



LOCAL POLICING PLAN SUMMARY 2011/12

It has been my privilege to lead Norfolk Police Authority for the past five years - a period which has seen tremendous change in policing. During this time, the Constabulary has remodelled itself to better meet day-to-day challenges, become more 'customer-focused' by putting the public at the heart of policing, designing services that suit local people, and further strengthened Norfolk's position as the lowest crime county in England.



Today, we are in the midst of further change, but on an unprecedented scale. As well as facing significant financial challenges brought about by Government funding cuts, we also anticipate political changes in public accountability through proposals to replace police authorities in May 2012 with a directly-elected Police and Crime Commissioner for each police force area.

This Policing Plan is the final one from the Authority in its current form, and it demonstrates our commitment to ensuring that, even in these challenging times, the people of Norfolk continue to enjoy one of the most efficient and effective police services in the country.

Stephen Bett - Chairman

Independent of Norfolk Constabulary with its membership made up of 17 local people, the Police Authority acts in the role of regulator, scrutineer and critical friend.

The Police Authority is responsible for 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 this Policing Plan Summary is to set out the priorities Norfolk Police Authority has agreed with the Chief Constable for 2011/12. The full web-based version of the Local Policing Plan is available on the Police Authority's website www.norfolk-pa.gov.uk and Norfolk Constabulary's website www.norfolk.police.uk. If you require a copy of this summary in another format, contact the Authority on 01953 424455 or email policeauthority@norfolk.pnn.police.uk

Contents

2010/11 Performance Review - Page 2

2011/12 Priorities - Page 3

Chief Constable's Message - Page 4

2010/11 Performance Review

Norfolk Police Authority is responsible for holding the Chief Constable to account for the Constabulary's delivery of the Local Policing Plan. For 2010/11, the Authority set a number of targets against key policing priorities. The performance headlines were:

Overall Crime Continues To Fall

The Constabulary's performance during 2009/10 gave Norfolk the lowest crime rate in England. For 2010/11, the Authority set the Constabulary a target to reduce crime by a further 1.5%. Performance was better than target with a 3.2% reduction - the equivalent of 1,415 fewer victims of crime.

Reports Of Anti-Social Behaviour (ASB) Are Down

Following a 10.4% reduction in ASB during 2009/10, the Authority set a target to further reduce reports by 7.3% or 4,260 incidents in 2010/11. This target was exceeded, with 4,824 fewer incidents reported. When asked whether ASB is a problem, 7.8% of respondents, against a target of no more than 9.1%, said it was. This is a significant improvement on 12% in 2009/10.

Serious Crime Detection Rates Are Improving

The challenging targets for increases in the detection rates for Serious Sexual Offences and Serious Violent Crime were not achieved. However, performance in these areas during 2010/11 had improved on 2009/10. Against a target of 65%, detections for Serious Violent Crime sat at 59.7% at the end of 2010/11 - 4.23% higher than in 2009/10. There was also a considerable improvement in detections for Serious Sexual Offences, with performance at 33.2% (compared to 26.3% in 2009/10), against a 41% target.

Fewer Serious Road Traffic Collisions

In 2009/10, the number of collisions in which people were killed or seriously injured was the lowest for many years. During 2010/11, this figure was reduced yet further to 286 collisions (40 fewer than the previous year).

Improving Satisfaction Levels Remains a Priority

This performance measure assessed whether the public were satisfied with the services of the Constabulary, and the data was collected through surveys with victims of crime. In 2010/11, 74.5% of victims were 'very' or 'completely' satisfied with the service they received. This was 3.5% below the 78% target set by the Police Authority, and 1% down on 2009/10 performance. The Police Authority has agreed with the Chief Constable that improving public satisfaction with policing services will remain a priority for the next 12 months.

Confidence Below Target

Despite the Constabulary's achievements in reducing crime and anti-social behaviour, increasing detections of serious crime and making Norfolk's roads safer, the 55.2% target for public confidence in the police and local authorities was not met. End of year performance was 54.1%. Although the Home Office has now removed the national confidence target, the Police Authority will retain a focus on building trust and confidence in the police service during the coming year.

2011/12 Priorities

The Police Authority has carefully considered how to set realistic policing priorities for the Constabulary in the face of unprecedented economic and political change and uncertainty over the foreseeable future.

The Authority's Members will scrutinise and monitor the Constabulary in three priority areas with the aim of driving improvements.

1. Reduce Crime and Anti-Social Behaviour

Norfolk Constabulary will continue its drive to:

Reduce:

- Crimes which are a high risk to public safety
- Anti-social behaviour (ASB)
- The percentage of repeat cases of domestic violence
- The percentage of offenders who commit two or more crimes within a 12-month period, at least one of those crimes being in the 'serious' category
- The number of road traffic collisions which result in people being killed or seriously injured

Increase:

- The detection rate for serious sexual and serious violent offences

2. Improve Levels of Satisfaction with our Service

Increase:

- The satisfaction of those who use our services

3. Sustain Financial Stability

Norfolk Constabulary will have to save in the region of £24.5 million over the next four years to balance its budget. This is the result of a significant reduction in Government grant amounting to 20% in real terms over four years.

In order to achieve the savings required, the Authority and Constabulary have agreed a robust plan, the detail of which is provided overleaf. The implementation and impacts of this plan will be subject to ongoing review and scrutiny by Members of the Police Authority.



How we will save £24.5 million

The Police Authority and Constabulary have agreed a plan - The Challenge Programme - which has identified options for making the savings required. The aim is to realise these savings whilst having a minimal impact on the frontline services received by communities.

Collaboration with Suffolk Constabulary is a predominant feature of the Challenge Programme across both operational policing and support functions. Specialist command units, such as the Major Investigation Team, will also be combined across the two counties.

With such a high proportion of Constabulary costs relating to staff, there are few options to make significant savings other than to reduce the number of police officers, police community support officers and police staff within the Force. The Constabulary has implemented a freeze on recruitment with the aim of reducing salary bills as police officers and staff leaving the organisation are not replaced.

Both collaboration activity and a reduced workforce will impact upon the effectiveness and sustainability of the current approach to operational policing in Norfolk. The Norfolk Policing Review has been commenced to identify and implement changes to neighbourhood policing and response structures which will allow frontline policing levels to be maintained. These changes include re-balancing police officer and PCSO numbers between Safer Neighbourhood Teams and Response, and reducing the number of supervisors.

A Word from Chief Constable Phil Gormley

The key to managing change during years of a reducing police budget is flexibility in the way officers and staff are deployed. We are going to have to become increasingly expert at this. Reducing our budget by up to £24.5 million when we have already made significant savings (£19.5 million) from a modernisation programme is particularly challenging.

My approach will be to manage the budget reduction whilst protecting, as far as possible, frontline resources. Maintaining the current level of service is my main aim but, in order to do this, we will have to review the way we are organised, ensuring we have the right balance between the visible policing presence provided by neighbourhood officers and the officers working, largely unseen, to disrupt serious and organised crime and protect people from harm.

I have been pleased to be supported by a dedicated and committed Police Authority which works hard on behalf of the public to help deliver the best policing services for the county. I am confident that we can continue to put in place appropriate plans to adequately manage whatever challenges the future brings and which allow us to prioritise the safety of Norfolk's communities.

