabulary. For example Norfolk already has a higher than average elderly population; 24% are over the age of 65 which is above the national average and this is anticipated to grow to nearly 30%. With this growth it is likely that Norfolk elderly population with dementia will grow. Based on estimation of population growth and proportion of the population thought to live with dementia there were an estimated 15,000 people in Norfolk living with dementia in 2016. In 2026 the number of people with dementia is predicted to rise to 17,700, and by 2036 the figure could be 21,000.



Diversity

Overall Norfolk has a less diverse ethnic make-up compared to the rest of England and Wales, with 92.4% of the population being white British. Norwich is the district with the highest ethnic diversity in the county, however, at a more local level Great Yarmouth Town, the Thetford area and King's Lynn all have significantly higher ethnic diversity than elsewhere in the county.

The migrant worker population of Norfolk is growing, with between 5,000 and 7,000 people, mostly from the European Union, registering for a National Insurance Number annually between 2010/11 and 2015/16.

Employment

Comparatively, a smaller proportion of Norfolk's population is of working age, but a higher proportion of the working age population is in employment (76.3%). However, the average wage that workers in Norfolk receive is lower than the national average, which is reflected in the categorisation of occupations in Norfolk. There are a higher proportion of low skilled 'elementary' positions and a lower proportion of highly paid professional positions.

Deprivation

The Index of Multiple Deprivation (IMD) shows that deprivation levels in Norfolk are highest in parts of Norwich and Great Yarmouth and that some areas are among the 20% most deprived areas in the country.

Looked After Children

Children come to be in the care of a local authority either by parental consent or court order and, despite the number of looked after children being relatively low, people who have been in care are over-represented in the criminal justice system. Many looked after children share risk factors that are associated with offending, such as being the victim of abuse or neglect, suggesting that the correlation between looked after children and offending is due to shared risk factors. In Norfolk there were just over 1,000 looked after children in 2016, which is proportionately similar to the rest of England.

Prisons in Norfolk

There are three prisons in Norfolk, each serving a separate purpose. HMP Bure is an adult male sex offender prison which can house more than 600, predominantly from the eastern region. HMP Norwich is a resettlement prison for male adult and young offenders, predominantly from Norfolk and Suffolk and tends to have prisoners with short sentences or those who are from Norfolk and Suffolk and who will be moved to other prisons that house long-term prisoners. It currently has a population of over 750 inmates. HMP Wayland serves its inmates as a training prison and has a population of just under 950 prisoners. Norfolk has a total prison population of 2,300 people but not all of these are from Norfolk.



Housing

There are 370,000 homes in Norfolk for more than 880,000 people. Norfolk has a higher than proportionate number of houses which are owned outright, possibly due to Norfolk's older population. This results in Norfolk having a smaller proportion of rented accommodation, compared to the rest of England.

There are nearly 600 people registered as homeless and in priority need in Norfolk, 26% of whom are in Great Yarmouth. Homelessness can be caused by such circumstances as families or individuals fleeing violence or a prisoner having nowhere to go upon release. Consistently, accommodation is identified as a pathway out of offending making it important to ensure a prison leaver has accommodation upon release. It is also important to help victims of violence feel safe, and providing accommodation is part of the current response.

All seven district councils of Norfolk have developed plans of varying timescales which commit to building and assisting to build new houses, in line with central government policy that more housing is needed. In total, the plans commit to the provision of 74,170 new homes spread across the districts. The average increase in homes in Norfolk will be 4,024 per year, more than half of which are planned in Broadland, Norwich and South Norfolk. Part of the policing budget is sourced from local council tax, so the increase in housing presents a potential uplift in funding for police. However, an increase in housing will be accompanied by the aforementioned population increases, providing a larger population to keep safe.

Transport

Since Norfolk's population mainly lives in rural areas, transport is an important aspect of local life. Public satisfaction with road transport in Norfolk is relatively high, compared to other county areas. However, satisfaction with public transport is much lower. Cuts to public services have meant that public transport has not been able to expand, making many of Norfolk's rural population dependent on cars or other more costly forms of transport or becoming more isolated. Norfolk County Council's implementation plan, Connecting Norfolk, sets out intentions to improve road safety and accessibility to transport. However this must be achieved with a decreased financial resource.

Nature of economy

Norfolk, being a very rural county, has a very large proportion of agricultural businesses, which is the predominant use of land. Tourism is another very important part of the Norfolk economy with many residents employed in related roles. The public sector employs the most people in Norfolk, including large numbers of workers in defence, education, health and public administration. Other industries such as retail, engineering, scientific research and construction provide employment for large numbers in Norfolk and are in similar proportions to national levels.



Working together
for a safer Norfolk