

POLICE, CRIME AND COMMUNITY SAFETY PLAN FOR NORFOLK 2022 – 2024

[Branding and imagery to be added after Police and Crime Panel have endorsed the plan]

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Foreword from the Police and Crime Commissioner

The Police Reform and Social Responsibility Act 2011 requires the Police & Crime Commissioner to present a Police and Crime Plan. The purpose of this plan is to set the strategic priorities under which Norfolk Constabulary delivers policing within the county. The plan is a form of contract between the Police & Crime Commissioner, representing the people of Norfolk, and the Chief Constable, representing Norfolk Constabulary. The priorities within the plan have been developed by me to reflect concerns raised with me by the public both during my election campaign and since my appointment.

Importantly, I have consulted the Chief Constable about the priorities I am setting given it is his officers who would be delivering these as policing effects on the ground. This plan also provides the benchmarks against which I will hold the Chief Constable to account for the performance of Norfolk Constabulary.

There is an 'expectation gap' between the public's wish to see more visible policing and the police's obligation to tackle crime, much of which happens outside the public's view. There is a need to 'bridge' this gap, so that the public see more visible policing while the police continue to focus on tackling crime. The expectation gap also contributes to a 'trust gap'. This gap has developed from a separation of public and police as an unintended consequence of austerity. However, the trust gap has been compounded by the terrible murder of Sarah Everard by a serving Metropolitan Police officer. Therefore, a key part of this plan is the emphasis on promoting police ethical values and standards, reinforced by a renewed Constabulary effort to communicate with and be easily accessible to the public.

I am mindful that the police respond to individual incidents, but they usually cannot address the underlying problems that create the conditions that cause those incidents. The police need the support of partners across the public, private and charity sectors if these underlying problems are to be addressed as part of a wider public health approach to dealing with crime. It is important that all the available resources across the county are brought together in a coordinated manner to achieve the best effects on the ground. Therefore, I use the analogy of a rope in regarding this Police and Crime Plan as the core around which the strands of other plans can be woven to give the whole rope greater strength.

The Norfolk Community Safety Partnership's plan is the first of these other strands to be integrated in this way. I have also taken due note of statutory and policy requirements, such as the government's Beating Crime Plan, the Strategic Policing Requirement and the National Policing Board's priorities. A joined-up, public health, approach to law and order, in addition to being more effective in addressing crime, would enable a gradual shift from reaction to crime and its consequences to prevention of crime in the first instance.

Norfolk is well served by its Constabulary. This plan seeks to build on this solid foundation to deliver effective policing over the three years of my term as Police & Crime Commissioner. In doing so, this plan will also contribute to the closure of the expectation and trust gaps.



Giles Orpen-Smellie

Police and Crime Commissioner for Norfolk

Police, Crime and Community Safety Plan

As your PCC, I have a statutory duty to produce and publish a Police and Crime Plan within my first year of taking up office. My plan sets out the strategic direction for policing our county with objectives for how policing services will be delivered in Norfolk along with six outcomes which I refer to as pillars within the plan and these will be my areas of focus during my term of office.

Although in statute it is referred to as a Police and Crime Plan it is, for me, very much a Police, Crime and Community Safety Plan for Norfolk.

Throughout the development of my plan as well as considering the national policing landscape and priorities I have taken account of public views through consultations, face to face exchanges with a wide range of stakeholders, written correspondence from members of the public and local businesses along with community safety needs and priorities.

In addition to the proposed policing priorities that I put forward some of the key themes that came out from this consultation work identified the following areas of concern:

“...more visible policing, especially in rural areas”

“...dealing with rural crime including hare coursing, fly tipping, machinery theft, livestock worrying and theft”

“...dealing with anti-social behaviour and low-level crime”

“...concerned about speeding vehicles, especially in rural areas and villages”

“...accessible and contactable local policing, having a name and contact number for a local police officer”

“...concerns about taking and dealing drugs in rural and urban areas.”

Taking all the above into account I have now set out my police and crime plan priorities into six pillars which will be underpinned by prudent budget and financial planning and police ethical values and standards. The plan will be delivered and supported through an OPCCN Commissioning Strategy and a clear Engagement and Communications Strategy.

Police and Crime Plan Priorities - the Six Pillars of the Police and Crime Plan

The Police and Crime Plan has been informed through public and stakeholder consultation on policing priorities and a series of six pillars have been identified which underpin the plan. They have been developed along with detailed objectives in order to deliver these outcomes for the county.



Pillar 1: Sustain Norfolk Constabulary

- Maintaining an effective and efficient policing service
- Continue to invest in and support officer and all police staff's health and wellbeing
- Equipping all the workforce with modern and innovative tools and technology
- Achieving best value from police and OPCC funding
- Delivering an effective Estate Management Strategy
- Designing policing services to 2030 and beyond
- Continued collaboration with other blue light services

Pillar 2: Visible and Trusted Policing

- Improving public trust and confidence in policing
- Delivering effective neighbourhood policing
- Delivering accessibility through active and focused engagement in our communities
- Delivery of a responsive and modern first contact to calls for service
- Raise the profile and public awareness of the role of the PCC/OPCCN
- Active promotion of national and local campaigns across the county

Pillar 3: Tackling Crime

- Promote a co-ordinated county wide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences
- Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)
- Delivering an effective response to the county lines threat affecting Norfolk's communities and the vulnerable
- Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Pillar 4: Prevent Offending

- Develop and deliver effective diversionary schemes for offenders (high harm and volume)
- Work in partnership to safeguard vulnerable adults and children
- Work in partnership to ensure offenders are managed effectively in the community
- Reduce the revolving door of crime by putting in place the support needed to reduce re-offending
- Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice

Pillar 5: Support Victims

- Improving the provision of entitlements set out in the Victims' Code of Practice
- Deliver high quality investigations to support the right outcomes for victims
- Work in partnership to commission effective services that support victims of high harm crime
- Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims
- Improving victim's experience of the criminal justice system and raise confidence to report crimes
- Safeguarding vulnerable victims of crime and ASB

Pillar 6: Safer and Stronger Communities

- Supporting road users to be safer on our roads
- Working with partners and communities to prevent crime and harm
- Early identification and diversion to the appropriate agencies for those suffering with Mental Health issues
- Promote crime prevention initiatives
- Increasing volunteering opportunities within the community to help policing

Policing Landscape and Police and Crime Plan Interoperability

It is important that as your PCC I understand and consider national policing issues when developing my first Police and Crime Plan.

I work closely with the Association of Police and Crime Commissioners (APCC) and monitor and respond to national changes as and when they occur. By working with the APCC I can have an influence on shaping national policy development in a wide range of areas including police funding, crime and criminal justice and contribute to reducing crime, supporting victims and keeping the public safe.

The government issued the National Beating Crime Plan in July 2021 which sets out to achieve fewer victims of crime, peaceful neighbourhoods and a safe country. The delivery of this plan locally relies on Police and Crime Commissioners as they are the bedrock of the local governance system, so it is important that I took account of these national priorities when developing my police and crime plan.

PCCs are responsible for securing an efficient and effective police for their area, setting the police and crime objectives for their area through police and crime plans, setting the force budget and determining the precept; contributing to the national and international policing capabilities set out in the Strategic Policing Requirement; and bringing together community safety and criminal justice partners to make sure local priorities are joined up.

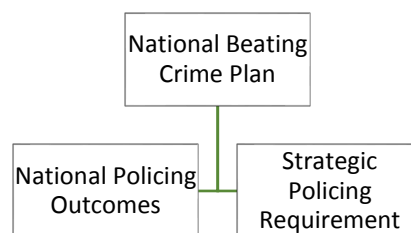
PCCs play a key role in galvanising local partnerships such as Local Criminal Justice Boards (LCJBs) and Community Safety Partnerships (CSPs) to ensure that activity is co-ordinated and that local resources are used efficiently and effectively.

The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency and credibility of the Criminal Justice System. By working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence.

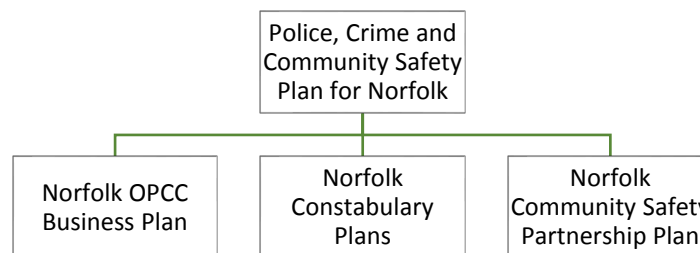
Norfolk and Suffolk Criminal Justice Board is chaired by the Norfolk Police and Crime Commissioner and brings together a number of organisations. These include the Norfolk and Suffolk constabularies, the Police and Crime Commissioner for Norfolk, the Police and Crime Commissioner for Suffolk, East of England Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, Her Majesty's Prison Service, Norfolk and Suffolk Community Rehabilitation Company, the National Probation Service, Youth Offending Teams and Victim Support.

The below illustration shows where the Police and Crime Plan sits in relation to other national and local plans:

National Landscape:



Local Landscape:



National Crime and Policing Outcome Measures

The Home Office has introduced national priorities to achieve significant reductions in crime and restore the public's confidence in the criminal justice system and these have been translated from the priorities set out within the National Beating Crime Plan.

These national priorities are:

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims, with a particular focus on victims of domestic abuse
- Tackle cyber crime

I will monitor Norfolk Constabulary's performance against these national priorities through my public accountability meetings and I will publish a regular performance update on my website under the requirements of the revised Specified Information Order 2021.

The Home Secretary will oversee the progress of these national policing measures through the National Policing Board.

The Strategic Policing Requirement

The Home Secretary uses the Strategic Policing Requirement (SPR) to set out the national threats that the policing service must address by ensuring they have both the capacity and capability to respond. The current SPR was last reviewed in 2015 and prioritises the following areas:

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

Every Police and Crime Plan must have regard to the SPR and as your PCC it is my responsibility to ensure that the Chief Constable can fulfil their force responsibilities for national security and cross-border criminality. The Chief Constable must have regard to both my Police and Crime Plan and the SPR when exercising their functions and I hold them to account for doing so.

We are expecting a revised SPR to be published soon and whilst this plan is in its drafting stages, we will amend with any changes to the SPR priorities before we go to final publication.

Norfolk Community Safety Partnership Plan

The Community Safety Partnership brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit. The members of the Community Safety Partnership represent local councils, policing and fire services, youth offending, health and housing. Norfolk County Council and the Office of Police and Crime Commissioner for Norfolk recognise the opportunity presented by creating a single Community Safety Team to strengthen the support to the Norfolk County Community Safety Partnership and its partner authorities.

The Community Safety Partnership Plan focuses activity on the following themes: building resilient and cohesive communities, reducing the threat of criminal exploitation, tackling neighbourhood crime and safeguarding communities from the harm of abuse and serious violence.

OPCC Business Plan

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) supports and enables the delivery of the Police and Crime Plan, by understanding public priorities and concerns through public engagement, consultation and awareness. The OPCCN works with the PCC in setting priorities with the Constabulary and other partners, providing funding, governance and oversight, and monitoring outcomes and public satisfaction.

The OPCC Business Plan for 2022-24 while not defining all activity undertaken by the OPCCN, the delivery plan will capture the key actions needed to support the delivery of the strategic objectives set out within the six pillars of my Police and Crime Plan.

Norfolk Constabulary Plans

The Constabulary have a number of plans which will identify the key activities they will need to undertake, along with any performance measures that they need to capture to deliver their part of my Police and Crime Plan.

Governance and Accountability

I convene regular meetings both in public and private where I will hold the Chief Constable to account for their leadership of Norfolk Constabulary and the delivery of an efficient and effective police service.

Scrutiny of performance and progress against the delivery of my Police and Crime Plan will be discussed in these meetings and the results will be published on my website along with the production of an annual report setting out my progress and the Constabulary's progress on delivering my plan.

As your PCC, I am your elected representative for ensuring Norfolk has an efficient and effective policing service which is also responsive to the needs of the local community. To ensure I discharge my duties in a transparent and accessible way I have introduced a policy for public questions that can be submitted to me ahead of my public scrutiny meetings with the Chief Constable so that I can put your questions on policing forward.

I will also use other sources of information to assure myself that an efficient and effective police service is being delivered such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection reports.

I will also scrutinise the provision of custody detention services for detainees through my Independent Custody Visiting Scheme which is administered through my office and delivered by community volunteers who visit detention centres unannounced to check on the treatment and welfare of detainees in police custody. They play a valuable role in maintaining public confidence in this important area of policing.

I also use volunteers to help me in other areas such as the Independent Advisory Group (IAG) who represent different community backgrounds within the county and give their advice to help ensure we can improve policing services for Norfolk. You can find out more information about my independent custody visiting scheme and the IAG by visiting my website: www.norfolk-pcc.gov.uk.

Following the publication of this Police and Crime Plan, I will publish an update every quarter on my website that sets out the progress made by Norfolk Constabulary on delivering the National Crime and Policing Measures.

One of the most important issues facing policing currently is the public's confidence and trust in the police service. One of my pillars identifies trusted policing as a key area for delivery for this Police and Crime Plan. As part of the PCCs Ethical Checklist I will ensure that I will hold the Chief Constable explicitly to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.

And as I hold the Chief Constable to account, I am held to account by the Norfolk Police and Crime Panel which is made up of members of local, district, city/county councillors and independent members who scrutinise, support and challenge the actions and decisions of the PCC. You can find out more about their role by visiting Norfolk County Council website: [Police and Crime panel - Norfolk County Council](#).

Transparency

As your PCC it is important that when I make decisions in order to carry out my role and responsibilities that they are discharged in a transparent and accessible way. All of my decisions are published in line with a decision-making policy and framework and can be viewed on my website: [Decisions | Norfolk PCC \(norfolk-pcc.gov.uk\)](#).

As part of my work as the PCC I am required to publish prescribed information under the Specified Information Order so that the public can be as informed as possible about the work I do and hold me to account.

In May 2021, following the PCC Review Stage 1 the Home Office updated the Specified Information Order as they found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. The amendment provides that information relating to the force’s performance against the Government’s national priorities for policing, HMICFRS performance reports on the force, and complaint handling must now also be published on the PCCs website. Once this police and crime plan is published performance information against the national policing measures will be made available on my website.

PCCs take on national responsibilities, supported by the APCC, to lead on thematic areas of work described as portfolio areas. I am the current APCC portfolio lead for Transparency and Integrity which focuses on police complaints reform, ethics and transparency and involves working closely with the Independent Office for Police Conduct (IOPC). As I have already set out, my Police and Crime Plan is underpinned by police ethical standards and values for which I will hold the Chief Constable to account.

Policing Budget and Precept

It is vital that as your PCC I consider and take account of the current funding pressures faced by policing but also consider longer term spending and future challenges.

Funding for both Norfolk’s police service and the work of the PCC comes from grants received from the Home Office, income from fees and charges, and the annual council tax precept that is levied on all households in Norfolk.

I work with other PCCs around the country through the APCC and with my Chief Finance Officer to try to influence police funding to ensure Norfolk Constabulary receives the appropriate level of funding to tackle crime and help keep Norfolk a safe county.

I approve the annual policing budget and precept (council tax) as one of my statutory responsibilities is to determine the amount you pay through your Council Tax. Following consultation with communities and business rate payers, I then present my precept proposals to the county’s Police and Crime Panel. Council Tax is collected by District Councils who are also responsible for Council Tax benefit, discounts and exemptions.

I work with the Chief Constable to develop detailed annual budgets and medium-term financial plans to ensure we can Sustain Norfolk Constabulary and deliver on my Police and Crime Plan and I receive regular reports through my governance and scrutiny meetings with the Chief Constable on police spending.

This Police and Crime Plan is set within the context of the Medium-Term Financial Plan (MTFP) 2021/22 to 2024/25. The MTFP and the budget for 2021/22 were endorsed by the Norfolk Police and Crime Panel in February 2021.

The Home Office Grant Settlement for 2021/22 included the continuation of funding for the recruitment of 20,000 additional officers for England and Wales. PCCs were also empowered to increase their Band D precept by up to £15 in 2021/22, without the need to call a local referendum.

The previous PCC took the decision to increase the policing element of council tax for 2021/22 by 5.68%, which is equivalent to an extra £0.29 per week for a household in a Band D property, bringing the amount paid to £278.01.

	2021/22	2020/21
Home Office grant	£100.2 (55%)	£94.8m (54%)
Council tax	£82.9m (45%)	£79.9m (46%)
Total	£183.1m	£174.7m

While the settlement for Norfolk is relatively positive for 2021/22, it is clear that challenging times are ahead due to the unprecedented levels of fiscal support the government has had to undertake. With the government targets on increasing police officer numbers, any savings would have to be met from a much smaller proportion of our budget that excludes officer pay.

With inflation rising and demands on policing increasing, the funding gap is forecasted to rise to £13.2m by 2024/25; so far, £4.3m of savings have been identified. The table below summarises the current financial position:

	Budget 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
	£000	£000	£000	£000
Total funding (grant + precept)	(183,056)	(183,187)	(183,187)	(183,545)
Net revenue budget before changes and savings	176,186	180,154	183,855	187,628
Deficit/(surplus) before known changes	(6,870)	(3,033)	667	4,073
Known/expected changes	12,618	11,716	10,973	7,319
Planned use of reserves	(1,738)	(2,422)	(1,711)	1,846
Revenue deficit before savings	4,010	6,261	9,930	13,248
Savings	(4,010)	(4,177)	(4,232)	(4,287)
Savings to be identified	0	(2,084)	(5,698)	(8,961)
Revenue deficit/(surplus) after savings	0	0	0	0

At a high level, the table below sets out how the overall budget will be allocated in 2021/22, with forecasts for the years 2024/25:

Year	PCC	OPCCN	PCC Commissioning	Operational policing	Capital financing	Specific HO Grants	Use of Reserves	Net budget
	£000	£000	£000	£000	£000	£000	£000	£000
2021/22	95	1,155	1,546	191,583	3,942	(13,527)	(1,739)	183,056
2022/23	95	1,169	1,386	190,841	4,183	(12,065)	(2,422)	183,187
2023/24	95	1,138	1,138	190,597	4,061	(12,169)	(1,711)	183,187
2024/25	95	1,056	1,056	190,974	666	(12,277)	1,846	183,545

More financial information, including the full budget report, can be found on my website www.norfolk-pcc.gov.uk. Throughout each financial year, monitoring of the budget, including that allocated to the Chief Constable for operational policing, will take place. Formal reports on spending against the budget will be submitted for scrutiny at public meetings where I hold the Chief Constable to account for the policing service delivered in our county.

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

Commissioning Services and Grant Funding

As your PCC I play a vital role in commissioning services and working in partnership through arranging crime reduction and victim support services for the county.

I do this through the commissioning of services and awarding of grants and the Commissioning Strategy has been developed to ensure crime reduction and victim support services are in place and to support and deliver on the relevant objectives within the pillars of my Police and Crime Plan working alongside the Norfolk Community Safety Partnership Plan.

Under the Code of Practice for Victims of Crime, the PCC is a 'service provider', responsible for commissioning practical and emotional support services for victims of crime in Norfolk. I receive funding from the Ministry of Justice (MoJ) to commission victim support services for Norfolk and this includes a wide range of services such as domestic abuse support services and restorative justice programmes.

The Code of Practice for Victims of Crime is a key part of the Government's strategy to ensure the criminal justice system puts victims first. It outlines what kind of support victims of crime can expect to receive from service providers which, as well as PCCs, include the police, prison service and court service.

As a condition of grant funding from the Ministry of Justice, I am required to set out my commissioning intentions in my police and crime plan and the services that will be provided. These are as follows:

- Norfolk and Suffolk Victim Care
- Restorative Justice Hub
- Domestic Abuse Support through the Norfolk Integrated Domestic Abuse Service
- Support for victims and survivors of sexual abuse through Sue Lambert, the Daisy Programme and 1-2-1 in King's Lynn

The commissioning process is dynamic, and provision/providers could change throughout the lifetime of the plan.

You can find more information around my Commissioning and Grant Funding work on my website: www.norfolk-pcc.gov.uk

Collaboration

Norfolk and Suffolk Constabularies have been successfully collaborated in several areas since 2010 and that partnership is credited for having yielded significant savings for both constabularies. An extensive programme of collaborative work has already delivered several joint units and departments in areas such as major investigations, protective services, custody, transport and IT.

This collaboration between the two forces is one of the most successful in the country.

I meet with Suffolk's Police and Crime Commissioner and the chief constables of both counties to monitor collaborative work between the two forces on a regular basis.

The Policing and Crime Act 2017 placed a statutory duty on police, fire and ambulance services to work together. Norfolk Constabulary has continued to develop its ongoing collaboration with other blue light services, through the work with Norfolk Fire and Rescue Service.

I will continue to monitor this work through my scrutiny meetings with the Chief Constable and in my role as member of the Norfolk Fire and Rescue Authority.

Achieving Equality in Policing

Recent international and national events place even greater emphasis on compliance with the Equality Act 2010, pro-actively protecting people from unlawful discrimination in the criminal justice system, and ensuring that Norfolk's police service is fair for those that work within it, and for communities and individuals that come into contact with it, for whatever reason.

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

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Foster good working relations between such groups.

The Chief Constable is also bound by these duties and has an Equality and Diversity Strategy – setting out clearly how they plan to meet these and the expected outcomes. The core objectives of the strategy are also shared with Suffolk Constabulary to ensure consistency of application and outcomes for those working in and receiving services from joint departments.

The Constabularies new strategy, objectives and outcomes, will facilitate more effective scrutiny and accountability, and enable me to assess the difference they are making to the organisation and communities we all service.

Engagement with the diverse range of communities in our county is an integral part of this, and to support this, I plan to develop the Independent Advisory Group, to become more inclusive and responsive to an extensive range of groups across the county. This will allow for wider participation in the development of police policy and practice and the scrutiny of its effectiveness.

I will monitor the delivery of the Equality and Diversity Strategy through existing governance processes and report annually on progress and outcomes through my annual report.