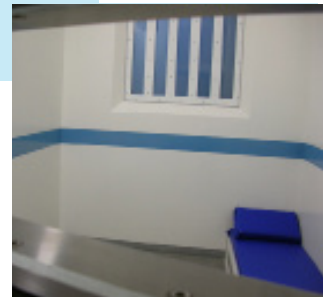
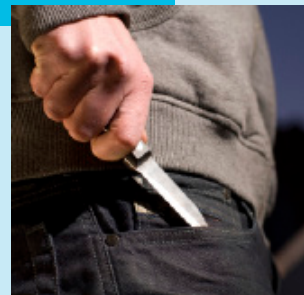


POLICE AND CRIME PLAN FOR NORFOLK

2013-17



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

Foreword

Keeping Norfolk Safe and Secure

I was delighted to be elected your Commissioner and become the 'people's voice for policing and crime' in Norfolk. Thank you for your faith in my ability to keep the county one of the safest places in the country. This is my clear focus as we work with ever-reducing budgets - a tough challenge indeed.

Although it is becoming better understood, the role of Police and Crime Commissioner is wider than that of representing the public to hold the police to account - it encourages public authorities and the voluntary sector to work in a more 'joined up' way to tackle crime problems, preventing criminal activities in the first place and reducing demand on police.

Together with Jenny McKibben, my deputy commissioner, our aim is to provide leadership and focus for all those involved in community safety and criminal justice. Building on the partnership arrangements already in place, I will take every opportunity to remove unnecessarily complicated processes to get funding and resources directly to vulnerable people - where they can be most effective.

Having previously worked with Chief Constable Phil Gormley and his chief officer team, I feel we had a 'head start' - we already had a high level of shared understanding of the challenges for Norfolk. This certainly helped in my first priorities, the drafting of this Police and Crime Plan and the setting of a budget that would deliver that Plan.

I pay tribute to the small, committed team of people in my office who made sure we were able to meet impossibly-tight deadlines and who contributed to the high-quality work that builds on the forward-thinking plans of the former Police Authority.

I will continue to draw on a much larger team of people to help me in my task of keeping Norfolk safe and secure – you! Jenny and I rely on your input and support and look forward to meeting as many individuals, groups and organisations as possible.



Do get in touch and tell us how it is for you (see contact details). In turn, I will keep you updated as to our progress.

Thank you

Stephen Bett

Pictured with Deputy PCC, Jenny McKibben

Introduction

Requirements of the Police and Crime Plan

This Police and Crime Plan is issued in accordance with the Police Reform and Social Responsibility Act 2011, to take effect from 1st April 2013 and cover the period up to 31 March 2017 or until a subsequent Plan is issued. Both the Police and Crime Commissioner (PCC) and the Chief Constable must have regard to the Plan, which will be formally reviewed annually. Policing in the United Kingdom is reliant on the consent of the public and this is particularly pertinent in a large rural county such as Norfolk. The Plan has, therefore, been developed with partner agencies and is dependent on the contribution and cooperation of these organisations and members of the public. Where legal requirements are referred to below, these relate to the Police Reform and Social Responsibility Act 2011, unless otherwise specified.

The Police and Crime Plan is developed by the PCC, supported by a small team, and must include the following:

- The PCC's police and crime objectives, setting out the strategic direction over the period for which the PCC has been elected and including:
 - Crime and disorder reduction in Norfolk;
 - Policing within Norfolk;
 - How Norfolk Constabulary will discharge its national functions.
- The policing that the Chief Constable will provide;
- The financial and other resources which the PCC will give the Chief Constable in order that he may do this;
- Information regarding any Crime and Disorder Reduction Grants that the PCC may make;
- How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC.

Responsibilities and Functions of the Police and Crime Commissioner

Police and Crime Commissioners are elected for a period of four years (the next election will take place in May 2016 - the 2012 election having been delayed until November) and cover the same geographical area as the Constabulary, i.e. the county of Norfolk.

For further information about the responsibilities and functions of the PCC see Appendix 1.

The Local Area

Norfolk is the fifth largest county in England with a land area of 2,074 square miles. Situated in north East Anglia, it is bordered by Lincolnshire to the west, Cambridgeshire to the southwest and Suffolk to the south. Its northern and eastern boundaries are the North Sea coast and the Wash in the northwest.

The city of Norwich is the largest urban area and is the economic, social and cultural hub of the county. It houses the densest and most diverse section of the Norfolk population and its heritage, shopping centres and vibrant nightlife attract visitors all year round.

Beyond Norwich, the largest built up areas in the county are the coastal town of Great Yarmouth in the east and the market towns of King's Lynn and Thetford in the west and south respectively. For further information about the local area see Appendix 2.

Equality and Diversity

Equality and diversity is vital to policing and the PCC is committed to ensuring that all Norfolk's communities receive a fair and equitable service. As a public body, the PCC is subject to the General Equality Duty within the 2010 Equality Act. This requires us to integrate consideration of equality and good relations into day-to-day business, and to actively work to advance equality and good community relations. For more information, please visit www.norfolk-pcc.gov.uk/know_your_rights

The PCC is supported by an Independent Advisory Group, Disability Advisory Forum, Youth Advisory Forum and Norfolk Police Independent Lesbian, Gay, Bisexual and Transgender Advisory Group, made up from volunteers drawn from the diverse communities throughout the county. Volunteers also carry out visits to Police Investigation Centres within Norfolk, ensuring that the human rights and welfare of detained people and the physical conditions of the cells are maintained. For further information please visit www.norfolk-pcc.gov.uk/involving-you



Community Engagement and Communications

The PCC has a legal responsibility for obtaining the views of the community and, in particular, the views of victims of crime, concerning the policing of the area. The Community Safety and Criminal Justice responsibilities of the PCC mean that people's views are also sought regarding these broader areas of work.

Throughout the year the PCC and their staff attend a wide range of meetings and events to hear the views of members of the diverse communities within the county. We also maintain a 'Virtual Community' database of people within Norfolk who have an interest in policing and would like to have a say on policing issues, but do not want to attend a meeting, or are unable to do so. This information is included within a 'Community Views Database' - a source of public opinion which is taken into account when setting priorities, objectives and the precept. Our annual 'Norfolk Policing Survey', provides an opportunity for Norfolk residents to contribute their views. Stakeholder events, social media and the frequent review of associated websites, reports and correspondence also provide rich sources of information for the PCC to consider, when making decisions.

The PCC publishes reports, minutes of meetings and newsletters on the [Office of the Police and Crime Commissioner for Norfolk website](#). If you need information to be made available in other formats, please let us know and we will endeavour to assist.

Further information is available within the PCC Community Engagement and Communications Strategy.

Police and Crime Objectives

The following section is the primary focus of the Police and Crime Plan and sets out the PCC's Police and Crime Objectives for:

- Crime and disorder reduction;
- Policing within Norfolk;
- How Norfolk Constabulary will discharge its national responsibilities.

Objectives for Crime and Disorder Reduction in Norfolk

One of the main differences between Police and Crime Plans, and Policing Plans that in previous years set objectives and governance arrangements for the Constabulary, is that Police and Crime Plans, not only provide strategic direction for the police but also provide focus for other criminal justice organisations and those working to prevent crime and disorder. This broader area of work, often referred to as Community Safety, includes:

- Reducing crime and disorder;
- Reducing re-offending;
- Combating the misuse of drugs, alcohol and other substances.

The following Crime and Disorder Reduction Objectives have been identified as a result of wide engagement with Norfolk Constabulary and other responsible authorities, local criminal justice organisations, representatives of the voluntary, community and social enterprise sector and those who live and work within Norfolk. The views of the organisations and individuals who contributed have been considered through a thorough strategic assessment process which has been used to identify the crimes and incidences of disorder which have the greatest impact in Norfolk, and also the measures that have the greatest impact on these, such as restorative practices and early intervention. Therefore, these objectives are given by the PCC, not only to provide overall direction to the police, but to help direct partner organisations.



Reduce priority crime, anti-social behaviour and reoffending

Norfolk is one of the safest counties and we want to keep it that way. Over the past three years, overall crime levels in Norfolk have been reduced by 15.6% and between 1 April 2011 and 31 March 2012 reports of anti-social behaviour to the police reduced by 30%, so this objective focuses on ensuring this trend continues. At the same time, we will continue to encourage reporting of under-reported crimes such as Domestic Abuse and Hate Crime and will work with partner organisations to raise awareness and support victims

The 10% most prolific offenders in Norfolk are responsible for 32% of crime, so working with partners to reduce reoffending is a priority. Partner organisations in Norfolk provide 'Integrated Offender Management' through the 'seven pathways out of offending' which include – accommodation, education, health, drugs, finance, families and attitudes, and we will build on this work to help people who want to move away from crime to do so.

Reduce vulnerability, promote equality and support victims

Supporting people who are victims or witnesses to a crime or who are vulnerable to becoming a victim is a key priority. Norfolk faces particular challenges with regard to vulnerable people, including the elderly and those who are young. The high level of those not in education, employment or training (NEET) in the county, the fact that educational attainment is lower than seen nationally and the worsening economic situation for young people mean that young adults are more at risk of becoming involved in anti-social behaviour (ASB). We are committed to working in partnership to, where possible, prevent offences occurring, but also to improve the opportunities for Norfolk's most vulnerable. Understanding that many perpetrators of crime will also have been victims, it is essential to ensure everyone receives services appropriate to their needs.

The PCC has a specific responsibility to obtain victim's views regarding policing and, during 2014, will receive national funding to commission local services for victims. The first year of this Plan therefore presents the opportunity to better understand the needs of victims within Norfolk to enable the PCC to commission services appropriately.

Reduce the need for service, through preventative and restorative approaches and more joined-up working with partners, protecting the availability of frontline resources

This objective focuses on tackling the root causes of crime. By preventing crime occurring, making interventions at the earliest opportunity, encouraging victims to report at an early stage and providing high-quality services to victims, victim-focussed restorative approaches provide particular opportunities, both in this respect and in furthering community cohesion. By exploring further approaches to working with offenders and collaborating with partners, we aim to reduce the demand for policing services and those of partner organisations, thereby protecting the availability of frontline resources.

We will work with partners to address key factors such as alcohol and substance misuse and mental health where this is known to impact on crime or anti-social behaviour. For example, a significant percentage of those who commit crime suffer from mental health problems and 70% of Britain's prison inmates have two or more mental health problems. We will also collaborate with partners to support groups at risk of being a victim or of offending, such as young people, recognising that young people are more likely to be victims than perpetrators of crime and that many will have been a victim prior to offending. In particular, we will work with voluntary and community organisations in the prevention of crime and will seek to maximize the support and commitment of the volunteers themselves, such as those within Watch organisations.

We will promote the use of restorative approaches that have been shown to help reduce reoffending and assist victims. As such, they challenge behaviour, putting repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment.



Objectives for Policing within Norfolk

In addition to providing the broad objectives for partner organisations to work towards, the PCC also sets specific objectives for the Constabulary. These have been based on those set within the last Policing Plan, which the strategic assessment has shown still remain valid. The performance measures within the last Policing Plan were set for the period of the current Comprehensive Spending Review 2011-15. These have been extended to 31st March 2016, which will enable the public to make an assessment of performance, prior to the next PCC elections in May 2016.

The objectives are:

- Reduce the number of priority crimes i.e. burglary, robbery, theft of and from motor vehicles, serious violence¹, priority violence² and arson by 18%;
- Increase serious sexual detection rates to 35%;
- Increase serious violence detection rates to 68%;
- Reduce and maintain the number of collisions in which people are killed or seriously injured on Norfolk's roads to no more than 320 in the year 2015/16;
- Increase public satisfaction to 80%;
- Reduce the impact of anti-social behaviour (ASB) by reducing incidents of ASB by 40%;
- Increase the detection rate for incidents of Domestic Abuse to 55%;
- Reduce reoffending of the most prolific offenders. Measured by reducing the number of priority crimes committed by prolific offenders being managed by 180 Degree Norfolk by 50%;
- Reduce Violent and sexual crime within key night time economy areas. Measured by reducing the priority violence, volume violence³ and sexual offences occurring in King's Lynn, Norwich and Great Yarmouth patrol zones between 21:00 and 06:00 to no more than 450 crimes per year by the year 2015/16.

For further information regarding these objectives, see Appendix 3.

1 'Serious violence' refers to the most serious violence offences based on Home Office criteria, including murder and manslaughter.

2 'Priority violence' refers to the more serious violence offences, such as grievous bodily harm (GBH) and actual bodily harm (ABH), and is a bespoke Norfolk Constabulary crime grouping.

3 'Volume violence' refers to less serious violent crimes, such as common assault, and is a bespoke Norfolk Constabulary crime grouping.



Objectives whereby Norfolk Constabulary will discharge its national functions

Chief Constables and Police and Crime Commissioners are required to plan and prepare together in support of national arrangements to address threats which are set out by the Home Secretary within the Strategic Policing Requirement including:

- Having sufficient capacity to contribute to the Government's counter-terrorism strategy;
- Having sufficient capacity to contribute to the Government's organised crime strategy;
- Having appropriate capacity to respond adequately to a spontaneous or planned event, or other incident, that requires a mobilised response in order to keep the peace, protect people and property, and uphold the law;
- Having sufficient capacity to respond to civil emergencies requiring a national response;
- Having sufficient capacity to respond to a major cyber incident.

The PCC has set the Chief Constable the objective of ensuring Norfolk Constabulary's compliance with the Strategic Policing Requirement.

Partnership Working

Norfolk is a county with a long history of organisations working together in partnership, to provide high quality services. The current financial situation and changing approaches to service delivery have resulted in organisations and partnerships forming, developing and reshaping within far faster timescales than has occurred previously. The emergence of Clinical Commissioning Groups is an example of this and provides additional opportunities for integrated commissioning in the future. The PCC will keep the partnerships which he, his Deputy and Officers participate in under constant review, with a view to achieving the best use of resources. The following is not exclusive, but lists some of the partnerships in which the PCC currently participates, together with a brief summary of the partnership's role.

Norfolk County Community Safety Partnership

In carrying out their functions, the PCC must have regard to the relevant priorities of each responsible authority, with responsible authorities having a reciprocal duty. In Norfolk, all of the responsible authorities come together with other organisations that have an interest in reducing crime and disorder as the Norfolk County Community Safety Partnership (NCCSP). The NCCSP serves the whole of the county and aspires to keep Norfolk one of the safest parts of the country in which to live, work and to visit, recognising that community safety cannot be delivered successfully by the police alone. The objectives and activities of the Partnership are set out within the [NCCSP Plan](#). The PCC may arrange for meetings with Community Safety Partnership members in relation to the formation or implementation of any related strategy and may require a report from the Partnership if the PCC is not satisfied that the responsible authorities for the policing area are carrying out their functions in an effective and efficient manner.

Norfolk and Suffolk Criminal Justice Board

The Norfolk and Suffolk Criminal Justice Board is a vehicle for criminal justice agencies to work together in partnership in a meaningful way, and coordinate their activities to deliver an effective and efficient criminal justice system. This is a responsibility local criminal justice bodies, such as Probation, Prisons, Courts, Crown Prosecution Service and Youth Offending Team share with the PCC. Further information on the role and work of the Board can be found in the Norfolk and Suffolk Criminal Justice Board Governance Document.

Norfolk Health and Wellbeing Board

Norfolk Health and Wellbeing Board is required to have an overview of needs and gaps in service provision within the county and to develop a high-level strategy based on local priorities. It is led by Norfolk County Council and, like the NCCSP, is a statutory partnership. The Board brings together Social Care, Public Health, Clinical Commissioning Groups, Policing and representatives from the Voluntary, Community and Social Enterprise Sector. There are some similarities between issues which impact on health and wellbeing and crime and disorder and, therefore, opportunities to co-ordinate service provision. The Board is currently developing priority areas which include:

- Alcohol misuse;
- Supporting frail elderly people living independently;
- Improving access to Psychological Therapies within Primary and Secondary Care and Norfolk's prisons;
- Mental health and employment;
- Dual diagnosis – co-existing mental health and substance misuse problems;
- Creating good developmental and learning outcomes for all children and young people.

Norfolk Children's Joint Commissioning Group

The Norfolk Children's Joint Commissioning Group was recently formed to take a strategic view of the performance of commissioned services and assure that services are delivering the required outcomes. The Group, on which the PCC is represented, identifies opportunities for integrated provision and aligned and joint budgets. The county's Early Intervention Board feeds into the Norfolk Children's Joint Commissioning Group. The county's approach to Early Intervention is still being developed and includes Norfolk Family Focus and Integrated Commissioning workstreams. The PCC supports these areas of work, which seek to ensure interventions with vulnerable people, and especially vulnerable young people, are made at the earliest opportunity.

Norfolk Youth Justice Board

Norfolk Youth Offending Team (NYOT) is a statutory multi-agency partnership, reporting to the Norfolk Youth Justice Board and hosted within Norfolk County Council (NCC) with four statutory partners: the Police, Health (through the newly-created Clinical Commissioning Groups), NCC Children's Services including discrete representation from Social Work and Education and Norfolk and Suffolk Probation Trust. Its purpose is

to prevent children and young people from offending, whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Its aim is to make Norfolk an even safer place to live and help young people achieve their full potential in life. A restorative approach to work with young people and the victims of their crimes is a key underpinning theme. Three outcomes are prioritised:

- Reducing the number of children and young people coming into the youth justice system (first time entrants);
- Reducing reoffending by children and young people;
- Reducing the number of young people going into custody (prison) either sentenced or on remand.

Norfolk Drug and Alcohol Partnership

The Norfolk Drug and Alcohol Partnership (N-DAP) brings together a wide range of agencies from the public, voluntary, community and private sectors with specific interests in Criminal Justice, drug and alcohol treatment, Health, Community Safety, regeneration and the needs of young people, in order to achieve one overarching aim - to reduce the harm caused by the misuse of drugs and alcohol in Norfolk. The Partnership has responsibility for the commissioning of drug and alcohol services across the county.

Norfolk Safer Future Communities Network

The Norfolk Safer Future Communities Network is led by Voluntary Norfolk and brings together Voluntary, Community and Social Enterprise (VCSE) organisations from within the county. The Network provides information on how the VCSE Sector works to prevent crime and disorder, with perpetrators and in support of victims of crime, identifying opportunities for the future. Because the Network links with a diverse range of communities, it is well-placed to share information and to provide the PCC with information about emerging issues and gaps in service provision.

Where the money comes from

The PCC receives from the Government a Police Grant for revenue funding, for day-to-day running costs. With the changes to the Council Tax benefit scheme from April 2013, a Council Tax support funding grant is also received. There is also a revenue grant, called the Community Safety Fund. The Community Safety Fund replaces various grants, which were previously made by central Government, and should not be confused with the previous Government grant of the same name provided to support the work of community safety partnerships. It is the intention of central Government that, from 2014, all associated grants to PCCs will be absorbed within their Police Grant.

Central Government also provides the PCC with a grant for capital purposes. This can only be used for larger items of equipment, vehicles, land and buildings which are shown in a Capital Programme.

To pay for the overall budget including the cost of the capital programme, an annual precept is levied and collected through the Council Tax arrangements. This is calculated after taking account of the funding received from the Government. After obtaining the views of the community and the Police and Crime Panel, for the year from 1st April 2013 to 31st March 2014 the PCC has increased the police element of the Council Tax, i.e. the precept, by 1.965%. In cash terms, this means that the average Band D property will see an increase in their Council Tax of £3.87 for the year or £0.07 a week. The Band D Council Tax for policing in 2013/14 is £200.79.

Financial planning is carried out for the four-year period of this Plan, however future income from national and local government sources can only be estimated and, therefore, only the current financial year is included. It is essential that the PCC's financial strategy remains fluid and is kept under continuous review.

A funding gap of approximately £25 million has previously been estimated over the four-year period of the current Comprehensive Spending Review, ending in 2014/15. This equates to around 17% of the Constabulary net budget.

The Home Office has indicated that there will be a review of the police funding formula which is an additional factor and could have implications from 2015/16 onwards. It is clear from statements made by the Chancellor that public expenditure will be subject to considerable reductions until at least 2018. Therefore, policing in Norfolk will likely face further serious and significant funding challenges. With all this uncertainty, a prudent and flexible approach to financial planning is essential and has been adopted.

Although they are estimates, and not shown in this Plan, the PCC does have capital and revenue planning assumptions beyond the next year, which have been taken into account in this Plan. Capital expenditure is shown in a plan called the Capital Programme, which also covers the same period. Capital expenditure can be paid for in a number of different ways, in addition to using the Police Capital Grant.

The overall funding of the revenue budget and capital programme is shown below:

Revenue Budget Funding x £000	
Police Grant	88,672
Council Tax Contributions	53,052
Council Tax Support Funding	8,064
Total	149,788
Additional funding - Community Safety Fund	669

Capital Programme Funding x£000	
Capital Receipts	789
Home Office Capital Grant	1,200
Borrowing	4,740
Revenue Capital	50
Total	6,779



How the money is spent

Funds for revenue and capital purposes are allocated to the Chief Constable's staff and others, at the PCC's discretion, in accordance with the Police and Crime Plan. The PCC may make a Crime and Disorder Reduction Grant to any person who will secure or contribute to crime and disorder reduction within that area.

For the year 1st April 2013 to 31st March 2014, the PCC has decided to make contributions towards community safety partnership work and Crime and Disorder Reduction Grants from the Community Safety Fund provided by central Government. Details of the Police Grant and Community Safety Fund were not received from Government until late in December 2012 and, therefore, the PCC has used an iterative approach to providing Crime and Disorder Reduction Grants for this first year, taking into account evaluation and risk assessment processes that have been carried out by NCCSP partners. This will ensure, where possible, those services in the highest areas of risk, which deliver most for Norfolk, will continue to be funded by the PCC for at least another year – such as the IDVAs (Independent Domestic Violence Advocates). Details are set out below and within the Commissioning and Crime and Disorder Reduction Grants section of this Plan.

The PCC has listened to feedback from partner agencies and intends to develop a fresh approach to commissioning during 2013, moving to a 'zero based' approach. A commissioning strategy will be developed and the PCC will be seeking proposals from organisations and individuals regarding how they can deliver specific services in support of the Crime and Disorder Reduction Objectives. Grants issued for the year commencing 1st April 2014 will be awarded following this approach.

Additionally, the Constabulary has a history of contributing funding and other resources to partnership initiatives, including interventions with young people and work to prevent reoffending, and will continue to do so for 2013/14.

Community Safety Fund Crime and Disorder Reduction Grants x £000	
180 Degree Norfolk	110
Domestic Abuse	240
Great Yarmouth Positive Futures	31
Norfolk Drug and Alcohol Partnership	174
Norfolk Youth Offending Team	114
Total	669

For further information about finance and resources see Appendix 4.

Policing provided by Norfolk Constabulary

The PCC has responsibility for oversight of the services provided by Norfolk Constabulary at a local, regional and national level and must keep under consideration collaboration opportunities with other police forces to improve efficiency or effectiveness. Norfolk's preferred partner for collaboration is Suffolk Constabulary and an extensive programme of collaborative work is ongoing between the two organisations, while maintaining their local identity.

For further information about the policing provided by Norfolk Constabulary see Appendix 5.

Commissioning and Crime and Disorder Reduction Grants

Commissioning is a process of finding out what is needed, then designing and putting in place services that meet those needs. In the past, this process, in a crime and disorder context, has largely been carried out within police forces; a strategic assessment process has taken place, whereby priorities have been identified, and these have been included in a Policing Plan, together with targets to be achieved. Services have subsequently been developed so that resources are focussed.

In recent years this process has increasingly involved partner organisations, both in providing information as part of the strategic assessment process, but also in delivering services towards priorities. These initiatives have often been coordinated through

community safety and drugs and alcohol partnerships. This work has been successful, particularly in areas such as reducing anti-social behaviour and responding to Domestic Abuse, and must continue to be provided or supported by the organisations and partnerships that have developed the services.

The introduction of PCCs, and their ability to award Crime and Disorder Reduction Grants, enables the commissioning process to be developed further. However, it is not intended to replace the responsibilities and work of responsible authorities or community safety and related partnerships.

For further information about commissioning see Appendix 6.

Owing to the limited amount of time available since the election of the PCC in November 2012 and the avoidance of unnecessary disruption to current services, decisions regarding grants have been based on an initial review and prioritisation of existing work streams against the PCC's objectives. It is intended to introduce a thorough 'zero based' commissioning process during 2013 and information will be made available during the year.

The PCC intends to award five Crime and Disorder Reduction Grants for the year 2013/14, which are included below beneath the relevant crime and disorder reduction objectives. Details regarding the amounts provided are included within the 'how the money is spent' section of this Plan.

Reduce priority crime, anti-social behaviour and reoffending

A Crime and Disorder Reduction Grant will be provided to 180 Degree Norfolk. A joint team from partner organisations, hosted by Norfolk and Suffolk Probation Trust, provides 'Integrated Offender Management' through the 'seven pathways out of offending' (including accommodation, education, health, drugs, finance, families and attitudes).

The 10% most prolific offenders in Norfolk are responsible for 32% of crime and over the past three years overall crime levels in Norfolk have been reduced by 15.6%. This grant is intended to contribute to ensuring this trend continues.

A Crime and Disorder Reduction Grant will also be provided to Great Yarmouth Positive Futures to continue their work with disadvantaged and socially-marginalised young people, at risk of, or already engaged in anti-social behaviour and crime.

Reduce vulnerability, promote equality and support victims

A Crime and Disorder Reduction Grant will be provided to continue the seven Independent Domestic Violence Advocate posts, introduced by Norfolk County Community Safety Partnership to support survivors of Domestic Abuse. The remainder of this funding will be used for a key role to develop the Domestic Abuse Strategy for the county.

Reduce the need for service, through preventative and restorative approaches and more joined-up working with partners, protecting the availability of frontline resources

A Crime and Disorder Reduction Grant will be provided to Norfolk Drug and Alcohol Partnership to make interventions at the earliest opportunity in the prevention of drug and alcohol abuse and the treatment of offenders and those who are vulnerable.

A Crime and Disorder Reduction Grant will also be made to Norfolk Youth Offending Team to support young people who may be at risk of becoming engaged in offending behaviour.

PCC's Objectives for Crime and Disorder Reduction in Norfolk

The PCC's Police and Crime Objectives for crime and disorder reduction have a preventative focus, designed to tackle issues at an early stage, such as making early interventions with young people; and a rehabilitative focus designed to prevent reoffending. These objectives are intended to be, and will be most effective when, taken forward in partnership with other organisations. In some cases, outcomes from such interventions may not be quantifiable for several years, however an update on progress and developments will be included within the PCC's Annual Report, which will be issued early in each financial year.

Holding the Chief Constable to account

The PCC is responsible for holding the Chief Constable to account for an efficient and effective police force, on behalf of the public, including compliance with the Police and Crime Plan and the Strategic Policing Requirement, the Chief Constable's arrangements for equality and diversity, safeguarding children, engaging with local people, value for money and collaboration between forces.

The Policing Objectives that the PCC has set the Chief Constable for the Constabulary to achieve, in the main, continue those included within the last Policing Plan for the period of the current Comprehensive Spending Review 2011-15, together with two additional objectives introduced this year. Further information is within the Police and Crime Objectives section of this Plan.

Each of these objectives contains a performance measure. A Performance Framework containing these measures, will be accessible from the front page of the [Office of the Police and Crime Commissioner for Norfolk website](#). The Framework will contain accurate and up-to-date information on each performance measure from Force down to a Neighbourhood level, where this is available. This will enable members of the public to assess and compare the level of police performance wherever they live in the county. In addition, they can contact their Safer Neighbourhood Team and find out how they can get involved in reducing crime and disorder via the Safer Neighbourhoods Section of the [Norfolk Constabulary website](#).

The PCC will meet informally with the Chief Constable and other senior officers on a regular basis, to ensure that performance against the measures set is on track, and to raise other related issues, such as where an area of crime or disorder that is not included within the Performance Framework may be causing concern.

The PCC will also meet formally with the Chief Constable at scheduled meetings which will be open to the public. Details are included on the [Office of the Police and Crime Commissioner for Norfolk website](#). At these meetings, the Chief Constable will provide the PCC with formal reports on performance, and other areas of the Constabulary's work, including equality and diversity, safeguarding children etc. Minutes of these formal meetings, together with decisions and actions, will be published on the website.

Annual Report

Information on the Constabulary's performance and how the PCC has carried out his role will also be included within the PCC's Annual Report. The Annual Report is a key document which is considered by the Police and Crime Panel as part of its role in holding the PCC to account.

Police and Crime Panel

The Police and Crime Panel provides checks and balances on how the PCC carries out his role. The Panel does not scrutinise the Chief Constable, which is the PCC's job, but scrutinises the exercise of the PCC's statutory functions. While the Panel is there to challenge the PCC, its role is also to support the PCC's functions.

For further information about the role of the Police and Crime Panel see Appendix 7.



Contacting the PCC

Post

OPCCN
Building 8
Jubilee House
Falconers Chase
Wymondham
Norfolk
NR18 0WW

Email

OPCCN@norfolk.pnn.police.uk

Telephone

(01953) 424455

Fax

(01953) 424462

Website

www.norfolk-pcc.gov.uk

Appendix 1: Responsibilities and Functions of the Police and Crime Commissioner - Additional Information

The PCC has responsibility for obtaining the views of the community and, in particular, the views of victims of crime, concerning the policing of the area. Arrangements must be made for obtaining such views before a Police and Crime Plan is issued, including obtaining views on the Plan. Additionally, the PCC must obtain the views of the people in that area and the views of ratepayers' representatives on proposals for expenditure, including capital expenditure, in that financial year.

In carrying out their functions, the PCC must have regard to the relevant priorities of each responsible authority. The responsible authorities are set out within the Crime and Disorder Act 1998 and include the Constabulary, Local Authorities, Probation, Health and the Fire and Rescue Authority. In Norfolk, they come together as the Norfolk County Community Safety Partnership (NCCSP). There is a reciprocal duty within the Police Reform and Social Responsibility Act for each responsible authority to have regard to the objectives within the Police and Crime Plan.

The PCC and the criminal justice bodies must make arrangements to provide an efficient and effective criminal justice system within that area. In Norfolk, this includes the Constabulary, Probation, Prisons, Courts, Crown Prosecution Service and Youth Offending Team, who come together as part of the Norfolk and Suffolk Criminal Justice Board.

The PCC appoints the Chief Constable, who has operational independence to deliver policing for the area in furtherance of the objectives within the Police and Crime Plan. In effect, the PCC sets out what is to be achieved within the Police and Crime Plan and the Chief Constable determines how the police will achieve it. The PCC has responsibility, in accordance with legislation, for suspending or removing the Chief Constable, should this be necessary, and for receiving any complaints against the Chief Constable, together with monitoring those against officers and staff.

In developing or varying a Police and Crime Plan, the PCC must prepare a draft and consult the Chief Constable. When the Plan is issued, the PCC must send a copy to the Chief Constable and the other responsible authorities referred to above.

The PCC receives from the Government capital funding (that which is used for large items, broadly that last for more than one year, such as buildings) and revenue funding (spent on day-to-day costs within the financial year). Revenue funding from the Government includes a Home Office Police Grant and other related grants, such as the Community Safety Fund.

Additional funding is provided by the Precept, which the PCC sets after obtaining the views of the community and the Police and Crime Panel. All capital and revenue funding is held by the PCC who determines how much of these monies will be managed by the Chief Constable's staff under a scheme of delegation.

It is the intention of central Government that all associated grants to PCCs will be absorbed within the Home Office Police Grant from 2014. The Police Grant is not allocated for any specific purpose and is available along with other revenue funding for allocation to the Chief Constable under the scheme of delegation. The PCC will be guided by the Police and Crime Plan when allocating and delegating these revenue funds, and also the capital funding. The PCC may make a Crime and Disorder Reduction Grant to any person who will secure or contribute to crime and disorder reduction within that area.

The PCC is responsible for holding the Chief Constable to account, on behalf of the public, for an efficient and effective police force for that area, including the Chief Constable's arrangements for equality and diversity, safeguarding children, engaging with local people, value for money, collaboration between forces and compliance with the Police and Crime Plan and the Strategic Policing Requirement (national responsibilities).

The PCC is required to publish timely information to enable people who live within their area of responsibility to assess the performance of the PCC and that of the Chief Constable in carrying out their respective roles. At the end of each financial year, the PCC must also produce and publish an Annual Report setting out how they have carried out their various functions and the progress made towards the objectives within the Police and Crime Plan.

The PCC is accountable to a Police and Crime Panel, which is comprised of councillors and independent members from within the policing area. The PCC must send the Panel the draft of the Police and Crime Plan and any changes to it, having regard to any report or recommendations the Panel may make. They must provide the Panel with any information that the Panel may reasonably require and must send and then present the Annual Report to the Panel, responding to any issues or recommendations that the Panel may make.

Appendix 2: The local area, its people and their needs - Additional Information

Norfolk boasts historic market towns, pretty villages and stunning countryside. It has a coastline of 90 miles, along with 249 miles of waterways including The Broads - a popular network of waterways and lakes.

Norfolk also contains two particular sites of policing significance: firstly, the royal residence at Sandringham and secondly, the Bacton Gas Terminal which is a large gas terminal found on the North Sea coast in North Norfolk near Paston and between Bacton and Mundesley.

While transport infrastructure is often viewed as relatively poor, there are direct train routes to London from Norwich and King's Lynn. The last remaining single-carriageway stretch of the A11 is currently undergoing work to build the dual carriageway and will be completed in 2014/15.

Norfolk's population is estimated at 853,400 and, with the exception of Norwich, has a higher proportion of over-60s compared to the national average. There is a particularly high concentration of people aged over 60 in North Norfolk and this trend is expected to grow with continued inward migration.

The county's ethnic make-up is characterised by a predominantly white British population (an estimated 92.4% in 2007) with an increase to around 4% of Black and Minority Ethnic (BME) groups - the highest percentages being found in Norwich.

Official registrations for migrant workers in 2009/10 show the main nationalities to be Lithuanian, Latvian, Polish and Bulgarian. While many previously travelled for seasonal work in farming and production, a large number are now represented in the settled community. There are an estimated 4.7 million visitors to the county annually.

Norfolk's economy encompasses a wide range of business sectors located within urban, rural and coastal environments, including many identified as 'growth industries'. Agriculture is the dominant land use, although the public sector remains the most significant sector in employment terms followed by retail, manufacturing and tourism.

The county is recognised for its strength in 'growth industries' including offshore energy and engineering, financial/business services, creative/media industries and health and life sciences.

Norfolk has areas which are identified on the English Indices of Deprivation 2010 (ID 2010) which measure deprivation in seven main dimensions: income deprivation; employment deprivation; health deprivation and disability; education, skills and training deprivation; barriers to housing and services; crime; and living environment deprivation. These factors are routinely included in models that measure the risk of crime and disorder in local communities. They also feature in the standard offender assessments carried out by the Probation Service and Youth Offending Team to determine the factors linked to an individual's offending. Significant areas of deprivation in Norfolk include parts of Gt. Yarmouth, King's Lynn and Norwich.

Appendix 3: Objectives for Policing within Norfolk - Additional Information

Crime and Anti-Social Behaviour

Over the past three years, overall crime levels in Norfolk have been reduced by 15.6% and have remained among the lowest in the country.

The Home Office reports that in Norfolk there is an average of 50 crimes per 1,000 residents against an average of 66 crimes per 1,000 head of population across the country.

It is understood that although our focus should remain on reducing crime, increased reporting of certain crime types can also be seen as positive. Consequently, Norfolk has chosen to approach crime in three ways:

- **Priority Crimes** are the crimes that have the greatest impact on our communities; they include Burglary, Robbery, Theft of and from a Motor Vehicle. We will relentlessly seek to reduce this type of offence and bring offenders to justice.
- **Preventative Policing** refers to the recording of crime that increases as a direct result of positive and proactive policing. This includes offences where Police search offenders and recover drugs, weapons and equipment used in the commission of crime. Proactive policing of this nature reduces the opportunity for offenders to commit priority crimes. We will encourage our officers to use the powers available to them to protect the public from greater harm.
- **Under-Reported Crimes** include offence types where a significant proportion of the crime that occurs is known to go unreported; examples include Domestic Abuse and Race Hate Crimes. By encouraging the victims of these crime types to report the offences, we ensure that their best interests are served and they receive the help they need.

Anti-social behaviour has significantly reduced over the last three years, however communities continue to report that it has a disproportionate impact on their quality of life. The Constabulary remains committed to reducing its impact on our communities and will continue to work with partners to improve the quality of life for Norfolk's residents.

Strategic Assessment

Every year the Constabulary conducts an in-depth assessment of three strategic areas:

- Norfolk's policing environment;
- The organisational context, including funding and Government policy issues;
- Operational performance.

Working closely with key stakeholders and partners, including the County Community Safety Partnership and Norfolk and Suffolk Local Criminal Justice Board, the Constabulary is able to identify the performance priorities, emerging issues and the strategic risks which impact on our ability to deliver the policing priorities.

Strategic Risks

• **Vulnerable People**

Vulnerability as a description covers a number of areas, but is predominantly focused on young people and the over 65's. The high level of those not in education, employment or training (NEET) in the county, the fact that educational attainment is lower than seen nationally and the worsening economic situation for young people mean that young adults are more at risk of becoming involved in anti-social behaviour (ASB). In December 2012 there were 1,599 young people who were NEET. Under 18 offenders were involved in 18% of detected crime in the county in the 12 months to 31st March 2012. The number of over 65's in the county is expected to increase by 65% in the next 25 years.

• **Mental Health**

A significant percentage of the offending population suffer from mental health problems, 70% of Britain's prison inmates have two or more mental health problems. The number of victims of crime and ASB who have mental health issues is increasing year-on-year and, in the past year, approximately 60% of callers who repeatedly called the Constabulary control room had mental health issues. This situation is likely to worsen as the increasing age of the population of Norfolk, which already has the oldest age profile in the UK, will see more members of the community affected with mental illnesses.

• **Drugs and Alcohol**

Approximately 29,000 people in Norfolk have some dependence on alcohol and approximately 18,000 have some dependence on a controlled drug. The county has a higher rate than the national average for young people using alcohol and drugs. In the past year, alcohol was identified as a contributory factor in 21% of all violent crime and in 14% of all

ASB. The use of alcohol and drugs is also linked to the likelihood of reoffending in 38% of cases dealt with by the County Youth Offending Team. There is also a clear correlation between incidents of domestic abuse and alcohol and drugs, particularly in rural areas.

Policing objectives for Norfolk

Reduce the number of priority crimes i.e. burglary, robbery, theft of and from motor vehicles, serious violence, priority violence and arson by 18%

The measure which has been set is to reduce priority crime by 18% over a five-year period. This would mean reducing crime from 11,535 crimes in the baseline year of 2010/11 to 9,457 in 2015/16 - a reduction of 2,078 per annum.

Increase serious sexual detection rates to 35%

The measure which has been set is to increase detection rates to 35% over a five-year period. This will be an increase of one percentage point from the baseline year of 2010/11 in which the detection rate achieved was 34%. (It should be noted that this detection rate was unusually high, with the Constabulary achieving an average detection rate of closer to 27%).

Increase serious violence detection rates to 68%

The aim which has been set is to increase detection rates to 68% over a five-year period. This will be an increase of 8 percentage points from the baseline year of 2010/11 in which the detection rate achieved was 60%.

Reduce and maintain the number of collisions in which people are killed or seriously injured on Norfolk's roads to no more than 320 in the year 2015/16

The aim which has been set is to decrease the number of collisions in which people are killed or seriously injured (KSIs) to less than 320 per year by 2015/16. The number of collisions in which people are killed or seriously injured can fluctuate each year for a number of different reasons including weather, partner interventions and advancement in car safety features. Achieving a KSI volume of 320 or less would, therefore, maintain levels at a lower than average rate.

Increase public satisfaction to 80%

The aim which has been set is to increase overall satisfaction with the whole experience to 80% by 2015/16. This will be an increase of 5.87 percentage points from the baseline year of 2010/11 in which the satisfaction rate achieved was 74.13%.

Reduce the impact of anti-social behaviour (ASB) by reducing incidents of ASB by 40%

The measure which has been set is to reduce Anti-Social Behaviour by 40% over a five-year period. This would mean reducing ASB from 49,845 incidents in the baseline year of 2010/11 to 29,774 in 2015/16 - a reduction of 20,071.

Increase the detection rate for incidents of Domestic Abuse to 55%

The aim which has been set is to increase detection rates to 55% over a five-year period. This will be an increase of 4.5 percentage points from the baseline year of 2010/11 in which the detection rate achieved was 50.5%.

Reduce reoffending of the most prolific offenders. Measured by reducing the number of priority crimes committed by prolific offenders being managed by 180 Degree Norfolk by 50%

The aim which has been set is to decrease the number of priority crimes committed in the twelve months post-adoption onto the scheme by 50% by 2015/16. Unfortunately, as this aim was only introduced in 2012/13, there is no benchmarking information to compare this against.

Reduce violent and sexual crime within key night time economy (NTE) areas. Measured by reducing the priority violence, volume violence and sexual offences occurring in King's Lynn, Norwich and Great Yarmouth patrol zones between 21:00 and 06:00 to no more than 450 crimes per year by the year 2015/16

The aim which has been set is to decrease the number of crimes happening in these areas, between these times to 450 or less per year by 2015/16. This would mean reducing NTE crime from 538 incidents, a reduction of 88 crimes per annum.

Appendix 4: Finance and Resources - Additional Information

Alignment of financial and performance plans

A funding gap of approximately £25 million has previously been estimated over the four-year period of the current Comprehensive Spending Review, ending in 2014/15. This equates to around 17% of the Constabulary net budget.

The current financial planning covers a five-year period (current year, plus four years) and mirrors the Constabulary's strategic planning assumptions to support the development of the Police and Crime Plan. Adoption, last year, of a four-year performance focus for the period of the Comprehensive Spending Review of 2011 to 2015 has enabled a correlation to be made between performance and spend. This transparent approach has been adopted to show how tax-payers money is being spent on crime and anti-social behaviour reduction.

Future Funding Challenge

Policing in Norfolk faces serious and significant funding challenges if budget reductions to levels now being forecast for 2015 and beyond are required. The precept and budget report to the Police & Crime Panel (PCP) on the 31st January 2013 refers. There could be a funding gap of up to £15 million. This is based on a number of assumptions which were outlined to the PCP. One-off funding from a Budget Support Reserve will be of considerable assistance in financing the budget for the next few years. This money will not be available after 2016/17, as the funds in this reserve will be fully used by the end of that financial year.

Planning assumptions (e.g. estimates of likely inflationary pressures, etc) will be continually reviewed and also impact on the level of the funding gap. However, even with changes to these assumptions, it is very likely that there still will be a significant funding gap. If, for example, the precept planning assumption of 0%, is changed to an increase of 1% in future years this will only reduce the gap to £13M. A sensitivity analysis showing the impact of changes to the planning factors is included in the report on the precept for the PCP.

It is essential that the PCC's financial strategy remains fluid and is kept under continuous review. During the coming year, a fundamental review of future funding, planning assumptions and service prospects will be undertaken in consultation with the Chief Constable. A strategy for addressing the likely challenges of the next Comprehensive Spending Review period will then be agreed together with a plan to deliver the required

savings. Future financial and service planning will need to be flexible and consider a range of potential outcomes. The severity of impact on the ability of the Constabulary to deliver the current level of service must not be doubted given this scale of fiscal challenge.

Resources - People

The Office of the Police and Crime Commissioner for Norfolk has a staff of 13 (11.4 Full-Time Equivalent), including the PCC, his Deputy, the Head of Staff and Chief Finance Officer.

Norfolk Constabulary polices the county with a total staff of 2,760 comprising; 1,520 Police Officers, 260 Police Community Support Officers, 980 police staff, and 324 Special Constables.

Frontline resources are supported by the Special Constabulary, a team of volunteers from the local community. The Special Constabulary plays an integral role working alongside regular police officers and also by providing extra resilience during periods of peak demand. The Special Constabulary has its own rank and management structure from Special Chief Officer to Special Constable.

The Constabulary's Police Support Volunteers work in a variety of different guises ranging from Community Speed Watch initiatives, CCTV support, role players (for staff training) and Public Enquiry Officers to drivers, SNT office support and ID procedure volunteers. Both the Special Constabulary and Police Support Volunteers are managed on a local scale on a day-to-day basis by the joint Resource Management Unit (RMU) based in the Human Resources Department.

There is a requirement imposed by the Police Reform and Social Responsibility Act 2011 for the PCC and Chief Constable to determine who should hold the various police staff and other resources under the Corporation Sole. The ministerially prescribed deadline for that determination is the end of March 2014. In line with most PCCs, this is at the very early stages of development, especially since there are still some legal obstacles to that process that the Home Office is working on. Norfolk's PCC and PCCs in other areas are pressing for an extension to the deadline. However, the PCC and Chief Constable have had preliminary discussions and are broadly content that the Chief Constable will retain all of the resources he had previously under his 'direction and control'. Both sides are in agreement that separating the essential support services from the rest of the organisational structure and entering into an arrangement where support services are contracted to the Chief Constable would affect the PCC's ability to hold the Chief Constable to account for delivery of the policing services being commissioned from him. Although the general direction for allocation of staff and resources between the PCC and Chief Constable has been discussed, the finer detail is still to be negotiated.

Resources - Premises

Norfolk Constabulary's headquarters is housed on a purpose-built site on the outskirts of the market town of Wymondham, five miles to the south-west of Norwich. This is principally provided by a 30-year contract under the Government's Private Finance Initiative (PFI), with approximately 20 years' term remaining.

Known as the Operations and Communications Centre (OCC), the site is home to the force senior management, the majority of centralised back office functions and specialist operational departments. There are three further buildings, which are owned by the PCC (i.e. not PFI sites), which house the Constabulary's HR, Learning and Development, Professional Standards, Finance, Estates and Facilities departments, and the Office of the PCC.

Although the PCC has direct responsibility for police buildings and houses, responsibility for the administration, management and maintenance of police buildings, houses and other accommodation is delegated to the Chief Constable. Buildings (freehold, leasehold, and shared) range from small offices in shared premises through safer neighbourhood and response bases to major facilities in the large urban centres such as Norwich. There are also six Police Investigation (custody) Centres (PIC) also acquired on 30-year terms under PFI recently provided across Norfolk and Suffolk. These are situated at King's Lynn – shared with Cambridge Constabulary; Aylsham and Wymondham – Norfolk only; Great Yarmouth – shared with Suffolk; Bury St. Edmunds and Martlesham – Suffolk only. All PICs are jointly staffed and run by Norfolk and Suffolk under the control of the Joint Justice Command, and all may be used by either Constabulary.

The Constabulary is implementing a Long-term Estates Strategy aimed at providing the right type and size of buildings in the right locations whilst reducing the cost of ownership. Linked with this, the Constabulary is also implementing a five-year carbon reduction programme in association with The Carbon Trust, with an aspirational target of a 30% reduction of carbon emissions over the term.

Appendix 5: Policing provided by Norfolk Constabulary - Additional Information

Local Policing

Norfolk Constabulary's vision and mission are supported by five overarching values:

- Teamwork;
- Integrity;
- Courage;
- Compassion;
- Respect.

The policing model aims to provide excellent service and protection for the people and communities of Norfolk. Its mission is to provide a service that is 'responsive, accountable and relevant' and which enjoys 'the trust and confidence of our communities'.

Local Policing is overseen by an Assistant Chief Constable (ACC) responsible for the County Policing Command (CPC), Contact and Control Room (CCR), Joint Criminal Justice Services (JJC) and Royalty and VIP Protection.

The frontline policing structure provides one County Policing Command (CPC), led by a Chief Superintendent. The county is then divided into six District Policing Commands, led by either a Superintendent (Norwich, King's Lynn, Great Yarmouth, Broadland and North Norfolk) or Chief Inspector (Breckland, South Norfolk).

The District Policing Command areas are sub divided into 17 Local Policing Commands (LPC) based around key local towns or village areas, coterminous with local authority boundaries. Each LPC is led by a uniformed Inspector, with the exception of the three busiest LPCs at King's Lynn, Norwich East and Great Yarmouth which are led by a uniformed Chief Inspector.

Each LPC is further divided into a number of Safer Neighbourhood Team (SNT) areas which collectively provide each home, business and community in Norfolk with a dedicated policing team made up of Safer Neighbourhood Patrol Officers, Police Officer Beat Manager and Police Community Support Officers (PCSO). There are 49 SNTs in total.

Telephone requests for police assistance are all handled by a central control room based in Wymondham, known as the Contact and Control Room (CCR). The CCR provides the core functions of contact (call handling) and control, switchboard, Public Enquiry Office (PEO), and Customer Service Desk (CSD). It deals with 999 emergency calls, non-emergency enquiries, and contact with officers and staff on the ground. The CCR is also responsible for every police

deployment in the county, and is the first point of operational command for all major incidents in the county.

In the year April 2011 to end March 2012, the switchboard dealt with 440,000 calls of which 90,500 were 999s. Since go-live of 101, the new non-emergency number, in October 2011, 83,000 calls have been made to this number instead of the old 0845 number. Use of 101 now accounts for around 85% of all non emergency contacts to the force.

There are a number of principal operational teams based around the county. These include Protective Services based in Wymondham, Royalty Protection based in Dersingham, Joint Justices Command based in Norwich, and the Constabulary support functions, also based in Wymondham.

Royalty and VIP Protection reports directly to the ACC for Local Policing. It consists of a small unit based at Dersingham Police Station, adjacent to the Royal Estate at Sandringham. The unit has responsibility for visits of Royalty and VIPs within both Norfolk and Suffolk Constabulary areas. The team consists of a permanent staff of five and is managed by a Temporary Superintendent, with additional staff seconded in when required. By the nature of the tasks, these are predominantly firearms trained officers.

The function of the unit is:

- The co-ordination and delivery of protective security to members of the Royal Family and European Royal Families as well as other Protected Persons whilst resident in, or visiting Norfolk or Suffolk;
- Protection of Royal residences and those of protected persons in Norfolk;
- Protection of the public at Royal and VIP events in Norfolk and Suffolk.

The unit works closely in partnership with the Home Office, the Sandringham Estate, Lord Lieutenants in both Norfolk and Suffolk, SO14 - the Metropolitan Police Service Royalty Protection and SO1 Specialist Protection Commands.

Regional Policing

The latest Eastern Region Collaboration Strategy was agreed by the Chief Constables and Police Authority Chairs for the six Forces within the region in January 2011. The Strategy sets out the approach to collaborative activity within the region for the four years from 2011 until 2015.

The Strategy recognises the complexities of the region, the nature of collaboration and

that a 'one size fits all' approach would not benefit the region. It highlights a strategic principle: 'to develop Preferred Partnerships, building upon existing relationships and natural synergies between Forces, in such a way that will support, where appropriate, wider collaborative working within the region in the longer term'.

HMIC recognises the Eastern Region as leading the way in collaboration largely due to the significant level of collaboration delivered in sub-regional alliances (Preferred Partnerships). The Preferred Partnerships in the region are: a) Norfolk and Suffolk; b) Bedfordshire, Cambridgeshire and Hertfordshire; and c) Essex and Kent.

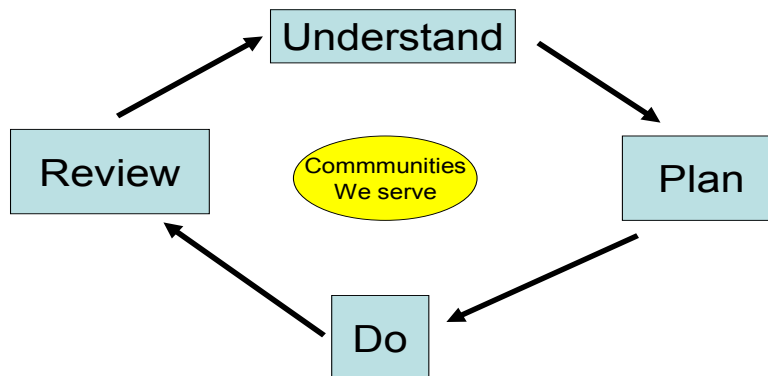
Significant collaboration has taken place at a regional level, most notably with the regional response to serious and organised crime, the Eastern Region Special Operations Unit. The region also has a formal Disaster Victim Identification capability as well as less formal collaborative arrangements in relation to the delivery of Public Order Training and Automatic Number Plate Recognition.

Collaboration between Norfolk and Suffolk Constabularies

The Home Office requires Constabularies and Policing Bodies to keep collaboration opportunities under review and collaborate where it is in the interests of the efficiency and effectiveness of their own and other forces.

Appendix 6: Commissioning - Additional Information

Different methods of commissioning are used by different organisations, and are firmly established within some, such as the Health Service. Although different methods are used, most are driven by the following cycle of activity:



- Understand – Understanding local needs, resources and priorities;
- Plan – Based on the above, agreeing what outcomes are to be achieved and how they can be delivered;
- Do – Making decisions to secure improved co-commissioning outcomes including measures of performance;
- Review – Reporting on the extent to which outcomes are being met and any improvements that can be made.

When setting objectives and priorities there are always risks; the first is that everything is included as a priority in an attempt to safeguard the continuance of all that was developed previously. The second is that areas of work which are not included as a priority may not be continued and consequently important services, which represent value for money, are not sustained by responsible authorities. This must not happen.

During 2013 the PCC will work with partners to develop an integrated commissioning process for the lifetime of the Plan. The following time-line sets out the steps to be taken:

Norfolk PCC 2013/16 Commissioning Timeline



Appendix 7: The Police and Crime Panel - Additional Information

The role of the Police and Crime Panel includes a power:

- Of veto over the level of the PCC's proposed precept;
- Of veto over the PCC's proposed candidate for Chief Constable;
- To ask Her Majesty's Inspector's of Constabulary for a professional view when the PCC intends to dismiss a Chief Constable;
- To review the draft Plan and make recommendations to the PCC who must have regard to them;
- To review the PCC's Annual Report and make reports and recommendations at a public meeting, which the PCC must attend;
- To require relevant reports and information in the PCC's possession;
- To require the PCC to attend the Panel to answer questions;
- To appoint an acting Police and Crime Commissioner where the incumbent PCC is incapacitated, resigns or is disqualified;
- To receive complaints about a PCC, although serious complaints and conduct matters must be passed to the IPCC in line with legislation.

A summary of this Plan is available on the website of the Office of the Police and Crime Commissioner for Norfolk. The summary includes an Easy-Read version of the key points which may be of interest to people who find reading and understanding written information difficult.

If you require the information in this Plan in any other format, please contact the Office of the Police and Crime Commissioner. Contact details can be found on page 20.



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK