



**Phil Gormley –  
Chief Constable,  
Norfolk Constabulary**



I am delighted to have joined Norfolk Constabulary, a force recognised nationally as high-performing and representing good value for money.

Norfolk Police Authority has set us a series of testing targets, including a further reduction in crime, and reductions in anti-social behaviour. Together with my chief officer colleagues, we are developing strategies to help us meet those targets, including working more collaboratively with our local authority and police partners.

We strive to continually enhance the quality of life of everyone in Norfolk, improving confidence in policing, increasing satisfaction that the outcomes which matter most to communities are being achieved, and reducing crime, anti-social behaviour and the fear of crime.

We know that people who feel informed about crime issues in their area are more likely to have confidence in their police, so in the next 12 months, we will further improve the provision of information through monthly newsletters for each Safer Neighbourhood Team area.

We will also extend the opening hours of Public Enquiry Offices to provide more services to the public.

**Your police force works in partnership with Norfolk’s communities and local organisations to identify and tackle the issues which matter most to you.**

This year we will renew our focus on solving the problems that are of particular local concern to communities, and work to reinvigorate the way neighbourhood priorities are agreed so that they better reflect the consensus views of the whole community.

We remain committed to continually improving the quality of the service we deliver to our communities.

We have a Customer Service Desk which makes appointments for officers and staff to visit customers who do not require an emergency response at a time and place of your choosing. In 2010/11, we will introduce a customer survey to test how satisfied you are with that scheduled visits service.

We appreciate that your satisfaction with the service we deliver can be affected by the attitude and behaviour of the officers and staff you encounter. Last year, in a survey introduced to measure that aspect of satisfaction, 90% of those contacted who had received an emergency response said they were treated with respect and our staff listened, communicated clearly, were polite and took the matter seriously.

Over the next year, we will continue to manage and support our staff in a way which helps them contribute to delivery of a policing service which makes a real difference to the people of Norfolk.

This summary of the 2010 - 2013 Norfolk Policing Plan has been produced to highlight the key points of the Plan, whilst avoiding unnecessary cost and contributing to our efforts around sustainability and the environment.

If you require a copy of this summary or the Policing Plan in full in any other format (e.g. in large print or in Braille), please contact Chris Harding, the Chief Executive of Norfolk Police Authority:  
By telephone: 01953 424455 By email: [policeauthority@norfolk.pnn.police.uk](mailto:policeauthority@norfolk.pnn.police.uk)



**NORFOLK POLICE AUTHORITY**

*Ensuring an Efficient and Effective Police Service*

## Policing Plan

2010-13 June Version

## SUMMARY



**Stephen Bett –  
Chairman, Norfolk  
Police Authority**

It is my pleasure and privilege to be Chairman of Norfolk Police Authority, which oversees the delivery of an efficient and effective policing service for those of

us who live and work in Norfolk, and also for the millions of people who visit us each year.

The success of Norfolk Constabulary is a testament to the work of its officers and staff in delivering a policing service which puts Norfolk people at its heart, improving performance whilst driving down costs. The confidence of the public in our police is paramount.

Independent of Norfolk Constabulary and made up of 17 members - elected county councillors and appointed members from different walks of life - and a small group of staff, the Authority acts in the role of regulator, scrutineer and critical friend.

The Authority is responsible for recruiting and appointing the police Chief Officer team, raising financial resources for the Constabulary’s budget, and consulting extensively with locally-elected representatives, communities and business people before setting the budget and policing priorities for the county.

The purpose of the Local Policing Plan is to set out Norfolk Police Authority’s policing priorities for the three years 2010-2013 and to explain how Norfolk Constabulary intends to meet them.

Norfolk Police Authority is the ‘voice’ of the people of Norfolk in ensuring the Norfolk Constabulary provides an efficient and effective local police service. The Authority’s vision is to provide the best police service for the County, meeting the needs of our communities, within the available budget.

The Authority raises financial resources for the Constabulary’s budget by setting a precept on the Local Council Tax, which represents 39 per cent of the total budget in 2010/11, receiving the remaining 61 per cent of the budget from central Government funding.

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The full web-based edition of the Local Policing Plan is available on Norfolk Police Authority’s website – [www.norfolk-pa.gov.uk](http://www.norfolk-pa.gov.uk) or on Norfolk Constabulary’s website - [www.norfolk.police.uk](http://www.norfolk.police.uk)

## 2009/10 Performance Review

Each year Norfolk Constabulary's performance is measured against a range of targets that are set nationally by the Home Office and locally by the Police Authority. A key part of Norfolk Police Authority's role is to scrutinise the Constabulary's performance against those targets.

In 2009/10, overall performance was strong, with seven out of nine targets achieved. The key performance headlines for 2009/10 were:

### Overall Crime Is Down

The Authority set the Constabulary a target to reduce crime to no more than 48,423 offences (supporting the Norfolk Local Area Agreement partnership target to reduce crime by 12.5% by 2010/11). Performance was better than target with 44,692 offences recorded, giving Norfolk the lowest crime rate (crime per resident) in England.

### Serious Violence Crime Detections Are Up

The target set by the Authority was to maintain the serious violence crime detection rate achieved in 2008/09 of 53%. Performance was better than target at 55.3%.

### Public Confidence Is Improving

The Home Secretary sets each police force a target to improve public confidence. The target for Norfolk is 60.2% of British Crime Survey respondents agreeing by the end of 2011/12 that the 'police and local authorities are dealing with anti-social behaviour and the things that matter'. Performance at the end of December 2009 was 53.5%, an improvement from 48.3% in 2008/09 and a trend welcomed by the Authority.

### Satisfaction Just Below Target

This performance measure assesses whether the public are satisfied with the services of the Constabulary and data is collected through surveys with victims of burglary, violent crime, vehicle crime, road traffic collisions and racist incidents. In 2009/10, 75.5% of victims were 'very' or 'completely' satisfied with the service they received – 0.5% points below target, but an improvement of 5.4% on 2008/09.

### The Lowest Number Of Serious Road Traffic Collisions For Many Years

The Authority recognises the Constabulary and partners' ongoing work in reducing road traffic collisions where people are killed or seriously injured to 336, against a target of 365.

### Fewer Sick Days, More Time Policing

The average number of hours sick for both police officers and support staff was better than target, contributing to increasing officer and staff time available for providing Norfolk's policing service.

### BME Recruitment Still A Challenge

The Authority and Constabulary are committed to recruiting a police workforce which reflects all of Norfolk's communities. A target was set for 2009/10 to recruit no less than 6.1% of new recruits from Black and Minority Ethnic (BME) communities. Out of 215 new recruits, none were BME. This is disappointing and, for 2010/11, the Authority will be scrutinising the Constabulary's complete Human Resource Plan to identify areas for further attention.

### Cashable Savings, Whilst Maintaining Frontline Services

Police authorities are required by the Home Office to deliver cashable savings as a percentage of gross revenue expenditure. The Police Authority and Constabulary have set a target of 10.3% (compared to the Home Office national 'guide' of 9.3%), and currently forecasts 13.7% of efficiencies by the end of 2010. This will be a significant achievement in the current financial climate.

## 2010/11 Targets

### Maintain Low Crime Levels

Significant progress has already been made to reduce crime levels, with performance meeting Police Authority and partnership targets. Taking into consideration external factors such as the second wave of recession, the Authority has set a crime reduction target of a further 1.5% with the aim of remaining one of England's safest counties.

### Higher Detection Rates For Serious Sexual Offences And Serious Violence Crimes

Detections in these areas are important to support victims, bring offenders to justice and improve public confidence. Detection target rates have been set at 41% for serious sexual offences, and 65% for serious violence offences.

### Increase Public Confidence

The target set by the Home Office is 60.2% by the end of 2011/12. The Police Authority has agreed a target of 55.2% to be achieved by March 2011.

### Improve Public Satisfaction

Norfolk Constabulary pledges to 'increase the satisfaction of our customers, achieving the outcomes that matter most to them.' The Police Authority has increased its target to 78% of victims of burglary, violent crime, vehicle crime, road traffic collisions and racist incidents being 'very' or 'completely' satisfied with the service of the Constabulary.

### Safer Roads

In 2009/10, the number of killed or seriously injured collisions reached the lowest point for many years. Reflecting this strong performance by the Constabulary and partners, the Authority agreed a target of no more than 360 killed or seriously injured collisions in 2010/11. This is acknowledged as not being a further reduction on last year's exceptionally low collision figures, but representing a reduction on last year's target.

### Reduce Anti-Social Behaviour (ASB)

Norfolk has seen a reduction in ASB of 10.4% over the past year – a fall of 6,781 on 2008/09. The target set by the Authority is a further reduction of 7.3% or 4,260 incidents for this year.

### Reduce ASB Perceptions

According to the British Crime Survey, 12.7% of Norfolk's population believe ASB is a problem in their local area. The Authority has set a target to reduce this figure by 1% point by the end of 2010/11.

### Maintain Efficiency And Productivity

The Police Authority's target over three years of 10.3% cashable savings will be maintained for the coming year.

