

Norfolk Police and Crime Panel



Date: **4 April 2014**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Main Member	Substitute Member	Representing
Mr William Richmond	Mr Frank Sharpe	Breckland District Council
Mr Ian Graham	Mr Roger Foulger	Broadland District Council
Mr Lee Sutton	Mr Michael Jeal	Great Yarmouth Borough Council
Mr Brian Long	Mrs Elizabeth Nockolds	King's Lynn and West Norfolk Council
Mr Alec Byrne	Michael Chenery of Horsburgh	Norfolk County Council
Mr Brian Hannah	Mr Brian Watkins	Norfolk County Council
Mr Andrew Boswell	Mr Richard Bearman	Norfolk County Council
Mr Richard Shepherd	Mr Roy Reynolds	North Norfolk District Council
Mr Paul Kendrick	Mr Alan Waters	Norwich City Council
Dr Christopher Kemp	Ms Lisa Neal	South Norfolk Council
Ms Sharon Brooks	(no substitute member)	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this agenda
please contact the Committee Officer:**

Sonya Blythe on 01603 223029
or email committees@norfolk.gov.uk

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter. It is recommended that you declare that interest but it is not a legal requirement.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

District Council representatives will be bound by their own District Council Code of Conduct.

3. **To receive any items of business which the Chairman decides should be considered as a matter of urgency**
4. **Minutes** (Page **5**)
To confirm the minutes of the meeting held on 13 February 2014
5. **Police and Crime Plan for Norfolk - Refresh** (Page **13**)
To consider the areas for review.
6. **Information Bulletin** (Page **57**)
To hold the Commissioner to account for the full extent of his activities and decisions since the last Panel meeting.
7. **Work Programme** (Page **90**)
To review the proposed work programme.

Date Agenda Published: Thursday 27 March 2014

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A pre-meeting will be held for the Panel at 9am in the Colman Room.



Norfolk Police and Crime Panel
Minutes of the Meeting Held on Thursday 13 February 2014 at 10.00 a.m
County Hall, Norwich

Main Panel Members Present:

Alec Byrne (Chairman)	Norfolk County Council
Dr A Boswell	Norfolk County Council
Mr I Graham	Broadland District Council
Mr Brian Hannah	Norfolk County Council
Mr Paul Kendrick	Norwich City Council
Dr Christopher Kemp	South Norfolk Council
Mr Brian Long	King's Lynn and West Norfolk Council
Mr Lee Sutton	Great Yarmouth Borough Council
Mr Alexander D Sommerville, CPM	

Officers Present

Miss Sonya Blythe	Committee Officer
Mr Chris Walton	Head of Democratic Services
Mrs Jo Martin	Scrutiny Support Manager

Others Present

Mr Stephen Bett	Police & Crime Commissioner for Norfolk
Mr Simon Bailey	Chief Constable for Norfolk
Ms Jenny McKibben	Deputy Police & Crime Commissioner for Norfolk
Mr Mark Stokes	Police & Crime Commissioner for Norfolk's Chief Executive
Mr Bernard Docherty	Crime Registrar, Intelligence Directorate, Norfolk Constabulary

- 1. To receive apologies and details of any substitute members attending**
 - 1.1 Apologies were received from Ms S Brooks, Mr W Richmond and Mr R Shepherd.
- 2 Members to Declare any Interests**
 - 2.1 None.
- 3 To receive any items of business which the Chairman decides should be considered as a matter of urgency**
 - 3.1 The Chairman advised that there were no urgent items of business to consider.

4 Minutes of the meeting held on 31 January 2014

4.1 The minutes of the meeting held on 31 January 2014 were confirmed as a correct record and signed by the Chairman, subject to the following amendments:

- 5.10.4 – Mr Hannah clarified that he had put this question on behalf of Mr Foulger.

5. Questions to the Police and Crime Commissioner for Norfolk

5.1 The Chairman welcomed the Commissioner for Norfolk and his officers to the meeting.

5.2 The following questions were addressed to Mr Bett and his Team:

5.2.1 Question from Dr Kemp. What would you regard as your three principal successes unique to Norfolk during your first year?

Response by Mr Bett. Obtaining money to create an innovation fund for a mental health worker. Putting a permanent member of staff in place with responsibility for domestic violence crimes. Putting a member of staff in place with responsibility for rehabilitation.

5.2.2 Question from Mr Richmond (asked by the Chairman). How are you getting on with partners and have you made any decisions about their funding in future years?

Response by Mr Bett. Very well. The past year had been spent listening to partners to establish what was required. The common emerging theme was that partners did not share enough information with each other regarding their resources and where they would place them in the community. The Commissioner had funding available for projects. The Community Health Foundation would assess any bids for funding with the final decision being made by the Commissioner. The Commissioner's office would check periodically that the aims and outcomes of his pledge were being met, and as long as they were, the funding would be available for three years.

Mr Graham asked for clarification around why partners had not been willing to share information with each other?

Mr Bett confirmed that in some part this was due to the Information Commissioner and how people interpreted the information which was required. He had been successful so far in helping bodies to communicate more in order to cut out duplication of work and save time and costs. A website was being created in order to give all partners easy access to information which would save resources.

5.2.3 Question from Dr Kemp. Notwithstanding that the UK Statistics Agency has officially ruled that Police crime figures are no longer reliable given the unanswered criticisms of the alleged systemic culture of under-reporting in the Police Service, the Commissioner has expressed his confidence in the statistics reported by the Norfolk Police. In those circumstances, what representations has the Commissioner made to the UK Statistics Agency to

reinstate the *gold standard* previously afforded Police crime figures?

Response by Mr Docherty. Mr Docherty explained that he was an independent member of staff. He and his team had responsibility for monitoring crime statistics and had the authority to over rule any officer with regard to whether a crime should be recorded. All crime recording was monitored and all decisions were measured. His team were fully engaged with the HMRC and would address all recommendations which had been raised in a recent review.

- 5.2.4 Question from Mr Long. It is not uncommon for victims of low level crime to be told that the crime will not be recorded as one, despite them feeling that they have been the victim of a crime.

Response by Mr Docherty. All crime should be recorded as a crime if it was intended, even if it was low level. Officers had to judge this and occasionally in the case of low level crimes they could be wrong. Mr Docherty was happy for his email address to be passed to the Chairman who could request a review if the Panel received information on a wrongly recorded crime.

Mr Bailey added that safeguards were in place - if a member of the public reported a crime which was not recorded as such then the audit team would investigate on each occasion. The largest problem with recording accurate crime statistics was unreported crimes, particularly in rural areas. Efforts were being made to raise awareness in rural areas of the importance of reporting crime.

- 5.2.5 Question from Dr Kemp. We hear about people who are made to obtain a crime number in order to progress insurance claims. Is everything that is given a crime number recorded as a crime?

Response by Mr Docherty. Anything given a crime number would be recorded as a crime.

- 5.2.6 Question from Mr Graham. What is your view of extending collaboration with other police force areas in addition to Suffolk?

Response by Mr Bett. When the collaboration with Suffolk started, officers of the same rank were on different pay and conditions. In addition the two forces had different IT systems, different control procedures and different priorities. Time had been taken to overcome these problems. The force was always looking to collaborate and over the next 18 months to two years would look to carry out more collaborative work in the region to become more efficient. Cyber crime needed to be better understood as attacks could come from across the world rather than locally.

- 5.2.7 Question from Mr Sutton (on behalf of Mr Chenery). What progress are you making with improving the way people with mental health problems are dealt with by the criminal justice system in Norfolk?

Money had been received for a mental health worker to be placed in the control room. As 40% of people in custody had mental health problems this would lead to more joined up and efficient working, which would save officer time. In addition effort was being made to coordinate mental health charities and the Norfolk and Suffolk NHS Foundation Trust to work more closely with the police.

Ms McKibben added that a key factor in the rehabilitation of offenders would be to develop a strategy around offenders and mental health, which the Mental Health Working group were currently doing.

- 5.2.8 Question from Mr Long (on behalf of Ms Brooks). How are you working with Local Authorities to address community safety issues? And, are SNAP Panels still valuable?

Response by Mr Bett. Some SNAP Panels work extremely well whilst others do not. This depended on how many of the public attended the meetings. If the meetings were well attended then they would continue to be held as they brought benefit to the public and police. It had proven difficult to generate interest in the panels.

All public bodies were being closely worked with in order to look at issues which affected vulnerable residents. The Commissioner made the final decision on where money was spent in order to empower public bodies to carry out their work. This ensured that funding was used in a joined up way.

- 5.2.9 Question from Mr Kendrick. What is your strategy for disposing of redundant properties?

Response by Mr Bett. An integrated strategy was in place for managing property disposal. This had been out on hold for the time being due to the collaboration with Suffolk as discussions were being carried out around which properties to keep across the two forces. Currently all parts of the estate were being reviewed.

- 5.2.10 Question from Mr Sommerville. Are the estates modern?

Response by Mr Bailey. Norfolk Constabulary had the best headquarters and custody facilities in the country. There were low carbon emission stations in operation but there also some older stations which were in need of renovation.

- 5.2.11 Question from Mr Sommerville. Decision 2013/6 - Police led prosecutions (Court Representation) - joint self funding model. (Page 68 of PCP Papers)

Further to the above decision on 5th April 2013, this is a multi faceted question:

- (a) Can you please advise the panel how this new approach is organised and the relationship of the organisation with the CPS?
- (b) Have the six police staff posts been filled and where have the personnel been posted?
- (c) How successfully is the scheme operating and what advantages have resulted from the scheme and how is it being monitored?

Response by Mr Bailey. Teams had been established in 2003 as part of a pilot project which would be in place until 1 April 2014 to separate the role of the Police and the Crown Prosecution Service. This had given the police the power to make decisions regarding non contested, road safety crimes such as speeding or failing to wear a seatbelt. Dedicated courts had been set aside to deal with these issues which had saved time and money as a large amount of cases had been processed. Four out of six police staff posts had been filled and they split

their time between Norfolk and Suffolk. The scheme was working well – it was not meant to be a profit making and was in fact breaking even cost wise.

5.2.12 Question from Dr Kemp. The Commissioner has cited the "Saville effect" in justification of his rejection of the Panel's recommendation that he reconsiders with a view to lowering his proposed level of precept. In those circumstances:

[a] how many Norfolk Police officers have been seconded to the Yewtree enquiry?

[b] how many hours of Norfolk Police time have been spent on that enquiry?

[c] how many witnesses with substantial Norfolk connections have been interviewed by those officers?

[d] how many persons with substantial Norfolk connections have been prosecuted as a result of those enquiries, for which offences and with what result?"

Response by Mr Bailey. Every Chief Constable and Chief Executive throughout the country had discussed the Saville effect with their Commissioner. More victims of historic abuse now had the confidence to come forward because their level of awareness had been raised by these crimes. There had been a large increase in every area of abuse being reported and the additional resources which were required because of this increased demand on police time were one reason that the precept had been raised.

5.2.13 Question from Mr Byrne. Regarding the commissioning plan, what proportion of requests are you able to fund, compared with the amount of applications for funds that you receive? How do you evaluate the commissioning?

Response by Mr Bett. When Mr Betts had commenced in his role as Commissioner, decisions on funding had to be made quickly. The Commissioner had £1m available for organisations to bid for as long as they fit in with his election promises. Between November 2012 and 2013 all organisations were visited in order to gain an insight into their work and any funding issues which they faced. A gap analysis of mental health services was being coordinated. Once this had been looked at the Commissioner would know where funding was needed. All bids would be considered by the Norfolk Community Foundation prior to the Commissioner agreeing them on a three year basis.

There were a lot of small groups in Norfolk and providing funding would hopefully to give them the ability to pass their information onto the public and to enhance and look after their interests. There was more demand than available funding which is why time was taken to establish a clear evidence base of why funding was required. The Commissioners staff networked closely with all agencies and statutory bodies in order to determine the best ways of commissioning.

5.2.14 Question from Dr Kemp. Do you look at the governance arrangements of small organisations to check their continuity and accountability?

Response by Mr Bett. This would be one of the tasks that the Norfolk Community Foundation would complete.

5.2.15 Question from Mr Hannah. Committee papers all include a reference to Section

17. Some Members and officers still do not appreciate how this connects to the issue of crime and disorder. Often there is no explanation on reports as to how it will impact. How would you improve this situation in support of your work in prevention and the responsibility that we all have to the subject?

Response by Mr Bett. Councillors of all levels would be spoken with, to ensure that they understood this part of their role and how it related to the Commissioner's role. The Commissioner was prepared to visit all councils in order to meet Members to ensure their understanding of this.

Mr Stokes added that he was happy to enter into discussions with officers across district and county council's in order to understand what processes officers had in place to ensure adequate Section 17 information was supplied to allow Members to make decisions.

- 5.2.16 Question from Mr Hannah. Regarding restorative justice, the Police tried to implement community volunteers to set up community conferences to look at local issues and conflicts at neighbourhood level, without police intervention. Would you consider this again?

Response by Mr Bailey. This was happening, just not in the way that had originally been envisioned. For example 20 schools with high crime rates had been identified, which would be expanded on. This was being delivered in areas where a significant return on the investment could be seen. There was a restorative justice funding stream available. Officers would still work with communities, this additional would strengthen and boost that. Currently community volunteers were not in place but this was a key item to pick up. A victim hub would allow volunteers to be drawn in to support victims.

Mr Stokes added that he would support further discussions with officers.

- 5.2.17 Question from Mr Graham. Regarding the increase in certain crimes from the "Saville effect", overall the number of crimes has decreased. Where is the drop in crime coming from?

Response by Mr Bett. Traditional crimes such as burglary and car theft had decreased. This masked the impact of sexual assault crimes which had increased but on a smaller basis.

- 5.3 Finally, the Commissioner confirmed that he was happy to give Panel members a tour of Norfolk Police Headquarters to give them a further understanding of the issues being faced. He was pleased to attend question and answer sessions such as these with his colleagues in order to be able to give the Panel comprehensive answers to any questions which Members may have.

- 5.4 The Chairman thanked Mr Betts and his colleagues for attending.

6 Forward Work Programme 2014-15

- 6.1 The Scrutiny Support Manager presented the Forward Work Programme 2014-15 (Item 6). It was noted that the date to review the proposed budget had been moved to 4 February 2015 from 30 January 2015. As such, Members asked that the reserve date arranged for 12 February 2015 also be moved in order to allow

adequate time for changes to be made to the proposed precept if required. The Scrutiny Support Manager agreed to review the dates again.

6.2 RESOLVED

To agree the forward work programme, subject to any further amendments needed to the 2015 dates.

The meeting closed at 11.15am

CHAIRMAN



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Police and Crime Plan for Norfolk - refresh

Suggested approach from Jo Martin, Scrutiny Support Manager

The Panel is recommended to:

- 1) Consider the areas of the Plan to be reviewed.
- 2) Decide what comments or recommendations (if any) it wishes to make to the Commissioner, to be taken into consideration when refreshing the Plan.

1. Background

- 1.1 The Police and Social Reform Act 2011 ("the Act") requires the Police and Crime Commissioner ("the Commissioner") to issue a Police and Crime Plan ("the Plan") within the financial year in which the election is held.
- 1.2 The Police and Crime Plan should determine, direct and communicate the Commissioner's priorities during their period in office and must set out for the period of issue:
 - a) The Commissioner's police and crime objectives for the area, including the strategic direction over the period for which the Commissioner has been elected and including:
 - Crime and disorder reduction in Norfolk
 - Policing within Norfolk
 - How Norfolk Constabulary will discharge its national functions.
 - b) The policing that the Chief Constable will provide;
 - c) The financial and other resources which the Commissioner will give the Chief Constable in order that they may do this;
 - d) How the Commissioner will measure police performance and the means by which the Chief Constable will report to the Commissioner.
 - e) Information regarding any crime and disorder reduction grants that the Commissioner may make, and the conditions (if any) of those grants
- 1.3 Prior to publication of the Plan, the Commissioner must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel ("the Panel"); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The Commissioner may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

2. Police and Crime Plan for Norfolk - refresh

- 2.1 The Police and Crime Plan for Norfolk 2013-17, the first for the county, was published by the Commissioner on 28 March 2013, following a review by the Panel at its 8 March 2013 meeting. This Plan has steered the work of police and partners in tackling crime and disorder in Norfolk for one year. A copy is attached at **Annex A** of this report.
- 2.2 During this time the Commissioner has been listening to local communities and partners to find out how he can best focus the available resources to ensure that Norfolk continues to be one of the safest counties. As a result he is intending to refresh the Plan and wishes to invite comments from the Panel as part of his ongoing consultation.
- 2.3 The Commissioner has provided a summary paper setting out his refresh intentions, which is attached at **Annex B** of this report. It is a brief overview, which he and his Deputy will introduce in more detail at the meeting.

3. Suggested approach

- 3.1 The Police and Crime Commissioner for Norfolk and his Deputy will attend the meeting to talk to the Panel about the areas of the Plan to be reviewed and answer the Panel's questions. They will be supported by the Chief Constable, together with members of the Commissioner's staff.
- 3.2 After the Commissioner has presented his refresh intentions, the Panel may wish to question him on the following areas:
 - a) The issues driving this refresh.
 - b) The changes being proposed by the Commissioner and why (to what extent will the refreshed Plan vary from the current Plan?).
 - c) The main messages that the Commissioner has heard from partners, local communities and victims of crime.
 - d) The extent to which the refresh will be underpinned by a joint understanding of local need.
 - e) How the objectives for policing within Norfolk will be reviewed.
 - f) How the Commissioner will work with partnerships and partner organisations to ensure that services are better co-ordinated to deliver the crime and disorder reduction objectives.
 - g) The Commissioner's strategic commissioning intentions and how they will support the refreshed Plan.
 - h) What projects/partners the Commissioner will be funding and why.

- i) Whether funding to current projects/partners will be reduced or ceased and how the longer-term impact of that will be assessed.
- j) The mechanisms that will be put in place to evaluate, review and performance monitor the Plan's objectives.
- k) How the Commissioner will monitor and respond to issues that impact on crime and disorder as they arise.
- l) The progress being made with the current objective to reduce vulnerability.
- m) The progress being made with current objective to reduce the need for services by tackling the root causes of crime.

4. Action

4.1 The Panel is recommended to:

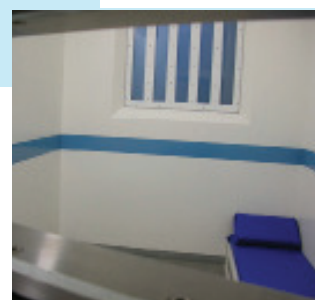
- 1) Consider the areas of the Plan to be reviewed.
- 2) Decide what comments or recommendations (if any) it wishes to make to the Commissioner, to be taken into consideration when refreshing the Plan.



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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.



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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.

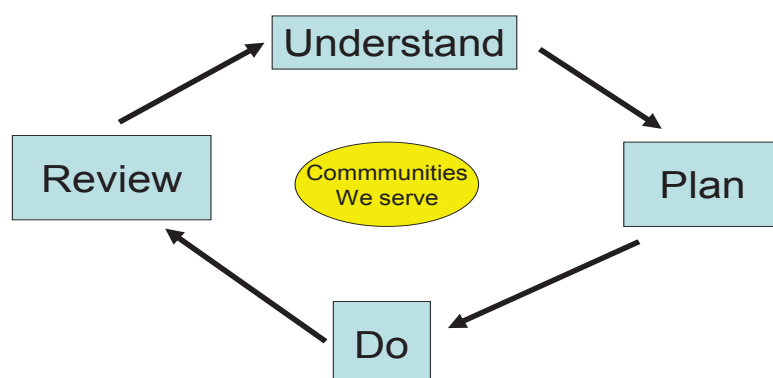
Significant collaboration has taken place at a regional level, most notably with the regional response to serious and organised crime, the Eastern Region Special Operations Unit. The region also has a formal Disaster Victim Identification capability as well as less formal collaborative arrangements in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



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

Summary Paper – Proposed refresh Police & Crime Panel – 4 April, 2014

Police & Crime Plan

Strategic Objectives for Crime and Disorder Reduction in Norfolk

- Reduce priority Crime, anti-social behaviour and reoffending
- Reduce vulnerability, promote equality and support victims
- Reduce the need for service through preventative and restorative approaches and with more joined up working with partners, protecting the availability of front line resources

Policing Objectives

- 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 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

Areas for refresh

Please find below the areas for review, providing an early opportunity to consult with the Panel to help support and inform the progression of the plan

- Accountability – Expand information about role of the Police & Crime Panel
- Review policing objectives to ensure they meet current needs and improve performance reporting
- Update financial information to reflect latest position
- Update the Crime & Disorder reduction Grants
- Provide information on key themes and commissioning intentions
- Style and branding

Information bulletin

Suggested approach from Jo Martin, Scrutiny Support Manager

This information bulletin summarises for the Panel both the decisions taken by the Commissioner and the range of his activity since the last Panel meeting.

1. Background

- 1.1 The Police Reform and Social Responsibility Act describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk ("the Commissioner") to account for the full extent of his activities and decisions since the last Panel meeting.

2. Summary of the Commissioner's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the Commissioner and the range of his activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the Commissioner, except those containing confidential information, are recorded and published on the Commissioner's website. Decisions made since the last Panel meeting, up until the middle of March 2014, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the Commissioner's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published since the last Panel meeting, up until the middle of March 2014, are listed at **Annex B** of this report.

c) Commissioner-Chief Constable bi-lateral meetings

Agendas for these meetings are published on the Commissioner's website. Items discussed at the most recent bi-lateral meeting are set out at **Annex C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Agendas for these meetings are published on the Commissioner's website.


Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

3. **Suggested approach**

- 3.1 The Commissioner and Deputy Commissioner have been invited to attend the meeting to respond to your questions, and will be supported by members of staff and the Chief Constable.

4.0 **Action**

- 4.1 The Panel is recommended to put questions to the Commissioner, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.

	If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.
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Commissioner's Decisions

2014-2 - Henderson Trust Crime and Disorder Reduction Grant

9 Jan 2014

The PCC has agreed to fund the Henderson Project's outreach programme through three consecutive Crime and Disorder Reduction Grants of £41,200.

2014-3 - Code of Conduct

11 Feb 2014

The PCC has agreed to adopt a Code of Conduct and has approved codes for the conduct of the Deputy PCC and OPCCN staff.

2014-4 - Transfer Stage 2 Legal Instrument

27 Feb 2014

The PCC has approved the Legal Instrument relating to the transfer of staff to the employment of the Chief Constable, excluding OPCCN staff, on 1 April 2014.

Scheme of Governance and Consent

17 March 2014

Following the Stage Two Staff Transfer, Stephen agreed the introduction of a revised Scheme of Governance to accommodate the new employment of staff arrangements. The Scheme will come into effect from 1 April 2014.

Further detail about each decision can be viewed on the Commissioner's website at the following address:

<http://www.norfolk-pcc.gov.uk/what-we-do/decisions>

Alternatively, Panel Members can request this information in hard copy by contacting the Committee Officer.

Summary of the Commissioner's activity

Stephen "still minded" to raise police part of Council Tax

31 Jan 2014

Stephen has expressed his disappointment after being asked to reconsider his proposal for a modest rise in the police element of the Council Tax.

Council Tax Survey Roundup

4 Feb 2014

Norfolk's PCC would like to thank everyone who took part in the recent consultation over the police element of the Council tax. The month-long consultation received over 1,000 responses.

PCC backs Eve's Law

4 Feb 2014

Stephen has pledged his support to a campaign to help keep victims of domestic abuse safe from further harm. The campaign for Eve's Law has been started by domestic abuse survivor Eve Thomas.

Inspiring Young People

6 Feb 2014

Jenny met with trustees of local charity, Norfolk Can Inspire, a project which helps young people to reach their aims by volunteering

How do you get a job if you can't get a bank account?

10 Feb 2014

The difficulties faced by people who can't get access to high street bank products was discussed at a meeting with Norfolk Credit Union, which provides a community savings and loan service.

PCC makes Council Tax decision

11 Feb 2014

Stephen has written to the Police and Crime Panel with his decision, saying he 'strongly believes it is the right one for the residents of Norfolk'.

Helping young people stay clear of crime

14 Feb 2014

Work to help young people steer clear of crime was showcased by Norfolk Youth Offending Team and Stephen was there to hear about the successes and challenges

Café Britannia – a café with a difference

14 Feb 2014

Stephen has given his backing to a café with a difference and urged employers to take a look at this 'excellent' initiative at Norwich prison

Time to take action on FGM

17 Feb 2014

Stephen and Jenny are backing a petition to raise awareness of FGM - a form a child abuse affecting thousands of young girls in the UK.

Improving employment prospects for ex-offenders

18 Feb 2014

Stephen has welcomed a move by the Government to improve employment prospects for ex-offenders.

Time's running out

21 Feb 2014

People who help keep Norfolk one of the safest counties in England have a week left to bid for a share of £100,000 put up by Norfolk's PCC.

Standing together against hate

25 Feb 2014

Stephen is backing a new campaign set up by the Hate Free Norfolk Network to raise awareness and tackle hate crime, making a commitment to working towards a hate-free Norfolk.

New co-ordinator to improve vital support for veterans in custody

26 Feb 2014

A new partnership between Stephen and military charities in the county is set to improve support for ex-service personnel in custody.

New law with tough measures for domestic abuse

26 Feb 2014

Stephen backs proposed new law protecting vulnerable women by making domestic abuse a specific offence carrying a sentence of up to 14 years.

Stephen's message to Norfolk Constabulary staff

28 Feb 2014

Stephen issues message to Norfolk Constabulary staff.

Community events mark Hate Free campaign launch

6 March 2014

Stephen and Jenny have been standing alongside Norfolk's residents this week in saying no to hate – getting involved in events to mark the launch of the Hate Free Norfolk pledge

We must not turn a blind eye to mental health issues

7 March 2014

Stephen Bett gives his views on mental health, "Every year, one in four – yes, one in four - of us will experience a mental health problem."

On The Ball Proud Canaries!

7 March 2014

Stephen is proudly supporting Norwich City's new Lesbian, Gay, Bisexual and Transgender fans group and has been flying the flag at Carrow Rd

Deputy calls for partners to work better together on domestic abuse

14 March 2014

'Norfolk must shift from a reactive crisis response to domestic abuse, to early intervention', says Deputy PCC

Further details about each of the news items can be viewed on the Commissioner's website at the following address:
<http://www.norfolk-pcc.gov.uk/what-we-do/decisions>

List of items discussed at the most recent Commissioner-Chief Constable bi-lateral meeting

Date: 13 March 2014	
Subject	Summary
Public agenda	
Equality & Diversity, Hate Crime and Stop Search	This report provided updates on the Constabulary's progress and performance around Equality & Diversity, Hate Crime and Stop Search from July 2013 to December 2013.
Human Resources Update	<p>This report provided an update on the following:</p> <ul style="list-style-type: none"> • The Constabulary's sickness performance, course attendance rates and e-learning compliance rates to 31 January 2014 • An overview of establishment and strength, recruitment profiles, and a profile of Fairness at Work (FAW) activity to 31 December 2013 • Diversity training and workforce profile update as at 31 December 2013 • Performance Improvement Unit (PIU) update as at 31 January 2014
Chief Constable's Budget Monitoring Report 2013-14 – for Month 10 to 31 January 2014	<p>The Commissioner approved a revenue budget and capital programme for 2013- 14 in February 2013.</p> <p>This report presented the latest budget monitoring position for the financial year 2013-14, based upon actual spending to the end January 2014 and known future commitments. Forecast information was provided on revenue spending, capital spending and movements in reserves. This represented the month 10 position in the financial year and figures were subject to change.</p>
Strategic Performance Overview	A summary of performance against the 2013/14 policing priorities.
Protective Services Command Update	This report provided an update from each of the Directorates within the Protective Services Command identifying key performance information and significant operational or organisational issues.
Emerging Operational / Organisational Risks	No report published.
Private agenda	
Joint ICT Update	Exempt report - not published.
Estates and Facilities Programme Update	Exempt report - not published.

Norfolk - Estates Unit Update	Exempt report - not published.
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Next meeting – 10am, Wednesday 14 May 2014 in the Rambouillet Room, Town Hall, Great Yarmouth

The public reports can be viewed on the Commissioner's website at the following address, under "D. Meetings":

<http://www.norfolk-pcc.gov.uk/documents>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting

Date: 27 February 2014	
Subject	Summary
Public agenda	
Norfolk & Suffolk Change Programme – Update on Progress	This report provides a detailed account of the on-going change programme and for this first report information is included that was previously submitted to the former Norfolk & Suffolk Joint Statutory Committee.
Contact & Control Room/Shared Service Partnership Business Case Summary	<p>This paper sets out the Chief Constables recommendation to the PCCs on the business cases for a collaborated Contact and Control Room and Switchboard function and a Shared Services Partnership for Norfolk and Suffolk. The paper is a summary version of the full business cases which are available for broader discussion in Part 2 (the private agenda).</p> <p>The recommendations form part of the Chief Constables plans to find significant financial savings on behalf of the PCCs, following the recently announced revised spending review. The Chief Constables ask that the PCCs consider the papers and determine the process and timescales involved in coming to a decision in order that staff can be kept informed.</p>
Private agenda	
Contact & Control Room (CCR) and Shared Service Partnership (SSP)	<p>Exempt reports considered - not published:</p> <ul style="list-style-type: none"> (i) Business Case for development of a Joint CCR – Report by the Chief Constables (ii) Business Case for development of a Joint SSP – Report by the Chief Constables (iii) Communications Strategy – oral update from DCC Paul Marshall (iv) Job Description: Head of SSP – Report by Marian Graveling, T/Director of HR <p><i>A public report published on OPCCN's website - Summary Business Case for Shared Service Partnership and Contact and Control Room – is attached at Appendix A of this Police and Crime Panel report.</i></p>
Zero Based Budgeting Proposal	Exempt report - not published.
Transport Services Update	Exempt report - not published.
Provision of Consultancy Services to undertake a review of the ICT Strategy	Exempt report - not published.

Continued discharge of Chief Finance Officer Responsibilities	Exempt report - not published.
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Next meeting - 10:30am, 30 April 2014, Sandringham Room, Norfolk Constabulary Headquarters

The public reports can be viewed on the Commissioner's website at the following address, under "D. Meetings":

<http://www.norfolk-pcc.gov.uk/documents>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

Summary Business Case for Shared Service Partnership and Contact and Control Room

EXECUTIVE SUMMARY

Since 2010 Norfolk and Suffolk Constabularies have worked to a police preferred partnership underpinned by a strategy which was renewed on 26th April 2013 upon appointment of the Police & Crime Commissioners (PCCs). Jointly savings of £24.5 million have been realised. At the recent Collaboration Panel a paper was presented which sets out the savings and the magnitude of collaboration between Norfolk, Suffolk and Eastern Region Forces. In anticipation of further spending cuts, Norfolk and Suffolk Constabularies in consultation with their respective PCC's have since the summer of 2012, been undertaking a series of joint planning sessions to identify savings. In particular on 26th April 2013 the PCCs received proposals for future collaboration opportunities and agreed a set of guiding principles.

The latest spending review requires Norfolk Constabulary to find an additional £20.3m savings by March 2018. The Joint working space already has a third of our staff and budget working for both counties. Our current savings plans already include the Shared Services partnership and the move to a single CCR. The planned savings for those two projects amount to £4.3m.

Work on the SSP and CCR commenced with CAPITA and reported on 22nd October 2013. The PCCs received a presentation from Capita on both CCR and SSP on the 5th September 2013 and approval was given to develop the business cases.

SSP

The PCCs commissioned Capita, under the direction of the Joint Strategic Change team, to define the potential structure of an SSP and to explore potential models of how it could operate. The work was highly consultative and working in partnership with the business, sessions were jointly hosted to include work with senior managers and chief officers from both Constabularies and both Offices of the Police and Crime Commissioner (OPCC) thereby ensuring regular contact with the SSP's principal stakeholders. The Business Case sets out financial savings for both Forces of £2.5m.

CCR

The PCCs commissioned Capita, under the direction of the Joint Strategic Change team to set out options for a future collaborated contact and control room. Working with the Strategic Change project team, CCR staff and Officers, local policing teams and senior officers, CAPITA developed a long-list of potential collaboration options. The Business Case sets out financial savings of £1.8m and identifies a potential further £1m once the move has taken place.

Summary Business Case for Shared Service Partnership and Contact and Control Room

Throughout the project, a series of engagement meetings have been held with officers and staff working in and deployed by the CCRs

Additional benefits have been identified and are set out below (this list is not exhaustive)

- Rationalisation through collaboration
- Rationalised Management and support structure
- Skilling level and pooling of resource
- Continuous improvement
- Reducing failure demand and avoidable contact.
- Process improvements
- Use of innovative technology
- Review of service levels and resource management
- Improved information and intelligence sharing
- Improved and faster response to cross border operations
- Faster comprehension of resilience during major incidents
- Support to collaborated departments

If the proposals are agreed, every effort will be made to retain staff within the Norfolk Constabulary. This may include retraining staff to undertake new roles created by locating the CCR within Norfolk. The same retraining would be made available for staff in Suffolk Constabulary. Since April 2011, across Norfolk and Suffolk Constabularies, 381 members of staff have been placed at risk of redundancy. Of the £24.5m savings made, 82 people have been made redundant. This equates to 38 staff in Suffolk and 44 in Norfolk. Our HR policies have meant that we have been particularly successful in finding employment within the Constabularies for over 75% of our staff.

Summary Business Case for Shared Service Partnership and Contact and Control Room

Drivers for change

The latest spending review means that Norfolk and Suffolk jointly need to find £36.7m savings. Of this Norfolk Constabulary will need to identify a further £20.3 million in savings by March 2018. Suffolk Constabulary will need to identify a further £16.4 million in savings by March 2018.

Our budget accounts for 80% of costs in staffing and therefore to find this amount of money requires transformation and innovation and will inevitably impact upon our staff. Our approach has been to drive out savings in areas which mean we keep Police Officers out on the street to respond to emergencies and community concerns and ensure we continue to deliver our core responsibilities of reducing crime and disorder and delivering the PCCs Police and Crime Plan.

At the recent Collaboration Panel a paper was presented which sets out the savings we have already made and shows the magnitude of collaboration. The Joint working space already has a third of our staff and budget working for both counties.

Since the summer of 2012, the Norfolk and Suffolk Chief Officers have undertaken a series of joint planning sessions to consider the impact of a further Comprehensive Spending Review (CSR2) and what options are available to make the necessary savings.

The series of meetings considered the following areas:

- Review the savings position to date
- Consider lessons learned from the Change Programme to date
- Where next for the Preferred Partnership
- The likely implications for further 10/15/20% cuts in central grant funding.
- Opportunities for additional savings
- Opportunities for new collaborative working
- Opportunities for regional collaboration and other options for delivering services.

More recently both Norfolk and Suffolk Constabularies and PCCs have considered the ongoing financial position in the context of budget-setting for FY 2013/14 and updating the respective Medium-term Financial Plans. Our current savings plans already include 15 approved large reviews of

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our business of which the Shared Services partnership (SSP) and the move to a single Contact and Control Room (CCR) are two reviews. The planned savings from the Shared Services partnership and CCR amount to £4.3m for both Forces. The 15 projects have indicative savings and consist of 85 change projects which will be delivered against a four year change plan to March 2018 to help make the necessary savings. These changes affect most areas of our business.

A threat and risk matrix has been used to ensure that any changes made do not increase the risk of threat or harm to our communities. The PCCs have been regularly consulted and included in the development of these plans.

CAPITA WORK

Work on the SSP and CCR commenced in August 2013 with CAPITA engaged to deliver a Justification Report on both the CCR and SSP. These reported in October 2012. The Chief Constables and PCCs approved progress to the development of a full business case for a single contact and control room and a Shared Services. There is an expected £1m worth of savings not included in the figures as these can only be derived from Continuous Improvement work once the structural change is complete. These are documented in the CCR Justification report by CAPITA. The cost of contracting Capita was £348,884.90. The benefit was to ensure we received an independent review of our thinking in respect of the CCR and SSP. In addition given the volume of other significant work we were undertaking, it ensured that we were able to deliver a report on the way forward in quick time. The costs are broken down as below and do not include the cost of Strategic Change resource used to develop the work.

Business Area	stage	Tendered Price
SSP	1	64,505.85
	2&4	160,810.00
CCR	N/A	123,569.05
		348,884.90

MANAGING WORK

Managing a change programme and delivering savings of this magnitude requires careful planning resourcing and timely decisions. Our current change programme has been described as follows: "The Norfolk and Suffolk collaboration proposals are some of the most ambitious and well-planned

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in the country,” says Her Majesty’s Inspector. The change plan in place was described as “exemplary”. – HMIC 2011.

PWC and HMIC have commented on the suitability of our approach for this large business transformation programme and a recent audit by Norfolk Audit Services has confirmed that they believe the required controls are in place to support a programme of this magnitude. Finally, HMIC warn that Forces “ *capacity to cut crime and ensure officers are visible and available to the public can only be sustained if the proposed workforce reductions are balanced out by compensating improvements in efficiency. The challenge for forces isn’t just to balance the books, but to transform the way they deliver policing services.*” HMIC (2012) *Adapting to Austerity*, p.29

There are any numbers of ways to implement the required changes, however so that PCCs and Chief Officers can consider a number of scenarios, four different planning options have been developed, up to FY 17/18. All of the options look to meet the financial challenges, although as yet the total £36.7m required for both constabularies still shows a shortfall. Financial profiles outline the target amounts which need to be met by both constabularies until March 2018 and are based on figures within the MTFP.

COLLABORATION PANEL MEETINGS:

To date formal meetings have taken place on the following dates. The minutes of these meetings can be found on both OPCC websites.

26th April 2013

15th July 2013

5th September 2013

22nd October 2013

9th December 2013

27th February 2014

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SHARED SERVICES PARTNERSHIP (SSP) BUSINESS CASE

The PCCs in Norfolk and Suffolk agreed to procure independent advice to define what an SSP is and to explore potential models of how it could operate. In August 2013 the PCCs commissioned Capita, under the direction of the Joint Strategic Change team, to carry out this work.

The work was highly consultative. Working in partnership with the Joint Strategic Change team, working sessions were jointly hosted to include work with senior managers and chief officers from both Constabularies and both Offices of the Police and Crime Commissioner (PCC) thereby ensuring regular contact with the SSP's principal stakeholders. The engagement schedule has included:

- Presentations to the Collaboration Panel and JCOT
- Co-design workshops with the heads of the 6 departments and their senior managers; over 30 people attended these sessions and the outputs included an agreement on the SSP's purpose and a clear steer on the design principles, location requirements and the application of governance and service levels
- Follow up meetings to discuss specific points of interest or to review demand volume data
- A validation workshop with the heads of the 6 departments to play back our findings and provide an initial view of the developing Target Operating Model; this allowed them to correct any misinterpretations and provide guidance on the design
- Attending the SSP User Group (now the SSP Futures Group)
- Weekly project boards chaired by T/ACC Collaboration and attended by Strategic Change and Legal Services
- Meeting with the ERP project team to agree benefits realisation
- Providing an update and Q&A session to the Joint Management Conference

The Benefits of Change

The benefits of change, arising from the benefits of sharing resources and co-location, include considerable non-financial benefits:

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- Improved delivery of services which are customer focussed and support the full range of front line policing activities;
- Efficiency savings to protect services without detriment to the quality or level of service provision;
- Reduced levels of management and increased spans of control, removing the number of managers required;
- Improved sharing of local knowledge and access to a wider range of expertise and support from others within a wider team;
- More understanding and visibility of service performance allowing for service risks to be better managed and planned for;
- Clear service standards and mechanisms in place to monitor and respond to issues;
- Improved career progression for staff and wider opportunities to progress through specialisation or into management routes;
- Staff able to maximise time spent on service delivery with less time spent on management or administration;
- Greater capacity and resilience to handle peaks and troughs in demand;
- Adoption of leading practice, supporting a change in the Constabularies' culture;
- Improved control and management information through process standardisation;
- Reduced net cost of change for each Constabulary;
- Providing a vehicle to deliver services to other organisations;
- Reduced carbon footprint.

CAPITA SSP JUSTIFICATION REPORT FINDINGS 22nd OCTOBER 2013:

On the 5th September 2013 Capita delivered a power point presentation to the PCCs and Chief Constables on progress so far and on 22nd October 2013 presented their findings which set out the following :

- Legally there has been no significant change in the ability of the Constabularies to either trade or buy business support services since the establishment and election of PCCs in 2012
- Both the PCCs and the Constabularies need to work in tandem to deliver the primary policing objectives and any trading or shared service activity needs to be in harmony with these primary objectives

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- The challenge for the SSP design will be the need to balance the requirement for PCCs to have greater independence and freedom against their statutory obligation to collaborate to reduce cost and increase efficiency.
- There are a wide range of options open to the Constabulary in terms of the scope of the business support services provided and the manner in which they are provided, whether that is through trading services to other organisations through internally established organisations or by purchasing services in from existing providers
- The more diverse the range of services provided the more resource will be required and the more complex the SSP would be to manage and operate effectively
- The SSP should cover as broad a range of activities within each of the services that will be provided, encompassing both transactional-type activities such as first line support, through to more complex case work provided by business support specialist teams, project management
- The Constabularies should retain strategic control and direction of the delivered service and create a contract/supplier management post to monitor the partnership's performance and contractual compliance
- It is critical that any partner organisations gain benefit in proportion to the investment made, do not feel threatened and have a voice within the partnership.
- The market for trading of business support services is rapidly maturing across the public sector, with a number of existing suppliers with a progressed service offering across a range of support services already operating at a local, regional and national level with varying degrees of success
- There are a wide range of other public sector organisations entering into the traded business support services market, with the same aspirations as Norfolk/Suffolk Constabularies, increasing the competition within this market
- Few organisations trade business support services across the full scope envisaged by Norfolk/Suffolk Constabularies, with most focusing on one or two of the in-scope services at most
- Therefore, given the high level of competition that would be expected, the Constabularies must take careful consideration of the appropriate strategy to enter the market as a trading entity.
- Establishment of a separate legal entity remains a high risk venture, even eight years on from the original report compiled in April 2005

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- Entering into a trading arrangement for business support services risks losing focus on the core mission of the Constabularies to provide policing services to Norfolk and Suffolk
- Unless traded services are able to be provided to a highly professional standard, it is likely that customers will be unwilling to buy services from the Constabularies
- There is also a wider philosophical point about the Constabularies setting up a company from which to trade business support services to other organisations - should this strategy be a priority for the PCCs and Chief Constables or should the Constabularies' focus be to meet the core operational policing needs of the counties?
- Key stakeholders, including members of the public, would expect to see the Constabularies focused on providing services (whatever they may be) that are directly for the benefit of policing – if this involves trading of services, there is likely to be an expectation for any revenues to be reinvested into the forces for the benefit of stakeholders.

At the completion of Stage 1, it was recommended to the PCCs and Constabularies on 22nd October 2013 that:

- The Constabularies should focus on completing and refining internal business support services collaboration changes in the immediate term, in line with the proposed procurement and implementation of the ERP solution by April 2015.
- A Head of Shared Services would need to be put in post with leads for each of the functions reporting to them, superseding the current split of accountabilities between DCCs (HR) and ACOs (ICT, Finance, Procurement, Estates and Transport Services).
- During this time the Constabularies may wish to explore opportunities to collaborate with other Constabularies in the region in order to develop a shared service across a selected range of key business support services, identifying the most appropriate services from the six listed by the Joint Chief Officers Team (JCOT).
- Once this transformation is completed and the ERP solution embedded into the organisation (most likely through to April 2016), the Constabularies should re-assess again whether setting up of a trading company is the preferred solution once the market has been established for a longer period of time and has stabilised (or otherwise).
- Launching a trading company in the next 18-24 months would be challenging and unlikely to generate significant revenues in that period.

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- The decision to trade SSP services with other police forces, emergency services or local government organisations should be considered once the SSP and the Constabularies have taken the time to review the opportunity and considered the SSP's maturity to trade.
- If the decision to set up a trading company is ratified, the preference should be to establish this as an internal trading organisation in the first stage, potentially seeking opportunities to spin this out as a separate legal entity later.
- *CAPITA's view is that neither Constabulary is capable of delivering traded services at this time. They also believe the most accessible market is Police to Police as this fits with our policing purpose.*

The Business Cases were delivered to the OPCCs on 7th January 2014. The final recommendations made to the PCCs and Chief Constables are:

1. The SSP should deliver ICT, HR, Finance, Transport Services, Procurement and Estates & Facilities as a set of fully collaborated services.
2. The SSP should aim to go live in parallel with the implementation of the ERP system (scheduled for April 2015).
3. The SSP should focus on initially delivering these services to the Constabularies; only when that is successfully achieved should the Constabularies consider broadening the partnership to include other public sector bodies (including police forces or emergency service providers) or sell its services as a trading company.

STAFF NUMBERS AND LOCATIONS

- There are 499.5 budgeted staff posts within the six functions in scope.
- Capita applied realistic and cautious assumptions about the benefits that the ERP and co-located SSP will deliver.
- ERP will create more efficient and effective processes.
- The ERP programme is targeted with delivering resource savings of 10%.
- Capita's opinion is that the SSP combined with the ERP will generate further benefits estimated as 18% of resource savings. We have tested and verified these assumptions with members of the Joint Strategic Change team.
- These savings are not applicable to all areas of the SSP, only the functional areas impacted by the changes.

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- The greatest number of Norfolk staff, live in the centre of Norwich and north and east of the city centre. There are smaller, but still significant populations in Dereham and Great Yarmouth. The analysis shows that the majority of staff based at OCC live north of Wymondham. The analysis was conducted on approximately 300 staff in the SSP's scope.
- The greatest number of Suffolk staff, live in the centre of Ipswich and the southerly and easterly suburbs of the town. There are smaller, but still significant populations in Colchester, Stowmarket, Felixstowe and Bury St Edmunds. The analysis was conducted on approximately 200 staff in the SSP's scope.
- Staff within the SSP's scope are based at eight locations across the counties including both HQs, workshops and police stations. Analysis shows that, although there are understandably large numbers of staff who live relatively close to their place of work (29% within 5 miles and 48% within 10 miles), travel distance is not an inhibitor to all staff; 14% of staff travel more than 25 miles to their current place of work

CONTACT AND CONTROL ROOM (CCR)

On 28 January 2013 at a joint meeting of the Chief Constables and PCCs, a project was commissioned to scope the future options for a collaborated Contact and Control Room (CCR) and Switchboard. The PCCs contracted Capita to work with the Strategic Change project team to deliver an initial Justification Report. Capita worked with CCR staff and Officers, local policing teams and senior officers and developed a long-list of potential collaboration options. These are set out below:

- Maintain two separate CCRs working independently – the status quo option.
- Collaborative management and support functions – maintain separate CCR functions with current CCR management team in both Constabularies reporting to a single Chief Superintendent who reports to an Assistant Chief Constable (ACC); support functions, such as performance management, tutoring and resource management, are rationalised and delivered collaboratively.
- Collaborative delivery from two sites, split by function – Call Takers are based at one site and Controllers at the other site.
- Collaborative delivery from two sites split virtually – virtual teams answer calls for both counties from both sites whilst control (i.e. the dispatch function) continues to be delivered by the Constabulary where the resources are deployed from.
- Merged and delivered from one of the existing sites – use one of the existing CCR facilities to deliver contact and control from a single, collaborative centre.

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- Merged and delivered from a new site – as above but using a newly built, bought or leased location.
- Devolved delivery of CCR – devolving the tasking of low priority incidents to local supervisors.
- Arms-length delivery body – the creation of an external CCR organisation with the Constabularies working in partnership with one or more private or public sector organisations.
- Outsourced delivery – the Constabularies buy CCR services from a private sector company.

Capita recommended that the Constabularies complete the following activities as soon as possible:

- Develop a robust business case to evidence the cost and benefit of implementing a collaborative management and support structure as a stepping stone to CCR merger on a single site.
- In parallel, implement continuous improvement and demand management initiatives to leverage greater efficiency and reduce costs in the CCR.
- Implement a collaborative management team in order that a single head of the CCR is appointed to lead a Joint management team across the two sites. Their first responsibility will be to rationalise and collaborate the CCR support functions so that immediate benefit can be realised.
- Update and validate the business case and prepare the implementation plan to merge the CCRs.
- To fully enable the benefit of a single CCR, Capita recommended that the Constabularies align their disparate policing models to enable greater efficiency within the CCRs and ensure better allocation of resources to meet the public's call for service.
- The Constabularies put in place a project team to manage the development of the business case and the implementation of the change.

THE CCR BUSINESS CASE

The final business case was delivered to the PCCs in both counties on 7th January 2014. It set out 11 recommendations with the key recommendation being *“to agree to the collaborated contact and control room serving both Norfolk and Suffolk communities as OCC Wymondham.”*

In an effort to understand what the public might require we used a Capita based product known as Personas. It was recognised in our proposal that we would not be able to engage with members of

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the public in the defined timescales of this project and this methodology assisted in giving a level of understanding about how local Suffolk and Norfolk people might interact with a collaborated CCR. This can be found at Appendix A.

Both Constabularies deliver an excellent standard of service in response to emergency calls and high priority incidents. The Constabularies consistently exceed national call handling targets of answering 90% of 999 calls in 10 seconds. On average, and based on a year's data:

- Norfolk answer 91.7% of 999 calls within 10 seconds
- Suffolk answer 94.8% of 999 calls within 10 seconds.

Locally defined non-emergency call answering targets are not aligned. Norfolk Constabulary's target is to answer 90% of 101 calls in 30 seconds. The Suffolk target is to answer 80% of 101 calls in 20 seconds. Moving to a single performance management regime will challenge the CCRs, their management teams and JCOT. On average, and based on a year's data:

- Norfolk answer 86.9% of all 101 calls within 30 seconds
- Suffolk answer 88.1% of all calls into Contact¹ within 20 seconds.

National targets for answering 101 calls do not exist, requiring forces to define their own standards. The Suffolk and Norfolk Constabularies targets would seem to be aggressive in comparison with others. For example, one Constabulary has a target of answering 90% of 101 calls in 60 seconds whilst another Constabulary aims to answer 80% of 101 calls in 30 seconds. If the Constabularies increased answering times or decreased the percentage of calls answered within the target time it would impact on the resources required to be in place to meet those targets.

Baselining and assessment of the current state

Baseline data and processes were used to complete the assessment of the current state of the Constabularies' CCRs. Analysis of the following was undertaken:

- Customer
- Operations

¹ Calls into Contact include 101, 999, partner agencies etc. This measure excludes calls initially answered by the CCA (switchboard). The measurement is not a true reflection of the targeted measure. Work is underway to remedy this inconsistency.

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- People
- Process
- Technology
- Performance
- Benchmarking
- Volumes
- Costs
- Partner

Stakeholder engagement

Throughout the project, we held a series of project team sessions, data gathering exercises and workshops with members of the CCR teams. These sessions have validated and supported our understanding of the current operations and been used to co-develop and explore possible future options, including discussing specific constraints and benefits of each. A summary of the sessions held are listed below:

- Workshop 1 – Suffolk CCR Health Check
- Workshop 2 – Norfolk CCR Health Check
- Workshop 3 – Options generation workshop with Norfolk and Suffolk CCR staff and officers
- Participated in call listening sessions at both Norfolk and Suffolk CCRs.

To understand the requirements of front-line Officers (one of the CCR's primary customers) we have conducted focus groups with response officers. We attended the end of night shift and early shift briefings at four police stations (Wymondham, Great Yarmouth, Bury St Edmunds and Ipswich) to discuss the CCR's purpose and role and understand what currently works well and what could be improved regarding the service they provide.

Finally, we have met with the Superintendents, Chief Superintendents and Assistant Chief Constables (ACCs) who are held to account for the successful delivery of the CCR function to explore and develop an appropriate Organisational Structure.

STAFFING

There are 340 staff working in the Norfolk and Suffolk Control Rooms. Staff costs are as follows:
Norfolk – £7,381,577 Suffolk – £5,385,915

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These costs include basic salary, shift allowance, weekend enhancements, national insurance, and pension contributions.

The total implementation costs are projected to be:

- Single site – New site – £8,595,690 (capital only)
- Single site – Norfolk (Wymondham) – £3,028,190 (capital and revenue costs)
- Single site – Suffolk (Martlesham) – £7,887,000 (capital and revenue costs).

Below are the projected year on year savings

Total Budgets (£)	Current Norfolk Budget	Current Suffolk Budget	Current Total Budget	Total Savings	% Savings	Norfolk Savings	Suffolk Savings
	7,370,835	5,416,539	12,787,374	1,844,485	14.42%	973,918	870,567

Our research with other forces has found that none are as advanced in the development of a single CCR. However a number of Forces are developing and exploring how savings can be made from the Control Room, particularly those who are collaborating, are developing plans.

Recruitment and redeployment

Recruitment and training of new staff for a joint CCR at a single site will be dependent on the number of staff initially predicted as likely to move from the closing site.

The project team have undertaken some worst case scenario modelling of the number of staff likely to move across based on a 40 mile radius from their existing home address to the chosen single site. The number of staff who currently work in Suffolk but live under 40 miles from OCC is 11 and the number of staff who currently work in Norfolk but live under 40 miles from PHQ is 10.

Reference was made to the Department for Transport's 'Commuting and Business Travel' factsheet last updated in April 2011. This refers to there being a close correlation between commuting distances travelled per person to levels of income, with those on the lower levels of income willing to commute less distances than those on higher levels of income. The majority of the staff in both CCRs are on lower pay grades and they are therefore less likely to travel long distances to work. The

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factsheet also makes reference that men are more likely to travel longer distances to commute to work than women and this applies through all age groups. Age and gender profiles for the staff in both current CCRs have been prepared.

It is recognised that at this point it is unknown how many staff currently at one site would be prepared to commute to another if a single site is agreed as the way forward. However the above information is useful in making some predictions as to future staff retention.

Retention of the skills, knowledge and experience of the staff from the closing site will be key in delivering a smooth transition to a single site. There is also a high risk in having so many inexperienced staff in the CCR.

Incentives are being explored with HR and in order to deliver a smooth transition of service whilst moving to a single site.

COMMUNICATIONS STRATEGY

Both Constabularies have been working to a Communications Strategy since the commencement of the reviews for CSR 2. This included an initial briefing to all staff at the commencement of the work in August 2013. This briefing was initially verbally cascaded using a Managers Briefing Pack. This was followed by a Frequently Asked Questions set and a communication on the intranet sites of both Forces. This communication has continued and the strategy used to develop the communication with staff on the 24th February 2014, signalling the Chiefs intentions to staff that they were to make the recommendations which are the subject of this paper.

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APPENDIX A

Use of Personas

In an effort to understand what the public might require we used a Capita based product known as Personas. It was recognised in our proposal that we would not be able to engage with members of the public in the defined timescales of this project, in order to understand their view of the proposed changes to the CCRs. To partially mitigate this we have used personas to gain an insight into the people of Norfolk and Suffolk and provide a degree of robustness to our recommendations.

The personas are based on fictional characters developed using socio-demographic data.

The social-demographic data is specific to Norfolk and Suffolk Counties. We have established that Mosaic Public Sector data (2009, household level) is available from

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<http://www.norfolkinsight.org.uk/> for Norfolk and Acorn classification of postcodes for Suffolk from the April 2010 'Suffolk County Demographic Profile report'

<http://www.suffolk.police.uk/aboutus/yourrighttoinformation/freedomofinformation/publicationscentre.aspx>

The data groups the counties into customer segments. The segments are differentiated based on aspects such as: demographics, origins, work lives, properties, finances, home lives, community safety, education, general perspectives, health, communication and engagement.

The number of customer groupings and titles of the groups are different within the two data sources (Mosaic and Acorn). However, the important elements of focus for the report (their view of crime, policing and neighbourhoods and their use and receptiveness of different channels), is approached consistently across each set of data.

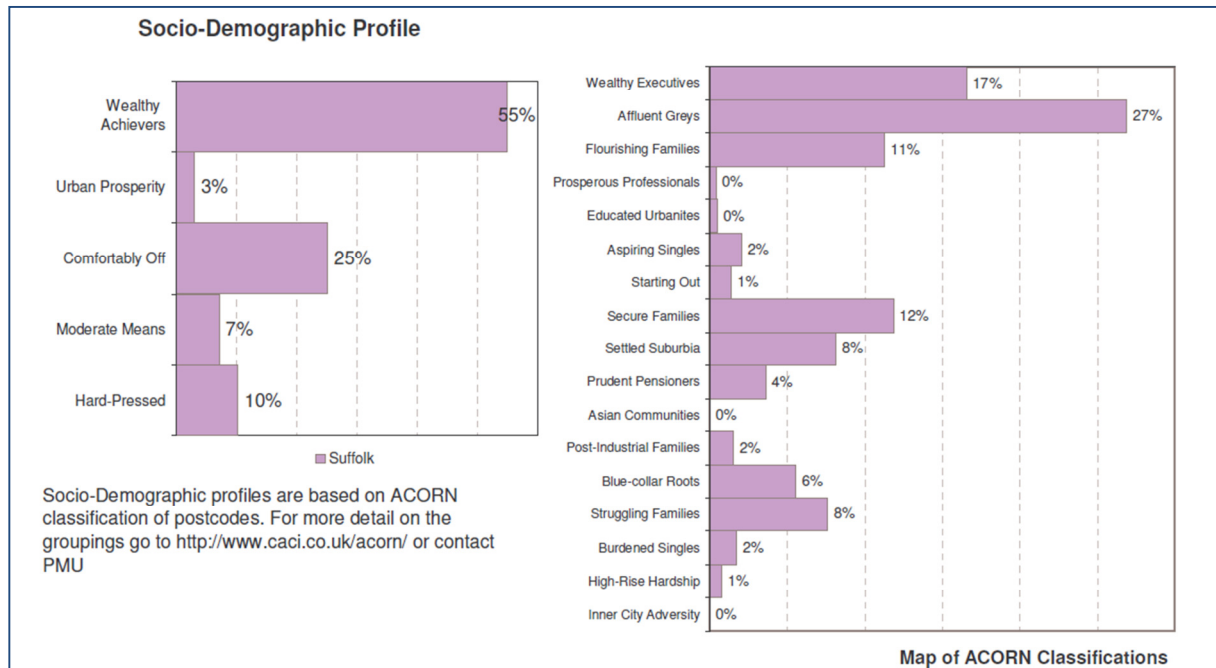
Personas help us to understand the individual customer segments by giving them personality traits and attributes that reflect people in each segment. We can use personas to help determine how each segment is likely to act and react in the case of changing circumstances. When prioritised, and limited to a manageable number, personas also prevent the common mistake of ultimately designing for no one by trying to design for everybody.

This insight into the people within the counties has enabled us to ensure decisions made around a solution remain firmly focused on the customers that will interact with it.

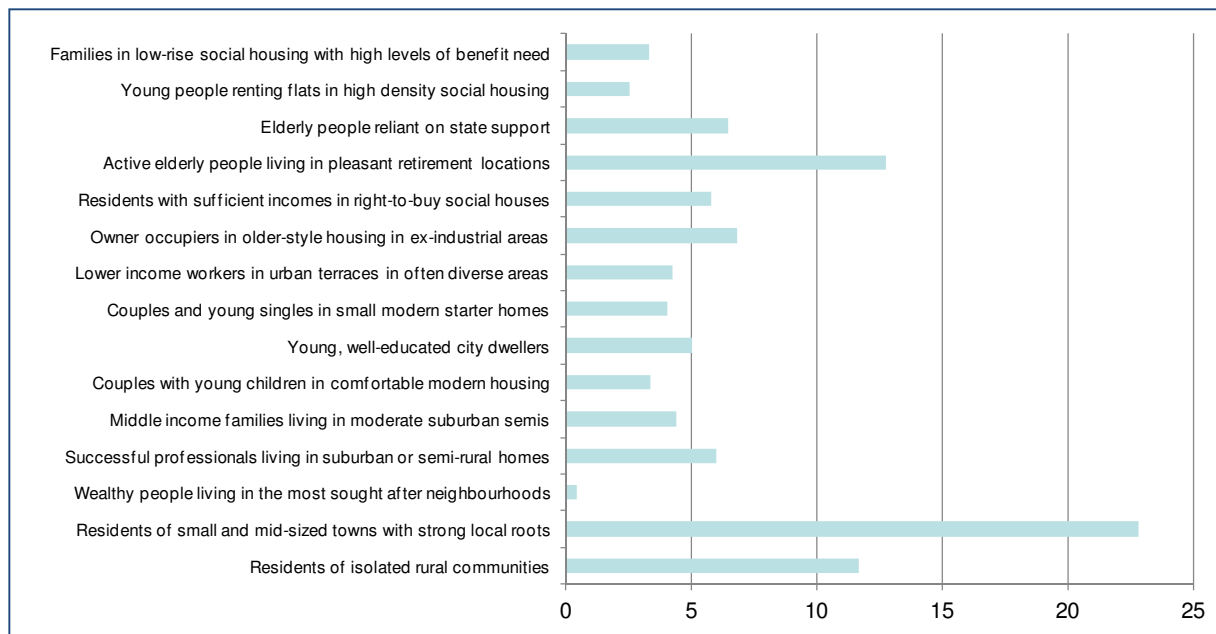
The below depict the segments and percentage of the county in each group, for both Constabularies.

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Suffolk Socio-Demographic Profile



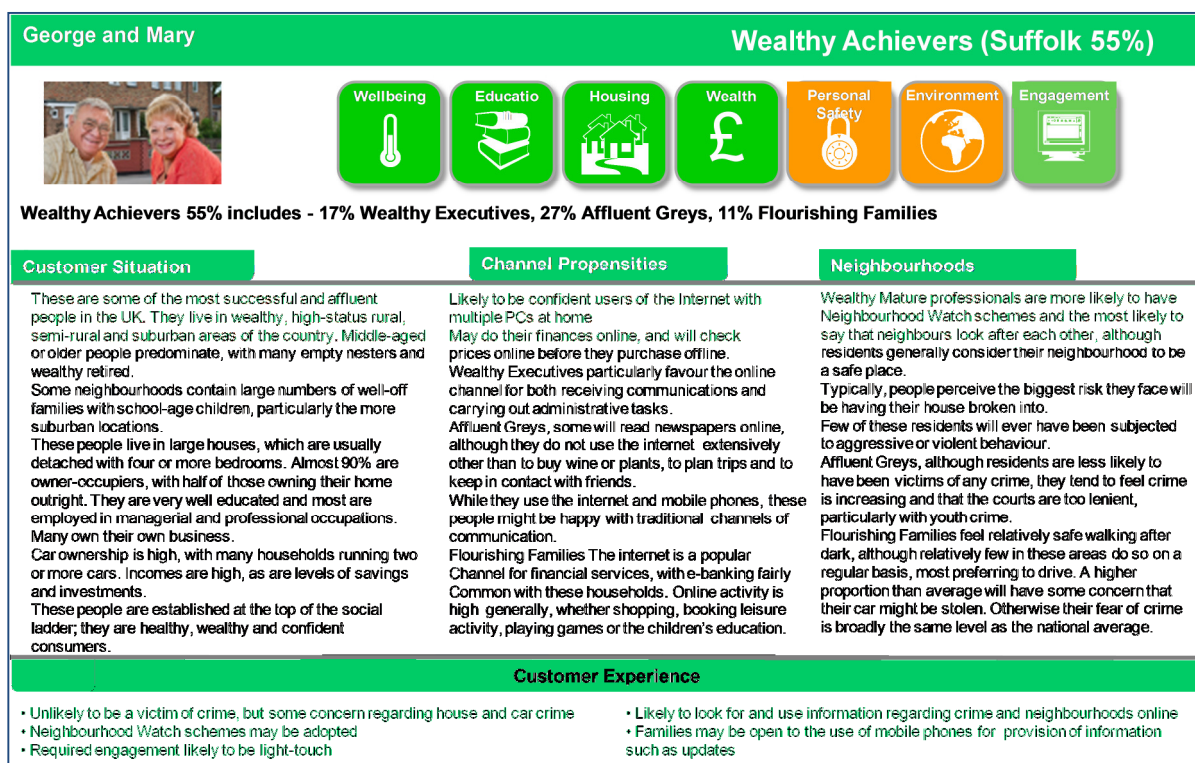
Norfolk Socio-Demographic Profile



We have taken these groupings and extracted details regarding specific characteristics and preferences, putting this into one page personas per group. The below shows the Suffolk, Wealthy Achievers persona.

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Suffolk, Wealthy Achievers Persona



Five personas have been developed for Suffolk, covering all elements of the population. Due to the granular level of information for Norfolk, only the six largest groups (representing over 77%) have had personas developed for Norfolk. The remainder have a high-level summary within the section below.

Insight from the Personas

Below is a summary of the key elements taken from the Norfolk and Suffolk socio-demographic data, regarding their view of crime, policing and neighbourhoods and use and receptiveness of channels.

Key elements from Suffolk socio-demographic data

Customer Group	%	Neighbourhoods including Crime	Channels and Engagement	Opportunity
Wealthy Achievers	55	<ul style="list-style-type: none"> • Neighbourhood watch schemes likely • Generally safe communities • Unlikely to be a victim of personal crime, but some concern regarding house and car crime 	<ul style="list-style-type: none"> • Confident users of the internet with multiple PCs • 50% (28% total) receptive to using Internet for services, 50% more traditional channels such as phone, post and face to face 	<ul style="list-style-type: none"> • For information provision online (28% total) and through Neighbourhood Watch schemes. • Trial further online services and mobile
Comfortably Off	25	<ul style="list-style-type: none"> • Secure neighbourhoods with lower than average crime concerns • Close-knit communities • Unlikely to be victims of crime 	<ul style="list-style-type: none"> • Secure families (12% total) preference for online • Settled Suburbia prefer mail order and high street shopping and the use of the telephone, rather than online or face to face 	<ul style="list-style-type: none"> • Information provision online (12% total) • Use communities to gather and disseminate information

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Customer Group	%	Neighbourhoods including Crime	Channels and Engagement	Opportunity
Hard pressed	10	<ul style="list-style-type: none"> Lack community cohesion Fewer than average think neighbours helpful Concerned about car crime, drugs, break-ins and drunkenness High potential for acts of crime, including violence and personal robbery 	<ul style="list-style-type: none"> Internet not commonly used. Hard to reach group 	<ul style="list-style-type: none"> Schemes to strengthen community effort, possibly towards a common goal/theme i.e. reducing problems regarding drink and drugs Increase awareness of Police activity to raise confidence
Moderate Means	7	<ul style="list-style-type: none"> Lack confidence in the police, believing that sentences are too lenient and that crime is rising Concerns about personal safety, particularly at night Fear car crime, break-ins and aspects of anti-social behaviour 	<ul style="list-style-type: none"> Use of the internet, although not extensively for making purchases. There is a similar preference towards the traditional channels of post or telephone for making mail-order purchases. 	<ul style="list-style-type: none"> Information provision online Information provision throughout the community with details of signposting to other agencies and community groups
Urban Prosperity	3	<ul style="list-style-type: none"> Not a close community, few think neighbours would do anything if somebody was being attacked Twice as likely to have been the victim of an attack in the past Noise outside their house to be a big problem A significant proportion have never heard of Neighbourhood Watch schemes 	<ul style="list-style-type: none"> Highly confident with new technology and are likely to be regular users of the internet for gaming and gambling A significant majority do their main food shopping on foot 	<ul style="list-style-type: none"> Contact and information through phone and online Trial self-service and mobile apps/SMS

Key elements from Norfolk socio-demographic data

Customer Group	%	Neighbourhoods including Crime	Channels and Engagement	Opportunity
Residents of small and mid-sized towns with strong local roots	23	<ul style="list-style-type: none"> Small communities Any Council residents are well integrated Moderate levels of crime, most opportunistic and petty (vandalism and graffiti) Police find it easy to obtain information when crimes are reported 	<ul style="list-style-type: none"> Tendency for traditional channels of phone, face to face and post. Not receptive to SMS Use of Internet for research and information Average ability to self-service 	<ul style="list-style-type: none"> Information provision online Information provision throughout the community and Neighbourhood Watch. Engaged community
Active elderly people living in pleasant retirement locations	13	<ul style="list-style-type: none"> Roots in the local community are relatively shallow Low crime rates. Residents are eager for reassurance (police presence) Receptive to anti-crime programmes. Distraction burglary, anti-social behaviour are common problems. 	<ul style="list-style-type: none"> Tendency for traditional channels of face to face and post. Uses digital TV, not receptive to SMS, telephone or internet. Very low ability to self-serve. Access to the Internet is patchy and few people are comfortable transacting online even if they do know how to use the Internet to send and receive e-mails. 	<ul style="list-style-type: none"> Engagement through anti-crime and neighbourhood programmes. Information provision throughout the community (Libraries, Bowls), with details of signposting to other agencies and community groups.
Residents of isolated rural communities.	12	<ul style="list-style-type: none"> Strong roots in the local community. Families over generations. Those new take active steps in the community. 	<ul style="list-style-type: none"> Though residents prefer to deal with service providers face-to-face, they accept that for practical reasons they are often reliant on the 	<ul style="list-style-type: none"> Community or voluntary group engagement. Information readily available within the community (church), with details of signposting to

Summary Business Case for Shared Service Partnership and Contact and Control Room

Customer Group	%	Neighbourhoods including Crime	Channels and Engagement	Opportunity
		<ul style="list-style-type: none"> Many voluntary associations as limited access to community services. Very low levels of crime. Rubbish and abandoned cars are a problem. Residents often complain they get little Police protection but feel they are kept informed. 	<ul style="list-style-type: none"> Internet, telephone and mobile. Therefore, receptive to the internet, phone, mobile and Post. Average ability to self-serve. 	<ul style="list-style-type: none"> other agencies and community groups. Online information provision.
Owner occupiers in older-style housing in ex-industrial areas.	7	<ul style="list-style-type: none"> Rich network of voluntary organisations and community associations. Families over centuries. Crime perpetrator and victim are often known to each other or live in close proximity. Problems include: drink, teenagers hanging around, dog mess, vandalism and graffiti. Police can often be involved in cases of domestic violence. Overall not confident in Policing. 	<ul style="list-style-type: none"> Residents are receptive to face to face and not receptive to post. Average ability to self-serve 	<ul style="list-style-type: none"> Information provision available within the community and voluntary associations, with details of signposting to other agencies and community groups.
Elderly people reliant on state support.	6	<ul style="list-style-type: none"> Some residents have very strong roots; others whom have recently moved on retirement are less well supported by friends and family. Involvement of children in decisions about care and how to finance it. Require reassurance regarding Policing, although crime levels low. 	<ul style="list-style-type: none"> Few people have a computer and the majority of interaction with local services is face to face. Uses telephone, digital TV and radio, but prefers face to face engagement. Very low ability to self-serve. 	<ul style="list-style-type: none"> Engagement face to face and through their children. Information provision within the community, with details of signposting to other agencies and community groups Campaigns encouraging aspects of home security.
Successful professionals living in suburban or semi-rural homes.	6	<ul style="list-style-type: none"> Many residents brought up in different town or region. Positive attachment to the local community. Some play a leadership role in local voluntary organisations and community associations. Moderate crime levels. Concerns regarding premeditated burglaries, drunkenness, noise and vandalism. Co-operation in schemes to protect their more valuable possessions and Neighbourhood watch likely to be successful. 	<ul style="list-style-type: none"> Like to access information through the phone and services through the Internet, phone and post. High ability to self-serve. 	<ul style="list-style-type: none"> Engagement through community groups and Neighbourhood Watch Information provision online and over the phone. Campaigns encouraging aspects of home security.
Young, well - educated city dwellers	5	<ul style="list-style-type: none"> Likely to attend University. High population of young, childless, single people, which is reflected in a high demand for small but smart rented flats. Unlikely to have immediate family living nearby. Reach out to others. High crime levels, particularly electrical goods. Graffiti, vandalism or gangs of teenagers are not a source of worry. 	<ul style="list-style-type: none"> High ability to self-serve. Receptive to Internet and mobile and not face to face. 	<ul style="list-style-type: none"> Information provision online and through mobile. Engagement through student and local associations.

Summary Business Case for Shared Service Partnership and Contact and Control Room

Customer Group	%	Neighbourhoods including Crime	Channels and Engagement	Opportunity
Middle income families living in moderate suburban semis	4	<ul style="list-style-type: none"> Residential neighbourhoods, commute daily by train, bus or car rather than on foot or on bicycle. Stronger sense of affiliation to the town in which they live than to their local community. Low involvement in local voluntary organisations. Close to areas of deprivation, therefore can be increased risk of crime. 	<ul style="list-style-type: none"> High ability to self-serve. Receptive to Internet, mobile, phone and interactive TV and not face to face. 	<ul style="list-style-type: none"> Information provision online and through mobile/SMS
Lower income workers in urban terraces in often diverse areas	4	<ul style="list-style-type: none"> Small home, crowded. People unknown to each other. Positioned close to town centres and along bus routes serving outer suburbs makes them an easy target for criminals from outside the immediate area. 	<ul style="list-style-type: none"> Average ability to self-serve. Receptive to SMS and interactive TV for information. No significant channel for accessing services. 	<ul style="list-style-type: none"> Information provision in town centres and travel routes. Trial mobile apps/SMS
Couples and young singles in small modern starter homes	4	<ul style="list-style-type: none"> Residents likely to have been born and brought up locally and have recently moved out of their parents' home to set up on their own or with a partner. Tend to have few people in the immediate neighbourhood that they know and on whom they can rely. 	<ul style="list-style-type: none"> High ability to self-serve. Receptive to Internet, SMS and interactive TV for information and mobile for accessing services Non-receptive to face to face. 	<ul style="list-style-type: none"> Trial self-service and mobile apps/SMS
Other remaining Norfolk groupings	Couples with young children in comfortable modern housing 3.39%, Families in low-rise social housing with high levels of benefit need 3.36%, Young people renting flats in high density social housing 2.57%, Wealthy people living in the most sought after neighbourhoods 0.48%.			

The development of the personas has provided insight into the lives and characteristics of the residents of Norfolk and Suffolk and has directed the thinking regarding innovation of elements such as the adoption of channel shift and reduction in demand for the CCR operation.

An example of the insight delivered by the personas is that over 40% of Norfolk and Suffolk residents are open to the use of online channels for information and service provision. However, these same people are unlikely to be groups which are victims of personal crime and therefore less likely to contact the police, regardless of the channel used.

Norfolk Police and Crime Panel
Forward Work Programme 2014-15

	Main items of business	Invited to attend
10am, Friday 4 th July 2014, County Hall	<p>Appointment of Chairman and Vice-Chairman</p> <p>Review of the Panel's Rules of Procedure, including the process for handling complaints about the conduct of the Police and Crime Commissioner for Norfolk</p> <p>Balanced Appointment Objective</p> <p>Review the Commissioner's 2013-14 Annual Report</p> <p>Review the refreshed Police and Crime Plan for Norfolk</p> <p>Information bulletin</p> <p>Norfolk Police and Crime Panel funding -to note the 2013-14 expenditure and consider the 2014-15 grant allocation</p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Friday 3 rd October 2014, County Hall	<p>Refreshed Police and Crime Plan for Norfolk - focus on one strategic objective/area of commissioning (to be agreed)</p> <p>Complaints monitoring report</p> <p>Information bulletin</p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Tuesday 3 February 2015, County Hall	<p>Review the proposed precept for 2015-16 (the Panel must review and report by 8 February 2015)</p> <p>Forward work programme for 2015-16</p>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

10am, Friday 13 February 2015, County Hall	Reserve date – to review a revised precept for 2015-16, if vetoed (the Panel must review and report by 22 February 2015)	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – This Panel met on 13 November 2013. Members will be notified of the date of the next meeting.

Scheduled Commissioner-Chief Constable bi-lateral meetings are due to take place on the following dates (agendas will be made available via the Commissioner's website):

- 14 May 2014, 10am, Rambouillet Room, Great Yarmouth Town Hall
- 16 July 2014, 2pm, Council Chamber, Cromer Town Council (North Lodge, Overstrand)
- 17 September 2014, 10am, Norfolk Room, Breckland District Council
- 19 November 2014, 10am, venue to be confirmed

Scheduled Norfolk and Suffolk Collaboration Panel meetings are due to take place as follows (agendas will be made available via the Commissioner's website):

- 30 April 2014, 10:30am – Sandringham Room, Norfolk Constabulary Headquarters
- 2 July 2014, 10:30 am – Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath
- 3 September 2014, 10:30am - Filby Room, Norfolk Constabulary Headquarters
- 5 November 2014, 10:30am - Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath