

# Norfolk Police and Crime Panel



Date: **Thursday 13 February 2014**

Time: **10.00am**

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

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

## **Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
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](mailto: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**

(to follow)

To confirm the minutes of the meeting held on 31 January 2014

**5. Questions to the Police and Crime Commissioner for Norfolk**

(Page **5**)

To hold the Commissioner to account for the progress he has made in delivering against his Pledge during his first year in office.

**6. Forward Work Programme 2014-15**

(Page **90**)

To review the proposed work programme.

Date Agenda Published: Wednesday 5 February 2014

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## **Questions to the Police and Crime Commissioner for Norfolk**

### **Suggested approach from Jo Martin, Scrutiny Support Manager**

This is an opportunity for the Panel to hold the Commissioner to account for the progress he has made in delivering against his Pledge during his first year in office.

#### **1. Background**

- 1.1 The Panel's forward work programme has to date consisted mainly of 'set-piece' meetings where it has carried out the required special functions set out in The Police Reform and Social Responsibility Act 2011 ("the Act"). Members have voiced strong concerns that as a result they have not had an opportunity to publicly hold the Commissioner to account for the full extent of his activities and decisions.
- 1.2 The Panel agreed it would be timely to schedule a 'question and answer' meeting with the Commissioner, to hold him to account for the progress he has made in delivering against his Pledge during his first year in office.

#### **2. Suggested approach**

- 2.1 The Commissioner and Deputy Commissioner have been invited to attend the meeting to respond to your questions, supported by members of staff and the Chief Constable.
- 2.2 To provide a framework for this meeting, the Chairman and Vice-Chairman propose that the Panel should focus on the following areas:

1. Performance in delivering against the Commissioner's 10 Point Pledge

A copy of the publication "My Pledge To You – Stephen Bett's first year as Norfolk's Police and Crime Commissioner" is attached at **Annex A** of this report.

2. Performance against the specific objectives in the Police and Crime Plan 2013-17

The Commissioner published his first Police and Crime Plan for Norfolk on 28 March 2013, following a review by the Panel at its 8 March 2013 meeting. The Plan sets out the detail of how Norfolk will be policed and gives clear direction to all those involved in fighting crime and supporting victims of crime. It includes specific objectives for crime and disorder reduction as well as policing within Norfolk. A copy of the 2013-17 Plan is attached at **Annex B** of this report.

Members will wish to note that the Commissioner is preparing a Plan for 2014-15 with the following strategic objectives:

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

Members will also wish to note that a copy of the Chief Constable's presentation to the Panel during the 31 January 2014 meeting, which set out performance against force priorities and the changing pattern of demand, will be appended to the minutes of that meeting.

### 3. Current and future financial challenges

The Panel has recently covered this in detail, during the review of the Commissioner's proposed precept for 2014-15. Having reflected on that discussion, Members may, however, still have questions to put to the Commissioner.

### 4. Development of a commissioning framework

The Commissioner published a Commissioning Strategy in June 2013, which outlines his approach to commissioning services from 2013 – 2017. A copy is attached at **Annex C** of this report.

The Panel is due to discuss the Commissioner's strategic commissioning intentions on the 4 April 2014. However, Members heard from the Commissioner during the precept review that he has spent a year listening to partners and is now considering where his funding can do the most good. The Panel may wish to clarify the areas that he currently considers to be a priority.

### 5. Community engagement

The Commissioner published a Community Engagement Strategy in June 2013. A copy is attached at **Annex D** of this report.

### 6. Decisions taken


All decisions made by the PCC, or those delegated to others, are recorded and published on the Commissioner's website. A list of decisions made up until the end of January 2014 are set out at **Annex E** of this report.

### 7. Summary of the Commissioner's activity

Items of news, covering the Commissioner's activity and including the key statements he has made, are recorded and published on his website. A list of those items, up until the end of January 2014, are set out at **Annex F** of this report.

### 3.0 Action

- 3.1 The Panel is recommended to put questions to the Commissioner, following the framework suggested at paragraph 2.2 of this report.

 The logo for 'IN TRAN' features the word 'IN' in a bold, sans-serif font above the word 'TRAN' in a larger, bold, sans-serif font. To the left of 'TRAN' is a stylized graphic of two triangles pointing towards each other. Below the text 'TRAN' is the tagline 'communication for all' in a smaller, lowercase, sans-serif font.	<p>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.</p>
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# My Pledge To You

Stephen Bett's first year  
as Norfolk's Police & Crime Commissioner





During my campaign to become your Police and Crime Commissioner, I made a pledge of ten things I would deliver on your behalf.

That pledge has since become the foundation for my work, and that of my Deputy, Jenny McKibben. It has also become the backbone for my Police and Crime Plan for Norfolk.

15th November 2013 marks one year since I was elected. It's been a busy and challenging time but, all in all, very positive. I would like to take this opportunity to tell you a bit about what I have been doing to deliver against my pledge. I hope, by doing so, to give you a way to judge how I am doing.

## PCC's Pledge To You

- Keep Norfolk one of the lowest crime counties in the country
- Fight serious and organised crime
- Support victims of crime, vulnerable and elderly people
- Protect the frontline in the face of cuts
- Protect local policing from privatisation
- Use targeting and prevention to reduce demand on police
- Work with young people to stay clear of crime
- Listen carefully to the community, reaching out to minority communities and the disengaged to ensure policing is fair and equitable
- Reject party politics and work with other Independents to provide a national voice
- Use restorative justice to achieve long-lasting solutions

# 1 Keep Norfolk one of the lowest crime counties in the country

When I became your PCC, I pledged to keep Norfolk one of the safest counties in the country. Having worked with the Constabulary for many years as Chairman of the Police Authority, I knew I was taking on an already high-performing force with a history of driving down crime year on year. But I also knew the financial pressure that the Constabulary was under due to Government funding cuts, and understood the potential impact that could have on the Force's ability to continue performing at that level.

I am proud to say that, despite the challenges and thanks to the strong leadership of chief constables Phil Gormley and Simon Bailey, your police force has performed brilliantly this year and Norfolk remains one of the lowest crime counties in the country. However, none of us is complacent and, given the financial hurdles ahead, I know there is much more to do.





### **PCC's First Year**

- Stephen sets priorities for police and partner agencies tackling crime and disorder. Focus is put on reducing crime types which cause the greatest harm to the county's communities and tackling the re-offending responsible for 32% of crime in Norfolk.
- Your PCC helps to fund local projects working with offenders, supporting the county's most vulnerable and helping young people to stay clear of crime.
- Stephen faces tough decisions over the short and longer-term leadership of the Force as Chief Constable Phil Gormley announces his appointment to the National Crime Agency in June. The Constabulary is placed under the 'competent direction' of then Deputy Chief Constable Simon Bailey (pictured above) while Stephen takes stock and reflects on the way forward. 'Excellent leader' and 'home-grown talent' Mr Bailey is appointed Norfolk's substantive Chief Constable in October.
- Figures released by the Office of National Statistics in the same month show that crime in Norfolk continues to fall. The county remains one of the safest in the country with 44 crimes per 1,000 population, against a national average of 66.

## 2 Fight serious and organised crime

Within my Police and Crime Plan, I have set the Chief Constable targets to reduce serious violence and sexual offences associated with the night-time economy, and to improve detection rates for these crimes. I am in regular contact with the Protective Services command which leads on this work and I am closely monitoring Force performance against the targets.

Serious and organised crime frequently crosses county and national boundaries and often, therefore, cannot be tackled by Norfolk Police in isolation. Norfolk and Suffolk constabularies have been working together to share specialist resources for some years now, and I meet regularly with Suffolk's PCC to ensure such collaboration continues and grows. I have also developed links with other PCCs in the region to extend that joined-up approach to tackling the key issues affecting us all.

More broadly, Norfolk benefits from linking with the Eastern Region Serious and Organised Crime Unit (ERSOU), and the recently established National Crime Agency, which now has Norfolk's former Chief Constable, Phil Gormley, as its Deputy Director General.

## 3 Support victims of crime, vulnerable and elderly people

When I ran for election as your PCC, I pledged to support victims. But the word 'support' doesn't really extend far enough; I want to be a victims' champion and play my part in ensuring victims' needs remain at the heart of policing and criminal justice.

I've spent my first year in office looking at what those needs are and how they might differ depending on the type of crime that affects the victim. By this time next year, the responsibility for allocating funding for victim support services in Norfolk will have transferred to me. It is, therefore, vital that I now work on building up an accurate picture of what support is currently available in Norfolk and compare that with what victims are telling me they need.

## PCC's First Year

- Victims are invited to take part in a focus group to help shape the PCC's Police and Crime Plan for Norfolk.
- Stephen agrees a modest increase in the policing element of the local Council Tax for 2013. As well as helping minimise the impact of ongoing funding cuts, the increase provides vital staffing resources for supporting victims and addressing vulnerability in the wake of the Jimmy Savile case. Five police officers and nine members of police staff are funded, including case investigators, offender managers for registered sex offenders, additional staffing for investigating rape and supporting victims, and a missing person co-ordinator.
- Stephen launches a survey to explore the needs and experiences of victims of domestic abuse. Using victims' feedback, he and Deputy PCC Jenny McKibben bring together domestic abuse specialists and victims' representatives to examine the help and support available to victims. Information gathered kick-starts a PCC-led programme of work to shape the county's response to domestic abuse.
- Stephen recognises the need to provide advocacy support for victims of domestic abuse and provides funding to continue this service across Norfolk. In July, he appoints a Domestic Abuse and Sexual Violence Coordinator to help him to improve services for victims.
- Your PCC supports the launch of the Safer Places Scheme, giving vulnerable or disabled people somewhere to go if they need help while out and about. The Scheme is rolled out in Dereham, King's Lynn, Gorleston, Cromer, Attleborough and Fakenham, with launches in other areas still to come.





## 4 Protect the frontline in the face of cuts

## 5 Protect local policing from privatisation



Police forces cannot afford to stand alone as we face ongoing funding cuts. There is a limit to how much can be taken out of individual force budgets before you have to look elsewhere for savings. While some PCCs are looking at privatisation, 'collaboration, not privatisation' is my mantra.

Norfolk and Suffolk constabularies have been collaborating for over three years now and that partnership has yielded significant savings for both forces. We already have a number of joint units and departments in areas such as protective services, custody, transport and IT, with more to come.

I regularly meet with Suffolk's PCC, Tim Passmore and the Chief Constables from both counties, to monitor current collaborative projects and agree next steps. Financial pressures won't be easing any time soon, so we are going to need to become even more efficient in the way we work if we want to avoid becoming a blue-light only service.



# 6

## Use targeting and prevention to reduce demand on police

Jenny and I have met with a number of organisations who work locally to support (to name a few) victims of crime, the elderly, people with mental health issues, those who are affected by alcohol or substance misuse, offenders and vulnerable young people. Discussions have covered everything from youth offending to care for the elderly, domestic abuse to human trafficking.

What has struck us is the sheer amount of expertise, knowledge and skill we have in Norfolk when it comes to recognising and addressing vulnerability. And through those experts we have seen how early intervention can minimise the risk of someone becoming a victim or offending, and how appropriate support can improve opportunities for the county's most vulnerable.

The current financial situation and subsequent changing approaches to service delivery have resulted in organisations and partnerships forming, developing and reshaping within far faster timescales than has occurred previously. Our task is to look in more depth at how the police and other responsible authorities, community and voluntary organisations are currently working together, identify any barriers and, where possible, try to remove them. We need to ensure resources and funds are being allocated to where they are needed the most.

As well as wanting to see victims of crime and the vulnerable supported, I am also committed to protecting the availability of frontline resources. I believe that, by exploring further approaches to collaborating with partners, we can reduce the demand for policing services and those of partner organisations. The financial challenges we are facing are serious and significant, and we need to make sure the services of the police and other agencies are being used in the right way.

## PCC's First Year

- Stephen works with police and partners to look at the root causes of crime. Rehabilitation of offenders, support for people with mental health issues, and the impact of drug and alcohol misuse on crime and anti-social behaviour are agreed as priority action areas and included in your PCC's Police and Crime Plan.
- Your PCC awards a crime and disorder reduction grant to the Norfolk Drug and Alcohol Partnership to help fund the preventative work it does.
- Stephen calls for resources to be put in place by health and mental health commissioners and by social services to ensure people detained under section 136 (Mental Health Act) are assessed quickly in a health-based setting.



- The Disability Advisory Forum, made up of volunteers from the local community, works alongside Stephen to help him understand the needs of individuals with mental health conditions. The Forum's members also review the mental health training delivered to police officers in Norfolk.
- Your PCC welcomes closer partnership working between Norfolk Constabulary and Norfolk and Suffolk NHS Foundation Trust. The partnership focuses on sharing information more effectively and developing improved training for frontline police to better deal with people suffering from mental health issues.
- Stephen and Deputy PCC Jenny McKibben bring together probation, the prison service and the youth offending team, along with community sector organisations, to develop a joint approach to the rehabilitation of offenders in Norfolk.



## 7 Work with young people to stay clear of crime

Norfolk faces particular challenges with regard to young people. We have a high level of people who are not in education, employment or training, and educational attainment is lower here than seen nationally. These things, along with the current economic situation, mean that young adults are more at risk of becoming involved in anti-social behaviour.

I have awarded crime and disorder reduction grants to Norfolk's Youth Offending Team and Norfolk Future Youth to support the work they do with young people.



I spent some time with Norfolk Future Youth – a sport project in Great Yarmouth - to see how the funding I provide is being used to help young people stay clear of crime. The project is working with disadvantaged young people to reduce crime and reoffending in the Great Yarmouth area. It is not just about giving young people

something to do to keep them off the streets and out of trouble. Through sport and physical activity these 'at risk' individuals are learning to change their behaviour and are gaining the life skills they need to move forward.

Jenny and I have visited colleges and the county's university to explore the crime and policing concerns of young people and find out how they like to share and receive information. Having some students from Great Yarmouth College spend time in my office, and hosting meetings of Norfolk's Youth Parliament, has given me the opportunity to explore those topics further, as well as giving the young people involved an opportunity to find out more about what I do. I was also pleased to be involved in this year's Local Democracy Week and take questions from young people on my vision for Norfolk.

# 8

## Listen carefully to the community, reaching out to minority communities and the disengaged to ensure policing is fair and equitable

I was elected by the people of Norfolk to influence and oversee the work of the local police force on their behalf. In order for me to be able to fulfil that responsibility, community input cannot be allowed to end with casting that vote.

I want to be able to make choices and take decisions that have the needs of the county's communities at their heart. It is, therefore, vital that I have a full and accurate picture of what communities want from their policing service.

This is arguably one of my most important pledges, and the dialogue that Jenny and I have started with communities is definitely something we need to continue.



## **PCC's first year**

- Stephen and Deputy PCC Jenny McKibben dedicate their first months in office to being in 'listening mode'. They hold community catch-ups around the county to meet communities, groups and businesses and explore their crime and policing concerns. This community input, alongside responses to the 'Making a Difference' policing survey, helps shape the Police and Crime Plan for Norfolk.
- Your PCC attends the AGM of the Norfolk Independent Advisory Group. He pledges his continued support for their work and that of the other advisory groups working alongside him to help police better understand the needs of Norfolk's diverse communities.
- Stephen publishes his equality statement, setting out how he will meet his responsibility to ensure the policing service received by Norfolk's communities reflects their needs and is fair for all.
- Your PCC backs this year's Black History Month celebrations, and presents the winners' trophy at a football tournament in support of the Kick It Out campaign.
- Leaders and policy makers from all over Norfolk come together in response to Stephen's call for action on migration and community cohesion. Representatives of public and community sector organisations voice their concerns over issues facing migrant communities in the county and speak of tensions being driven by perceptions of the effect of migration. By pooling their collective knowledge, police and partners begin to look at how community relations can be improved.
- Stephen holds an event to highlight the crime and policing concerns of Norfolk's rural communities and share information on some of the initiatives being used by Norfolk Constabulary to tackle rural crime. By sharing their own views and experiences, attendees help shape future work to reduce the vulnerability of rural communities to crime.

## 9

## Reject party politics and work with other Independents to provide a national voice

Continuing the stance adopted by Norfolk Police Authority, I remain committed to rejecting the influence of competitive party politics in favour of making decisions that are in the best interest of Norfolk's people.

I have been, and will continue to be, vocal on both local and national issues which I believe will impact on crime and policing and our ability to keep Norfolk one of the safest counties in the country.

### **PCC's first year**

- Stephen expresses concern in an open letter to MPs on the impact of proposed benefit reforms, including Universal Credit and the so-called 'bedroom tax', on the most vulnerable members of our communities. He also highlights the significant effect the proposals could potentially have on crime levels.
- Stephen urges Justice Minister Chris Grayling to think again on legal aid reforms, warning of unequal access to justice and a lack of specialist representation for victims.
- Your PCC contributes to the national debate on compensation culture as a police officer files a compensation claim against Norfolk Constabulary for an injury sustained after tripping on a kerb while on duty. Stephen calls for the claim to be withdrawn and is pleased to see the officer take that advice later in the year.
- Stephen's comments on road signs and frequently changing speed limits receive both criticism and support, sparking widespread debate. He holds firm in his view that changing limits and the associated signage can be distracting and confusing to the average motorist, which is ultimately a road safety issue.
- Stephen teams up with Victim Support to respond to a report on the criminal victimisation of people with mental health issues, calling for national debate on the findings of the report. He highlights the vulnerability of people with mental ill health to becoming victims of crime and says more must be done to support them.

## 10 Use restorative justice to achieve long-lasting solutions

I fully support the use of restorative approaches (RA) which have been shown to reduce re-offending and assist victims. RA challenges behaviour, repairing the harm done to relationships and people rather than assigning blame and dispensing punishment.

My deputy, Jenny McKibben, participates in the Restorative Approaches Strategic Board which leads Norfolk on its way to becoming a Restorative County.



I was delighted to be able to meet with Victims' Commissioner Baroness Newlove, and talk about our 'best practice' approach to victims. She was very impressed by our dedication to putting victims' needs at the centre of policing and criminal justice, and interested to hear how we are exploring use of RA with crime types such as hate crime and domestic abuse.

Having been involved in the consultation to develop it, I was pleased to see the new Victims' Code offers victims the opportunity to speak in court about the impact the crime has had on them, whether it be physically, emotionally, financially or in any other way. Part of the success of the restorative approaches we already use in Norfolk is giving victims the chance, if they want and are able to, to look the offender in the eye and tell them how their actions have affected them. As well as helping the victim come to terms with what has happened and move on, it also highlights to offenders the human cost of their actions which, for some, is a deterrent to offending again.

If you require the information in this document in an alternative format, please contact the Office of the Police and Crime Commissioner for Norfolk with your request.



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK

**Contact the Office of the Police and Crime Commissioner:**

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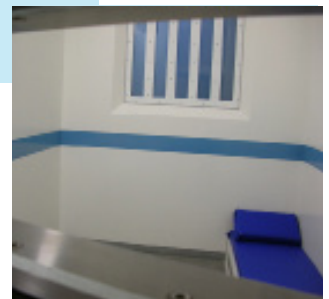
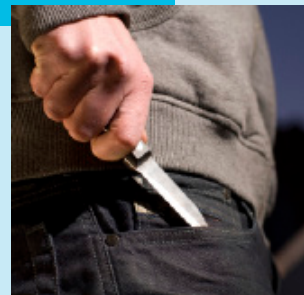
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# POLICE AND CRIME PLAN FOR NORFOLK

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](http://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](http://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 violence<sup>1</sup>, priority violence<sup>2</sup> 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 violence<sup>3</sup> 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.

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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:

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

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



## 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.

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

For further information about finance and resources see Appendix 4.

### **Policing provided by Norfolk Constabulary**

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

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

### **Commissioning and Crime and Disorder Reduction Grants**

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

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



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

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

For further information about commissioning see Appendix 6.

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

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

### **Reduce priority crime, anti-social behaviour and reoffending**

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

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

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



### **Reduce vulnerability, promote equality and support victims**

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

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

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

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

## **PCC's Objectives for Crime and Disorder Reduction in Norfolk**

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

## **Holding the Chief Constable to account**

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

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

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

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

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

## Annual Report

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

## Police and Crime Panel

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

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



# Contacting the PCC

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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.

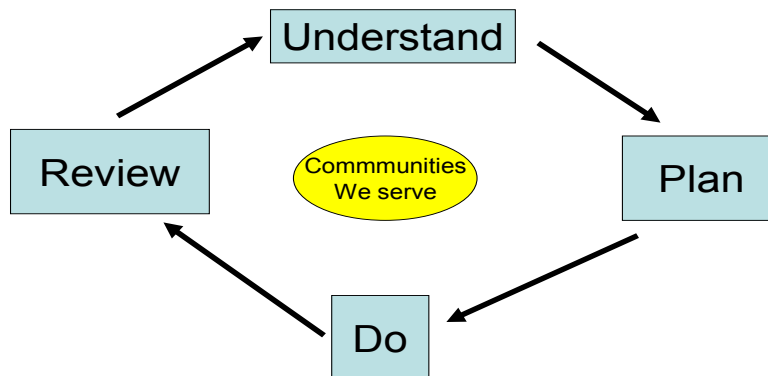
Significant collaboration has taken place at a regional level, most notably with the regional response to serious and organised crime, the Eastern Region Special Operations Unit. The region also has a formal Disaster Victim Identification capability as well as less formal collaborative arrangements in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

## Norfolk Police and Crime Commissioner Commissioning Strategy for 2013 - 2017

### Introduction

The Police Reform and Social Responsibility Act 2011 sets out that a Police and Crime Commissioner (PCC) may make a crime and disorder reduction grant to any person to secure, or contribute to securing, crime and disorder reduction. The Norfolk Police and Crime Plan sets the Crime and Disorder Reduction Objectives of:

- 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 more joined-up working with partners, protecting the availability of frontline resources.

Further detail sits below each of these Objectives.

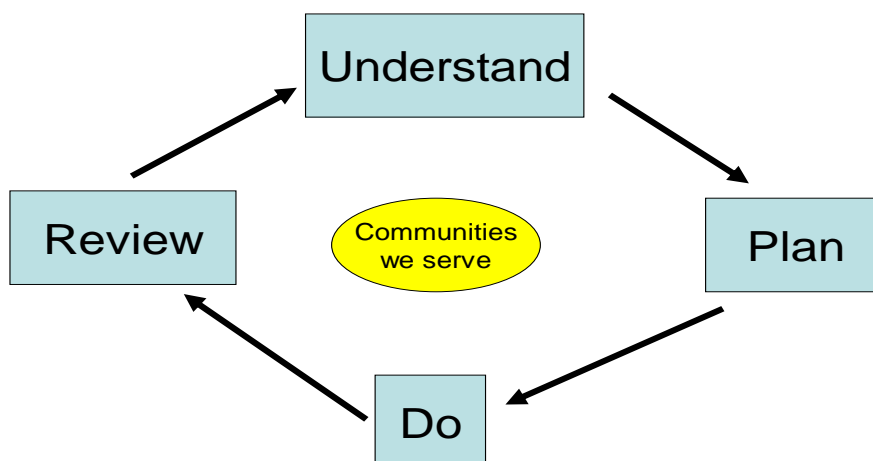
The PCC will make crime and disorder reduction grants in furtherance of the above objectives and will make grants through a transparent and accessible commissioning process. The Norfolk Police and Crime Plan sets out an iterative approach for 2013/14, utilising the £669,000 Community Safety Fund provided by central government and, in the main, taking forward those projects initiated by the Norfolk County Community Safety Partnership. A service level agreement has been developed with each organisation that has been awarded a crime and disorder reduction grant within the Plan.

It is intended that the PCC will allocate £1,000,000 for the purpose of crime and disorder reduction grants for the year 2013/14, and a similar amount for the year 2014/15 and the year 2015/16. For 2013/14 this will include the £669,000 Community Safety Fund, already committed within the Police and Crime Plan. For the following two years central government has indicated that it will not be providing PCCs with a separate Community Safety Fund and all central funding will be allocated as one Police Grant. The commissioning fund will therefore have to be obtained from the Police Grant or through funding raised through the Council Tax precept.

The PCC will take a range of approaches to commissioning services and the following section identifies some of the options available. This strategy presents a flexible, rather than prescriptive way forward, recognising that circumstances and service needs can change rapidly, reflecting changing events. Different, and combinations of approaches, may therefore be taken as circumstances change.

### The Commissioning Cycle

Commissioning can be described as, 'the process of specifying, securing and monitoring services to meet individual's needs at a strategic level' (APACE Commissioning Guidance 2012). Although approaches differ, most follow the same cycle of, 'understand, plan, do and review'.



Placing stakeholders, users and beneficiaries at the centre, the cycle is divided into four phases of engagement:

- **Understand** – understanding with the public, victims and stakeholders the outcomes to be achieved.
- **Plan** – Deciding with the public and partners what interventions would be effective, developing specification, tendering process and selection of service providers.
- **Do** – Ensuring things happen openly and transparently by involving stakeholders and service users.
- **Review** – Performance management, assessing impact and feeding back to the public.

In using the above cycle it is important that it is not an insular process, is influenced by others and, in particular, is part of a process of community engagement. It should be about ‘working with the community’ not ‘doing it to the community’. The cycle is neither rigid nor prescriptive and the different stages may merge and run continuously; the fact that a service is being delivered does not mean that we cannot continue to engage with the public regarding outcomes that they would like to see achieved. The cycle is intended to be a process of continuing improvement, with learning from each stage feeding into the next.

The PCC’s understanding is informed by engagement, communication and consultation with the public and with victims of crime, by the views of stakeholders and partnership groups and research and analytical documents, such as the Strategic Assessment. Through these processes, the following provide a current focus for commissioning services:

- Young people who are vulnerable to being involved in crime or anti social behaviour;
- Victims and perpetrators of domestic abuse;

- Those who are vulnerable to being a victim of crime or otherwise in need of support from the police owing to their mental health;
- Prevention of misuse of alcohol and drugs;
- Supporting victims of crime.

### **Different Commissioning Approaches**

The following approaches are **different ways of taking the above commissioning cycle forward**:

- **Co-commissioning** – by co-commissioning, different commissioning organisations join together their resources (e.g. funding, personnel, influence) towards agreed outcomes. Examples would be the PCC co-commissioning as part of the County Early Help Programme or PCC's in the Eastern Region co-commissioning services to support victims.
- **Invitation for bids** – in this approach the PCC invites bids from organisations and/or individuals setting out projects which contribute towards the Crime and Disorder Reduction Objectives. A tight specification is not provided by the PCC, however direction is given and parameters set around the total amount of money available and that which may be awarded to a single bidder. An advantage of this approach is that it encourages new ideas and new providers.
- **Evidence led commissioning** – this approach may link with the emerging Norfolk Evidence Led Policing Group. It should build on previous Problem Orientated Policing principles, ensuring needs have been well researched and interventions identified that have either been proven to work previously, or if new approaches are to be used, include validation processes. It is not until this work has been completed that services may be commissioned. An advantage of this approach is that it provides greater assurance of meeting user needs and achieving outcomes, however the time frame may need to be longer to include the necessary preliminary research.
- **Grant giving** – where there is need the PCC may make quick time grants towards projects which support his Crime and Disorder Reduction Objectives by using this approach. Grants would only be given in these circumstances where there is an evidenced need and to organisations with a well proven track record and ability to deliver.
- **Iterative method** – this approach represents a continuation of that taken for 2013/14 whereby an assessment is made of existing projects funded by crime and disorder reduction grants and where these are considered to be of value, then subsequent grants are made to ensure their continuance. An advantage of this approach is that funding is provided towards projects that are known to work, however this approach may stifle innovation and new approaches and does not allow new organisations to bid for work. The Norfolk County Community Safety Partnership has set up a task and finish group of responsible authorities to consider the funding, beyond 31 March 2014, of projects initiated by NCCSP and currently being funded by Norfolk Constabulary and OPCCN. This option is included in the strategy for the PCC to consider should the responsible authorities within NCCSP be unable to resolve this funding issue.

### **Written agreement and performance measurement**

For all approaches, it is important that a written agreement is produced, including the following:

- Duration
- Activities
- Monitoring
- Evaluation
- Project review
- Payments
- Overspends
- Underspends
- Audit arrangements
- Records and asset register
- Data protection
- Confidentiality
- CRB checks
- Premises and facilities
- Insurance and indemnities
- Assignment and subcontracting
- Publicity
- Third parties
- Project overview
- Outcomes and performance measures.

### **Intention**

OPCCN recognises there are benefits in using a range of approaches to commissioning, each of which is likely to have advantages and disadvantages. Feedback from stakeholders during the development of the Police and Crime Plan advised that processes should be transparent and equally available for all to participate in. Written agreements should clearly set out what is expected of all partners. Performance measures should be included to assess whether intended outcomes have been achieved.

## Community Engagement Strategy

### Introduction

This Strategy sets out what community engagement is, why we do it and the aims and actions that support it. It seeks to ensure that the many different communities in Norfolk have a voice. Ensuring that the voices of victims are heard, as well as others who may face disadvantage and/or barriers to getting involved in engagement activity, is a key aim of this Strategy.

The current economic climate means that tough choices and decisions need to be made. If we are able to establish new or improved relationships with individuals, communities and indeed our partners, this will help us to have a better understanding of their needs, for them to better understand the choices and decisions that have to be made; and for resources to be targeted more effectively.

### What is Community Engagement?

Community engagement is a term covering many activities carried out with people who make up our communities. It is about making sure that people can get involved in these activities and take part in a variety of different ways thereby ensuring that the policing service provided in Norfolk is more efficient and effective, tackling the types of problems that cause most concern and continues to make it a safe place in which to live, work and visit.

Community engagement is also about listening and learning, engaging in meaningful dialogue including those people who are already using the police service and those who are not. It's an opportunity to find out what is important to them and explore more fully why they feel the way they do.

### How we engage with our Communities

Community engagement is a two-way process. It involves communities in making decisions that can lead to improvements in their quality of life; and allows them to take part in shaping service delivery. We place great emphasis on building relationships so that people remain involved on an on-going basis. Whilst engagement can happen in many ways, it can also take place at a number of levels. For example this can range from:

**Providing information to people** – in a way that can be easily accessed and understood; and tailoring it as appropriate to different audiences

**Consulting by asking for feedback** – offering opportunities to have a say and providing a genuine opportunity to be involved. We would also expect our communities to approach us to raise issues which are important to them.

**Involving people in decision-making** – providing opportunities to influence decisions, feedback on decisions, service provision and policies; and opportunities to deliver some aspects of the service

**Developing communities** – supporting communities to identify their own needs

### What is a Community?

Communities can be:

**Communities of place** (people within a defined geographical area) or **interest** (people who share a particular experience or characteristic such as young people, faith groups, older people, disabled people, ethnic groups or lesbian, gay, bisexual and transgender people, as well as the voluntary and community sector, the business community and elected council members.)

Communities may define themselves and people often belong to more than one community; and communities themselves are often very diverse. The key is that we endeavour to engage with all residents within Norfolk, but accepting that some may not wish to.

### Legal Context

The key piece of legislation which affects how we consult and engage is the Police Reform and Social Responsibility Act 2011. It sets out 4 over-arching responsibilities in respect of community engagement (and communication), as follows:

- To obtain the views of the community and in particular the views of victims of crime about matters concerning the policing of the area and to obtain people's co-operation with the police in preventing crime and anti-social behaviour;
- To work co-operatively with responsible authorities and local criminal justice bodies;
- To publish timely information to enable people to assess performance of the PCC and Chief Constable;
- To hold the Chief Constable to account for the community engagement of the Constabulary



## Aims and Objectives

### **Aim to:**

#### **Increase efficiency and effectiveness of community engagement work**

### **Objectives**

- Raise awareness and improve communication, consultation or engagement
- Where appropriate join up with partners and other organisations and share information to maximise engagement, improve co-ordination and reduce duplication
- Develop a shared understanding of what we want to achieve
- Engage in innovative and creative ways and using a range of flexible methods
- Recognise and value existing channels and work to make these more responsive and effective

### **Aim to:**

#### **Increase the inclusiveness of consultation and engagement activities ensuring that all people have equal opportunities to have their voices heard**

### **Objectives**

- Increase awareness and understanding of the needs of specific groups to ensure engagement work is accessible to all
- Support work with specific communities under-represented in engagement work
- Seek to reach those communities and individuals not yet engaging

### **Aim to:**

#### **Improve understanding and appreciation of communities**

### **Objectives**

- Be involved in community mapping
- Ensure findings from engagement work and consultations are summarised and shared

**Aim to:**

**Understand the needs, perceptions and issues of communities and groups most affected by crime or most vulnerable to being a victim**

**Objective**

- Target engagement activity

**Aim to:**

**Ensure community engagement/consultation work has a genuine influence on decision-making**

**Objectives**

- Measure impact of community engagement/consultation on service development and delivery
- Feedback to communities on outcomes of engagement and consultation to demonstrate impact
- Summarise consultation and make results available

**Aim to:**

**Enable communities to take an active role in tackling the issues that affect them**

**Objectives**

- Encourage reporting
- Publicise events and activities for communities to become involved

Why do we engage?

It gives those parties involved, including individuals, communities and partners a range of benefits:

- Meets the requirements to carry out statutory consultation

- Develops a better understanding of and relationship with communities through genuine dialogue
- Involves Norfolk residents in decisions around service provision; and makes sure their knowledge and experiences shape that service so it is responsive to need
- Encourages more voluntary and community groups to become involved in service planning and delivery
- Helps to establish more cohesive communities

#### How we will do it

An annually updated action plan will show how we will implement the Strategy.

## PCC Decisions

### 2012/1 - Continuity of Business and Governance processes following the abolition of Norfolk Police Authority (NPA)

*28 Nov 2012*

The Police Reform and Social Responsibility (PR&SR) Act 2011 Section 1(9) abolishes police authorities effective from midnight 21st November 2012. The new policing body, which takes on all legal responsibilities and liabilities of the Norfolk Police Authority, is the Police and Crime Commissioner (PCC) for Norfolk. For seamless continuity this report recommends that existing policies and practices of the NPA continue, amended only regarding nomenclature, until a detailed review has been undertaken by the PCC in due course of all such documents on an individual or collective basis as may be deemed suitable.

### 2012/2 - Dealing with complaints against Norfolk Police & Crime Commissioner

*03 Dec 2012*

The PCC has accepted the delegation of the Police and Crime Panel for Norfolk to the Chief Executive (Head of Staff), in his role as Monitoring Officer, of the function of the initial handling of complaints under the Act and Regulations.

### 2012/3 - PCC Governance Scheme

*29 Nov 2012*

A corporate Governance Scheme has been approved with a framework with the following four essential elements;

1. A Decision Making Accountability Framework.
2. Scheme of Delegation
3. Finance Regulations
4. Contract Standing Orders.

### 2012/4 - Delegation of Chief Executive/Monitoring Officer functions

*29 Nov 2012*

A decision has been made that the Chief Executive may delegate the performance of his functions as Chief Executive and Monitoring Officer to the Deputy Chief Executive and other officers to cover circumstances whenever the Chief Executive is unable to perform such functions.

### 2012/5 - Appointment of Statutory Officers and Transfer of NPA staff to the OPCCN

*06 Dec 2012*

The PCC has agreed to the appointment of the Chief Executive (and Monitoring Officer), and Chief Finance Officer and the transfer of staff from the Norfolk Police Authority to the Office of the Police & Crime Commissioner.

### 2012/6 - Agreement to the Administration of the Independent Custody Visiting Scheme

*06 Dec 2012*

The PCC has agreed that the administration of the Independent Custody Visiting Scheme will continue to be undertaken by the Policy & Performance Officer, until such time as a review can be undertaken.

#### 2012/7 - Establishing an Audit Committee

*19 Dec 2012*

The PCC has agreed to the establishment of an Audit Committee, as outlined within the Home Office "Financial Management Code of Practice for the Police Service of England and Wales".

#### Declaration of Office - Deputy Police and Crime Commissioner

*09 Jan 2013*

Jenny McKibben has signed the Declaration of Office for her role as Deputy Police and Crime Commissioner, in which she acknowledges she holds office subject to the requirements of Paragraph 8 of Schedule 1 of the Police Reform and Social Responsibility Act 2011.

#### 2013/0 - Consultation on first Police and Crime Plan for Norfolk

*15 Jan 2013*

The PCC agreed that formal consultation on the first Police and Crime Plan for Norfolk would be launched at the Budget Consultation Event scheduled for 17th January 2013 and that consultation takes place until 16th February 2013.

#### 2013/1- Confidential Decision

*30 Jan 2013*

The Police and Crime Commissioner made a decision in relation to outstanding claims and liabilities on individual staff members relating to Pensions.

#### 2013/2 - Precept 2013-14

*27 Feb 2013*

The PCC has agreed the Precept for 2013/2014 to be a 1.965% increase, equating to £200.79 at Band D.

#### 2013/3 - Confidential Decision

*06 Mar 2013*

The PCC has approved the deployment of an officer to a United Kingdom Football Policing Unit (UKFPU) policing operation at San Marino v England World Cup qualifying fixture on 22/03/2013.

#### 2013/4 Approval of membership of the Independent Custody Visiting Association (ICVA)

*02 Apr 2013*

The PCC has approved the annual subscription for membership of the Independent Custody Visiting Association for 2013/14.

#### 2013/5 - Protective Services Command

*05 Apr 2013*

The PCC has agreed to the continuation of the ACC Joint Protective Services Command and Detective Chief Superintendent, Protective Services Command.

#### 2013/6 - Police Led Prosecutions (Court Presentation) - joint self-funding model

*05 Apr 2013*

The PCC has approved the proposals set out in the financial model for a self funding scheme and agreed to commence recruitment and training of up to six police staff posts across Norfolk and Suffolk.

#### 2013/7 - Counter Party Maximum Lending Limit

*05 Apr 2013*

The PCC has agreed to increase the maximum lending limit from £7.5m for any counter party to £10m forthwith.

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#### 2013/9 - Exception to Contract Standing Orders

*17 Apr 2013*

The PCC agreed on 8th April 2013, to the exemption from Contract Standing Orders for a year's contract with an energy agent.

#### 2013/10 - Insurance Provision

*17 Apr 2013*

The Head of Staff (under delegated powers from the PCC) signed on 12th April, a contract in relation to insurance services.

#### 2013/11 - Early Release of Chief Constable / Appointment of Temporary Chief Constable

*30 Apr 2013*

The Chief Constable, Mr P Gormley, has been offered and has accepted the role of Deputy Director of the new to be established National Crime Agency (NCA). It will only formally vest on 6th October 2013. Therefore he will be seconded to the Home Office meantime. The shadow organisation has requested early release of Mr Gormley from his contractual period of notice. The PCC has agreed to that, and determined Temporary appointments to cover pro tem. He has also authorised the Head of Staff in OPCCN to negotiate the secondment and make any other consequential amendments/new provisions to facilitate the changes. Because these relate to personal contractual details, the precise nature of these are confidential/restricted.

#### 2013/12 - Exemption from Contract Standing Orders

*09 May 2013*

The Head of Staff, under delegated powers from The PCC agreed on 9th May 2013, to the exemption from Contract Standing Orders in order to procure a Health Needs Assessment and to create a User Requirement Specification in relation to Forensic Medical Services.

#### 2013/13 Collaboration Strategy

*28 May 2013*

PCC Stephen Bett approved the revised collaboration strategy for the Norfolk and Suffolk police areas on 15 May 2013.

#### 2013/14 - Code of Corporate Governance

*29 May 2013*

The PCC, Stephen Bett, endorsed the updated Code of Corporate Governance on 28th May 2013.

#### 2013/15 - Confidential Decision

*03 Jun 2013*

The PCC, Stephen Bett, has approved/signed a revised contract of employment for the ACO(R) consequent on a revised role allocation following a new S22A collaboration agreement between Suffolk and Norfolk.

#### 2013/16 - Discharge of Chief Finance Officer Responsibilities

*05 Jun 2013*

The PCC, Stephen Bett, has approved the changes to the Chief Finance Officer responsibilities in Norfolk and Suffolk, as outlined in the Appendix attached to the Decision.

#### 2013/17 - Governance Scheme - Contract Standing Orders

*07 Jun 2013*

The PCC, Stephen Bett, has approved the adoption of a common set of Contract Standing Orders for Norfolk and Suffolk, as outlined within the Appendix to the report.

#### 2013/18 - Amendment to PCC Expenses Scheme - Telephone Allowance for PCC

*29 Jul 2013*

The Chief Finance Officer, Bob Summers, has approved the amendment to the PCC Expenses Scheme to provide a telephone allowance for the PCC.

#### 2013/19 - Joint Norfolk and Suffolk Transport Strategy

*01 Aug 2013*

The PCC has agreed and adopted the Joint Norfolk and Suffolk Transport Strategy as contained within the report, subject to review of the Strategy by October 2014.

#### 2013/20 - Confidential Decision

*01 Aug 2013*

The Head of Staff, under delegated powers from the PCC, has agreed to the sale of a police house, following the completion of the appropriate bidding process.

#### 2013/21 - Exemption from Contract Standing Orders

*01 Aug 2013*

The Head of Staff, under delegated powers from The PCC agreed on 30th July, to the exemption from Contract Standing Orders in relation to two Treasury Management contracts.

#### 2013/22 - Three Yearly Review of Custody Visitor Appointments

*30 Aug 2013*

The PCC, Stephen Bett, has given approval to:

- A) Renew the appointments of all 28 ICVs in Norfolk as of 1 September 2013
- B) Commence a 2 term limit for ICVs in Norfolk so that a balanced representation of volunteers can be maintained, which would be implemented as of 1 September 2016.

#### 2013/23 - Governance Scheme - Financial Regulations

*09 Sep 2013*

The PCC, Stephen Bett, has approved the adoption of a common set of Financial Regulations for Norfolk and Suffolk, as outlined within the Appendix to the report.



#### 2013/24 - PCC Banking Arrangements

*09 Sep 2013*

The PCC, Stephen Bett, has approved for a dormant bank account to be set up with Barclays Bank Plc to be used if funds currently managed by the Cooperative Bank are at risk.

#### 2013/25 - Transfer Stage 2 - Transfer Scheme

*09 Sep 2013*

The PCC, Stephen Bett, has adopted the Transfer Scheme, as contained in Appendix 1, for submission to the Home Secretary by 16 September 2013.

#### 2013/26 - Proposed Appointment of Chief Constable

*15 Oct 2013*

This report describes the steps that have been taken by the PCC to recruit a new Chief Constable for Norfolk as well as details for consideration by the Police and Crime Panel to support the PCC's proposed candidate for appointment.

#### 2013/27 - Confidential Decision

*23 Oct 2013*

The PCC accepted the recommendations from the Chief Constable, Chief Fire Officer and County Council that consultants are procured, to obtain independent advice on Police/Fire Collaboration, through an Invitation to Tender document.

#### 2013/28 – Confidential Decision

*15 Oct 2013*

The PCC, Stephen Bett, has approved and signed a paper to retain consultants in the future development of collaborative services between Norfolk and Suffolk. The consultants were retained after an open competitive tender process.

#### 2013/29 - Evidence Based Policing Partnership

*18 Oct 2013*

The PCC, Stephen Bett, has agreed to the proposal, as set out in section 2 of the report, that a detailed User Requirement and an Invitation to Tender can be developed and further consideration can be given to appointing an Evidence Based Policing Partner.

#### 2013/30 - Independent Custody Visitors - Self Introduction to Detainees

*30 Oct 2013*

The PCC has endorsed the proposal to continue with consent to ICV visits being obtained through 'self introduction'.

#### 2013/31 - Safer Norfolk Foundation Medium Grant Programme

*7 Nov 2013*

The PCC has endorsed the creation of the Safer Norfolk Foundation Medium Grant Programme by the Office of the Police and Crime Commissioner for Norfolk.

#### 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.

## 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.

### Focus on migrants' issues at West Norfolk workshop

*31 Jan 2014*

Issues faced by migrants in Norfolk communities were brought into focus at a workshop in West Norfolk this week

### PCC visits 4women Resource Centre

*24 Jan 2014*

Stephen and Jenny visited the 4Women Resource Centre in Norwich this week to look at issues facing women in Norfolk both as offenders and victims

### Stephen in driving seat at launch of Children's Traffic Club

*23 Jan 2014*

The Commissioner got to try the vehicles first hand at the launch of the scheme at Drayton Community Infant School along with the Head of Roads Policing, Chief Inspector Chris Spinks

### Wanted: misconduct panel members

*22 Jan 2014*

PCCs in the Eastern Region are seeking people to sit on police misconduct panels. Could you be what they're looking for?

### Still time to have your say on police budget

*22 Jan 2014*

Stephen will soon be putting together his final proposals for how our police service will be funded next year. There's still time to have your say.

### National domestic abuse survey launched

*22 Jan 2014*

Norfolk PCC Stephen Bett is calling for victims to take part in a national inspection of the police response to domestic abuse

### PCC secures share of £20m

*16 Jan 2014*

Norfolk PCC Stephen Bett has secured a share of £20m which he believes will change the face of policing in the county.

### Better Support for Lesbian, Gay and Bisexual people

*16 Jan 2014*

Jenny McKibben met with Alice Ashworth of lesbian, gay and bisexual charity Stonewall to discuss the findings of their hate crime survey

### £100,000 up for grabs

*14 Jan 2014*

People who help keep Norfolk one of the safest counties in England can now bid for a share of £100,000 put up by Norfolk's PCC

### Would you pay more for policing?

*10 Jan 2014*

The public had a chance this week to hear about the financial challenges facing Norfolk Constabulary.

### Council Tax consultation launches

*6 Jan 2014*

PCC is to set the police budget for 2014/15 and determines the amount you pay for policing our county through your Council Tax.

### PCC urges public to have their say

*20 Dec 2013*

The PCC was given a bleak financial forecast by the county's Chief Constable today after the latest national funding figures were announced.

### tackle 'revolving door' of offending

*19 Dec 2013*

Offender management has come under the spotlight this week after a report by prison and probation inspectors

### Places scheme

*17 Dec 2013*

A new scheme to help people who are vulnerable or have a disability in King's Lynn was launched today.

### Custody visiting: Promoting rights and dignity

*11 Dec 2013*

It's Human Rights Day – a day for reflecting on how we promote and protect people's rights and dignity

### A big thank you for big support

*9 Dec 2013*

Deputy PCC, Jenny McKibben attended an important event to give a big thank you to the volunteers who give up their time to support the work of the Constabulary

### Stephen proud of excellent response to flooding

*6 Dec 2013*

Stephen visited Great Yarmouth and other areas around Norfolk today to see firsthand the effects of some of the worst flooding for 60 years.

### Celebrating the Disability Advisory Forum

*3 Dec 2013*

With today being International Day of Disabled People, we are highlighting how people with disabilities in Norfolk have made a difference to the way our county is policed

#### Stephen appoints finance officer successor

*28 Nov 2013*

With his current Chief Finance Officer set to retire at the end of January, Stephen Bett met with the Police and Crime Panel this week to appoint a successor.

#### Working together for a Hate Free Norfolk

*27 Nov 2013*

A network of public and voluntary sector organisations is calling on community groups to help raise awareness of the county's new Hate Free Norfolk Pledge.

#### Norfolk's PCC Says No to Domestic Abuse and Sexual Violence

*27 Nov 2013*

Stephen talks about how the views victims shared with him have helped shape work to improve support for victims and reduce the prevalence of domestic and sexual abuse

#### 'No excuses and No exceptions'

*22 Nov 2013*

Stephen has given his full backing to the Norfolk Says No campaign against domestic abuse and sexual violence and has made this one of his key challenges.

Stephen said, "The figures on domestic abuse are staggering with 31% of women and 18% of men having experienced domestic abuse since the age of 16 years."

#### PCC travel expenses review

*20 Nov 2013*

Stephen has asked our new Chief Executive Mark Stokes to undertake a full review of the office policies around expenses claims and the way this is presented on our website. Mark's report to the Norfolk Police and Crime Panel has now been published. A key part of the review is being carried out by independent auditors PriceWaterhouseCoopers. Once the review is finished the findings will be made public.

#### Stephen backs alcohol awareness campaign

*18 Nov 2013*

Did you know that half of all victims of violent crime think their attacker had been drinking? It's links like this between alcohol use and crime that have prompted Norfolk PCC Stephen Bett to support this year's national Alcohol Awareness Week, which starts today.

#### PCCs One Year On: A tremendous opportunity to make a difference

*15 Nov 2013*

On the anniversary of one year in office Police & Crime Commissioner, Stephen Bett, has spoken about his 'listening year' and the big challenges ahead. Stephen admitted that he had been sceptical about the PCC role when he first took office, but he now felt PCCs had a tremendous opportunity to make a difference to crime and policing in the country.

#### PCC determined to streamline Norfolk's Rehabilitation Services

*09 Nov 2013*

Passion for changing the behaviour of offenders to get the right outcome for offenders and victims in Norfolk was evident at a special summit this week.

Stephen Bett, Police and Crime Commissioner has stated his determination to streamline the way that Norfolk deals with ex-prisoners to stop re-offending, reduce crime and make our communities safer.

#### Police and Crime Commissioner responds to claims over expenses

*08 Nov 2013*

In response to a recent news reports, Stephen Bett, Police and Crime Commissioner for Norfolk said: "I want to make it categorically clear that I believe everything I have done since taking office regarding my expenses has been above board.

For media enquiries, please contact Martin Barsby, Media and Public Affairs Manager on 07824 519201.

#### New Code has victims' needs at its heart

*29 Oct 2013*

Norfolk's Police and Crime Commissioner, Stephen Bett, has welcomed the publication of the new Victims' Code, saying it is an important step on the path to making the criminal justice system more victim-centred. "Victims' needs must be at the heart of both policing and criminal justice. It is vital that victims are better supported and have a stronger voice, and the new Code is a step towards that."

#### Stephen welcomes Simon Bailey as Norfolk's new Chief Constable

*29 Oct 2013*

Stephen has said he is delighted to be able to welcome Simon Bailey as the county's new Chief Constable. Following a confirmatory hearing with the Police and Crime Panel on Friday (25 October), Stephen has now received a recommendation from the Panel's Chairman that he proceed with the appointment.

#### 'Show respect' this Halloween

*29 Oct 2013*

As the nights get darker and the pumpkins and costumes come out, it's a time for Trick or Treat and family fun for many. But for Norfolk's more vulnerable residents, it can be a scary and distressing time of year. That's why Stephen is backing a police initiative to support the more vulnerable members of our communities this Halloween.

#### Stephen brought in for questioning

*17 Oct 2013*

Stephen was brought in for questioning this week - by students taking part in Local Democracy Week. An interview with Stephen about his role was turned into a short film and a panel of young people also quizzed him at a special question time event.

#### Stephen helps kick off football tournament

*16 Oct 2013*

Heavy rain couldn't dampen the spirits as Stephen helped kick off Black History Month at a prestigious 5-a-side football tournament at UEA Sportspark. Teams from across Norfolk competed at the weekend to be named Norfolk BHM Football Tournament 2013 champions.

#### Voice of a hate crime victim

*15 Oct 2013*

This Hate Crime Awareness Week, we are not just raising awareness of what hate crime is, but also putting the spotlight on the effect it has on victims. A community advisor working alongside the PCC has spoken of her experiences and the impact that they have had on her day-to-day life.

#### PCC says no to hate crime – We're painting the town purple

*14 Oct 2013*

To show the PCC's support for National Hate Crime Awareness Week (12 – 19 October) and spread the word that prejudice and hate are not tolerated in Norfolk, we've gone purple. And Stephen has a personal message for all victims of hate crime.

#### Tremendous start for PCC but significant challenges ahead

*11 Oct 2013*

Stephen has welcomed the approval of his first set of accounts but warned of significant challenges ahead. The PCC accounts, for the financial year ending March 2013, have been signed off by external auditors Ernst and Young without any qualification.

#### PCC vows to make a difference on mental health

*10 Oct 2013*

Stephen has vowed to make every effort to improve the way people with mental health problems are dealt with by the justice system in Norfolk. The Commissioner and his deputy Jenny McKibben appeared on Radio Norfolk today (Thursday 10) to mark World Mental Health Day.

#### PCC supports backpack bears

*08 Oct 2013*

They are cute little bears each with a big heart and a backpack full of vital information to help young victims of crime. An initiative from a national police children's charity has been taken up by Stephen Bett to show children and young people affected by serious crime that other people really do care and want to help.

#### PCC and Victim Support respond to major report

*07 Oct 2013*

The PCC made a joint statement in response to today's 'At risk, yet dismissed: the criminal victimisation of people with mental health problems' report. It is the first UK survey on crime against people with severe mental illness compared with crime against the general population.

#### Excellence and outstanding achievement recognised at NOSCAs

*04 Oct 2013*

Excellence and outstanding achievement by both the police and the public were recognised at the annual Norfolk Safer Communities Awards (NOSCAs) this week. Our PCC Stephen Bett was proud to sponsor and present the awards for Volunteer and Community Citizen of the Year.

#### Norfolk Black History Month 2013

*30 Sep 2013*

Nelson Mandela was the choice of Norfolk PCC, Stephen Bett as the black person who has inspired him most. Stephen made his choice at the launch of Norfolk Black History Month on Friday 27 September, joining people from Norfolk's diverse communities to celebrate the contribution of black people past and present.

#### PCC congratulates the first police voluntary cadets

*27 Sep 2013*

Stephen Bett attended the passing out parade of the first enrolment of the Norfolk Police Volunteer Cadets along with proud families, friends and dignitaries at The Thetford Academy last night (Thursday 26 September).

#### Rural crime reductions reported at PCC's rural Round-Up

*26 Sep 2013*

PCC Stephen Bett held a rural conference on Wednesday 25 September gathering police, partner agencies, parish councillors and the public to look at how effective policing is in rural Norfolk. Stephen was pleased to hear that rural crime had reduced by 20% according to national figures in 2012.

#### PCC meets MP Norman Lamb

*23 Sep 2013*

Stephen and Jenny met North Norfolk MP Norman Lamb on Monday. Following wide-ranging discussion they agreed that closer partnership working was required between agencies in Norfolk particularly in relation to health issues.

#### PCC nominates Norfolk's new Chief Constable

*19 Sep 2013*

PCC Stephen Bett is pleased to announce that, following an open recruitment process, Deputy Chief Constable Simon Bailey has been selected as his preferred choice of Chief Constable for Norfolk. Mr Bailey's nomination will now be referred to the Police and Crime Panel for confirmation at their meeting on 25 October 2013.

#### PCC seeks to expand support for offenders

*19 Sep 2013*

Deputy PCC, Jenny McKibben attended a stock take of the Norfolk Integrated Offender Management (IOM) scheme, a multi agency scheme to reduce reoffending by prolific offenders. Jenny said, "The Norfolk scheme is very successful and has led to a serious reduction in reoffending. But we need to find ways to expand this type of multi pathway support.

#### PCC seeks replacement Chief Financial Officer

*18 Sep 2013*

Following the announcement of Bob Summers retirement, Norfolk's Police and Crime Commissioner, Stephen Bett, is seeking to recruit a successor Chief Financial Officer (Treasurer). The appointee will play a key role in advising and supporting him with a sound financial strategy and day-to-day oversight of the PCC's budget (currently £147M) and to assist in the delivery of his manifesto priorities through the Police and Crime Plan.

#### Invitation to Rural Round Up

*18 Sep 2013*

Stephen would like to see members of the public from rural communities at a Rural Round up in Swaffham to highlight crime issues affecting those living in their area at an engagement event to be held in Swaffham. The PCC's Rural Round-Up at the Green Britain Centre (ECO Tech) at 6pm on 25 September and is an opportunity for people living or working in the county's more rural areas to raise their concerns with the PCC and find out what police in Norfolk are doing to tackle rural crime.



#### PCC plans to tackle reoffending

*17 Sep 2013*

Jenny McKibben, deputy to Norfolk PCC Stephen Bett, set out their vision for the rehabilitation of offenders at a conference in Norwich today. Speaking at an event organised by N-ARRO, Norfolk Alliance for the Rehabilitation and Resettlement of Offenders, Jenny said "If we are going to prevent re-offending and stop the revolving door in which agencies see the same people time and time again, we need to address some of the big issues like mental health, alcohol, homelessness and unemployment, that drive their offending.

#### PCC supports Data Communication Bill

*13 Sep 2013*

Stephen has joined other PCC's across the country in supporting the Data Communication Bill, which will assist the police in identifying email the senders of internet telephony, instant messaging or other internet-based services. Currently the police can identify who has made a telephone call or sent an SMS text message, and when and where but cannot do the same for the other communications because service providers do not retain all of the relevant data. This inability is inhibiting operations in counter terrorism and against organised crime.

#### PCC calls for urgent action on mental health

*13 Sep 2013*

Stephen Bett voiced his concern about the use of police cells for people with mental health issues following on from the Panorama programme 'Locked up for being ill?' broadcast on BBC One on Monday 9 September. Stephen called for resources to be put in place by health and mental health commissioners and by social services to ensure that people detained under section 136 are assessed quickly in a health-based setting.

#### Norfolk's PCC calls for urgent review of Domestic Abuse cases in the wake of Labour Party claims

*10 Sep 2013*

The Police and Crime Commissioner for Norfolk, Stephen Bett, has made it clear since taking office that one of his priorities is supporting vulnerable victims. Commenting on the recent statistics surrounding Police referral of domestic abuse cases to the Crown Prosecution Service, Stephen has asked the T/Chief Constable to look at what is behind these figures and for further detailed work to undertaken so that he and the Chief Constable can be clear that the right cases are going forward to the Crown Prosecution Service.

#### PCC announces Chief Executive appointment

*02 Sep 2013*

After an hour-long Confirmation Hearing with Norfolk's Police and Crime Panel on Friday (30 August), Stephen is pleased to announce the appointment of his new Chief Executive. Mark Stokes, currently Deputy Chief Executive at Breckland and South Holland District Council, will take over from Chris Harding who is retiring at the end of the year.

#### PCC calls for more parental responsibility to tackle criminality among young people

*27 Aug 2013*

Following his comments during a Radio Norfolk debate last week, Stephen has written to Justice Minister Damian Green to express his views on the role of parents

in tackling criminality among young people. In his letter, Stephen calls for stricter guidance on parents being present when their children are cautioned or appear in court, and says that police should be able to share information on known perpetrators with organisers of sport or cultural events.

PCC urges Home Secretary to reward those who innovate rather than those who lag behind

*13 Aug 2013*

Norfolk's Police and Crime Commissioner, Stephen Bett, has urged the Government to 'get ahead of the curve' in promoting a positive environment for enhanced collaboration or risk policing in Norfolk becoming a 'blue-light only' service.

Stephen announces plan to improve care for those with mental health problems

*12 Aug 2013*

The PCC has spoken of the plan to help agencies involved in supporting people with mental health issues to work better together. Stephen complimented the Norfolk and Suffolk NHS Foundation Trust for the way it works with Norfolk Constabulary and the innovations already spearheaded, welcoming ideas on how this joint working could be further developed.

PCC seeks new Chief Constable for Norfolk Constabulary

*07 Aug 2013*

Following the appointment of Phil Gormley as Deputy Director of the National Crime Agency, Stephen Bett is looking to appoint a top calibre officer as the new Chief Constable of Norfolk Constabulary.

Play your part in improving services for victims of Domestic Abuse & Sexual Violence

*05 Aug 2013*

The Police and Crime Commissioner would like your help in improving the services provided to victims of Domestic Abuse, Rape and Sexual Violence. If you are a victim or have been one in the past, and you sought help or advice from any agency, we would like your help in answering this short survey. All responses will be anonymous.

PCC welcomes national praise for police savings plan

*18 Jul 2013*

Stephen is tremendously pleased with the report issued today by Her Majesty's Inspectorate of Constabularies which praises Norfolk Constabulary for delivery of excellent service to the public while managing to achieve significant savings. The following statement made jointly by the PCC and Norfolk Constabulary commenting on the report was issued today.

PCC urges motorcyclists to stay safe

*15 Jul 2013*

Stephen is urging motorcyclists to stay safe on the county's roads and is asking fellow road users to Think Bike after two people were killed over the weekend. The PCC has expressed his concerns for the safety of motorcyclists as the good weather continues to tempt people onto their bikes.

PCC welcomes HMIC Stop & Search Report

*10 Jul 2013*

The PCC welcomed the HMIC Inspection report published on 9 July on, 'Stop and Search Powers: Are the police using them effectively and fairly'.

Stephen said, " The report makes a number of useful recommendations for consideration nationally and locally, including the training of officers and the recording and monitoring of information, which I will discuss with the Chief Constable.

#### Police & Crime Panel Endorses Annual Policing Report

*08 Jul 2013*

The Norfolk Police & Crime Commissioner and Norfolk Constabulary joint Annual Policing Report was unanimously endorsed by the Police & Crime Panel at their meeting on 5 July.

#### PCC supports Norfolk Constabulary's rape campaign

*02 Jul 2013*

Police and Crime Commissioner, Stephen Bett and his deputy Jenny McKibben have added their support to the continuing campaign to raise awareness of sexual violence and the services available to victims in Norfolk.

#### Legal aid reform concession welcomed by PCC

*02 Jul 2013*

News of a concession on legal aid reform has been welcomed by PCC Stephen Bett after he spoke out over proposals leading to 'unequal access to justice and lack of specialist representation'.

#### PCC welcomes news of third Safer Places launch

*02 Jul 2013*

Stephen has welcomed the news that the Safer Places scheme has reached Gorleston. The scheme, funded by the former Norfolk Police Authority, provides vulnerable and disabled people with somewhere to go if they need help while out and about.

#### Stephen embraces Social Media

*27 Jun 2013*

Stephen announced live on BBC Radio Norfolk at the Royal Norfolk Show today (27/06/13), that he is embracing every opportunity available to him in order to engage with the public – including venturing into the world of social media.

#### Norfolk PCC reacts to Government's latest spending plans

*27 Jun 2013*

Stephen Bett gave his first reaction to yesterday's Government spending plans for 2015/16: "Whilst further reductions in 15/16 were not unexpected, a further 6 - or is it 5? - percent is hardly Good News! Coming on top of the £25M we have had to save in the period 2010/2014 this will put yet further pressure on our ability to maintain the police service across Norfolk", said Stephen. "The fact that this is mirrored with our Suffolk neighbours - with whom we have one of the most advanced police force collaborations in the country - makes the job doubly difficult. "The further offer of support to "freeze" council tax is again of limited benefit - if it all falls away in 2016 then that leads to a significant further cut in income and, inevitably, in level of service to the public. It puts me, as PCC, in a no-win situation", continued Stephen.

#### Bett moves to bolster PCC office

*25 Jun 2013*

Stephen is making changes to his team in order to meet the widening responsibilities of his role. "The first six months were about understanding the new position and considering what we needed to properly represent the public's views on their local

policing service. This was invaluable and now, following the retirement plans of our current lead executive, I have been able to review the staffing requirements and will be bolstering the team,” said Stephen.

#### Chief Executive's retirement leaves gap for PCC to fill

*21 Jun 2013*

Chris Harding, the lead executive for Norfolk's Police and Crime Commissioner, has announced his intention to retire at the end of the year.

#### Reducing Older People's Isolation

*12 Jun 2013*

Stephen was invited to attend the meeting of the Norfolk Older People's Strategic Partnership Board to talk about the role of the police in reducing older people's isolation.

#### PCC supports Rose Campaign

*07 Jun 2013*

Stephen Bett has expressed his support for the Rose Campaign launched by Norfolk-charity the Magdalene Project and aimed at highlighting the issue of Sexual Exploitation.

#### Bett's Latest Blog

*06 Jun 2013*

In Stephen's latest blog, he talks legal aid, giving victims of crime a stronger voice and championing their needs.

#### Stephen urges Justice Secretary to think again on Legal Aid reform

*05 Jun 2013*

Stephen Bett has expressed 'grave concerns' over the legal aid reforms proposed by Justice Secretary Chris Grayling.

#### PCC condemns Woolwich Terror Attack

*24 May 2013*

Stephen Bett has spoken out about the attack on a soldier in Woolwich on Wednesday, “This was a horrendous attack: cold blooded murder of an off duty soldier in a public street. My deepest sympathies go out to the family of this soldier whose death has been publicised all over the media. This incident has shaken the whole country.”

#### PCC responds to criticism of lack of 'openness'

*23 May 2013*

Stephen Bett responded to criticism that he is not meeting standards of openness in a report on PCCs issued by the Home Affairs Select Committee today (23 May 2013), by pointing out that all the required data is available on his PCC website.

#### Stephen's latest Blog on Mental Health Awareness

*17 May 2013*

See Stephen's latest blog on mental health awareness and associated policing issues.

#### Stephen's latest Blog on Collaboration

*02 May 2013*

See Norfolk PCC's latest blog on collaboration and the way forward for Norfolk Constabulary following the meeting last week with Suffolk PCC.

#### PCC responds to questions about the staffing of his office

*30 Apr 2013*

One of the questions frequently asked of Stephen Bett by the public is how his office is staffed, what changes to his staff team he might make, and the resultant cost of those decisions. Stephen has issued a statement on the OPCCN staff review currently being carried out.

#### PCC reiterates benefits changes concerns

*29 Apr 2013*

As the first claims for credit payments are made in a shake-up of the benefits system, Norfolk PCC Stephen Bett has reiterated his concerns about Universal Credit and its potential impact on police and crime resources.

#### Stephen 'delighted' for Chief Constable on his new appointment

*29 Apr 2013*

Norfolk PCC Stephen Bett has said he is 'absolutely delighted' for Chief Constable Phil Gormley on being appointed as Deputy Director General of the National Crime Agency.

#### Norfolk & Suffolk PCCs support Collaboration

*29 Apr 2013*

Stephen Bett, Police and Crime Commissioner for Norfolk and his counterpart from Suffolk, Tim Passmore reaffirmed their commitment to collaboration when they met on Friday.

#### PCC congratulates Norfolk Police on latest crime figures

*26 Apr 2013*

PCC Stephen Bett has said that he is 'immensely proud' of Norfolk's police force as end of year crime figures show 2012/13 was the most successful year in the Constabulary's modern history.

#### Stephen issues an apology regarding speed comments

*24 Apr 2013*

PCC Stephen Bett today (24/04/2013) apologised for his 'tongue-in-cheek' comments regarding speed limits. "With hindsight, my message around the clutter of associated signage has been lost in my flippant comments about speeding", he said.

#### Comments on Road Regulations

*19 Apr 2013*

Stephen issued a statement today (Friday 19 April) clarifying his comments made on BBC Radio Norfolk on 16 April about updating road regulations.

#### PCC Comments on Compensation Culture

*05 Apr 2013*

Stephen Bett's comments have been much quoted in the media recently relating to the Norfolk police officer making a civil claim for compensation for an injury incurred while investigating a crime. In this statement he makes clear his views on this matter and the current 'compensation culture.'

#### Bett welcomes new Anti-Social Behaviour report

*04 Apr 2013*

Stephen Bett, Police & Crime Commissioner for Norfolk, welcomed the Anti-Social Behaviour report published on 4 April, describing it as useful and timely.

#### Bett calls for kerb trip police officer to withdraw legal claim

*02 Apr 2013*

Stephen Bett has called for legal action by a Police Constable over an injury sustained from tripping on a kerb at a Thetford garage to be dropped. He said: "As the public representative for policing in Norfolk, I share the concerns of those who have questioned the actions of this police officer. I believe she should withdraw her legal action as soon as possible. In my mind, that would be the right thing to do."

#### Motorists urged to stay safe over Easter

*27 Mar 2013*

Stephen Bett has urged motorists to stay safe on the county's roads over the Easter weekend. After a recent spate of tragedies, and with the bad weather set to continue, he has publicly expressed his road safety concerns.

#### PCC supports extension of tagging

*27 Mar 2013*

Stephen has supported a call for PCCs to have more influence in the local arrangements for the tagging of offenders.

#### Benefit changes could have catastrophic repercussions for demands on police warns PCC

*25 Mar 2013*

Stephen Bett has voiced concerns to MPs of the potential impact on police and crime resources if the Government's benefit changes result - as is predicted - in a sharp rise in the number of people in financial trouble. He has written an open letter in which he warns of 'catastrophic repercussions for demands for service on police nationally and, particularly, in Norfolk'.

#### Stephen Bett welcomes report on Government mistakes over PCC elections

*20 Mar 2013*

Norfolk PCC Stephen Bett has welcomed a report by the Electoral Commission which makes recommendations for improving turnout at the next PCC elections to be held in May 2016. Stephen said: "The report is candid and accurate, and highlights many of the concerns that I voiced in November."

#### PCC's response to Banning Order comments

*27 Feb 2013*

The Commissioner commented on the article in the Norwich Evening News on 12 February 2013 regarding the police use of 48-hour banning orders, the Norfolk PCC gave his 'full support' to their appropriate use as a means of keeping law & order within the night time economy of Norwich.

#### ONE BILLION AND RISING DAY

*14 Feb 2013*

One Billion and Rising events were held in Kings Lynn and Norwich on Valentine's Day, February 14, as part of a global campaign to end violence against women and

girls. Jenny McKibben, Deputy PCC gave her support to the events and said, "Stephen and I are pleased to give our support to one billion rising in the hope it helps women understand they don't have to put up with violence in the home and that help is available."

#### Bett's response to improving Police integrity proposals

*13 Feb 2013*

Stephen Bett gave a welcoming response to the Home Office announcement on 12 February of a radical package of measures designed to ensure the highest standards of integrity in policing. In addition to the expansion of the Independent Police Complaints Commission (IPCC), the Home Secretary said the package of reforms would strengthen the relationship between the public and the police.

**Norfolk Police and Crime Panel**  
**Forward Work Programme 2014-15**

	<b>Main items of business</b>	<b>Invited to attend</b>
10am, Friday 4 <sup>th</sup> April 2014, County Hall	<b>Review of any variations to the Police &amp; Crime Plan for Norfolk and consider the strategic commissioning intentions</b>  <b>Information bulletin/Commissioner Q&amp;A</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Friday 4 <sup>th</sup> July 2014, County Hall	<b>Appointment of Chairman and Vice-Chairman</b>  <b>Review of the Panel's Rules of Procedure, including the process for dealing with complaints about the Conduct of the Police and Crime Commissioner for Norfolk</b>  <b>Balanced Appointment Objective</b>  <b>Review the Commissioner's 2013-14 Annual Report</b>  <b>Police and Crime Plan 2014-15 – focus on strategic objective 1: Reducing priority crime, anti-social behaviour and reoffending</b>  <b>Information bulletin/ Commissioner Q&amp;A</b>  <b>Norfolk Police and Crime Panel funding</b> (To note the 2013-14 expenditure and consider the 2014-15 grant allocation)	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Friday 3 <sup>rd</sup> October 2014, County Hall	<b>Police and Crime Plan 2014-15 - focus on strategic objectives 2 and 3:</b> <ul style="list-style-type: none"> <li>- <b>Reducing vulnerability, promote equality and support victims</b></li> <li>- <b>Reducing the need for service, through preventative and restorative approaches and more joined up working with partners; protecting the</b></li> </ul>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable



	<b>availability of front line resources</b>  <b>Complaints monitoring report</b>  <b>Information bulletin/Commissioner Q&amp;A</b>	
10am, Friday 30 January 2015, County Hall	<b>Review the proposed precept for 2015-16 (the Panel must review and report by 8 February 2015)</b>  <b>Forward work programme for 2015-16</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, Thursday 12 February 2015, County Hall	<b>Reserve date – to review a revised precept for 2015-16, if vetoed (the Panel must review and report by 22 February 2015)</b>	Commissioner and Deputy Commissioner, supported by members of the Commissioner's staff and Chief Constable

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):

- 13 March 2014, 10am, Heritage Room, Kings Lynn Town Hall.
- 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:

- 27 February 2014, 10am – Suffolk, Strategic Co-ordination Centre, Police HQ, Martlesham Heath
- 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