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NORFOLK POLICE AUTHORITY
Ensuring an Efficient and Effective Police Service

Norfolk Constabulary and Norfolk Police Authority

Joint Community Engagement Strategy

Background and Guidance

December 2009

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1. Background

This document supports the joint Norfolk Constabulary and Norfolk Police Authority Community Engagement Strategy which sets out how we will engage with our communities in Norfolk. Although it is intended primarily for practitioners and policy developers within the Constabulary and the Authority, it is a living, working document which will be continually updated to make it available to a wider audience and to reflect changes in our practice and environment. Neither the strategy nor this supporting document is intended to stand alone. Instead they are pivotal to a national commitment to the successful delivery of citizen focused policing which underpins a number of policy documents both nationally and locally within Norfolk Constabulary and Norfolk Police Authority.

Citizen Focused Policing

Citizen Focus Policing reflects the needs and expectations of individuals and local communities in decision-making, service delivery and policy. Its intention is to improve confidence, to increase satisfaction of service users and to increase public involvement in local policing.

Community Engagement

Community Engagement is about involving people in decisions that affect them and making sure that people can participate and engage in lots of different ways. The term covers all sorts of activities and involves working in partnership with other agencies and organisations as well as directly with communities. Actively engaged communities can contribute significantly to the improvement of policing services, the reduction of antisocial behaviour and reducing crime at all levels.

Norfolk Constabulary's Vision, Pledge and Principles

In October 2007 the new Norfolk Policing Model Vision, Pledge & Principles was announced: *'Our vision is a new model for policing that will deliver excellent local services where people are our priority.'*

This is supported by the Norfolk Pledge, which details the outcomes that Norfolk Constabulary aims to achieve for the people of Norfolk:

We will enhance the quality of life for everyone in Norfolk by striving to continually:

- *Improve people's confidence in us*
- *Increase the satisfaction of our customers, achieving the outcomes that matter most to them*
- *Reduce crime, anti-social behaviour and the fear of crime*

Underpinning this vision are five principles which reflect the policing style of the organisation serving as a framework within which the Constabulary will plan, deliver and review its work:

- *Working in partnership with the community to identify and resolve problems*
- *Developing a professional, skilled and flexible team*
- *Delivering high quality services*
- *Being proactive and intelligence-led*
- *Improving performance yet driving down costs*

The Visions, Pledge & Principles provide the framework within which the Constabulary will be working to deliver customer focused services to the people of Norfolk.

Norfolk Police Authority's Vision and Principles

The role of the Police Authority is to support, oversee and challenge the work of the Constabulary ensuring an efficient and effective police service.

'Our vision is to provide the best police service for the County, meeting the needs of our communities within the available budget.'

Our Principles are:

- *To understand and articulate the policing needs of our communities and, through this, shape the style of local policing*
- *To both support and challenge constructively the Norfolk Constabulary*
- *To demonstrate the value the Police Authority adds to the continuous improvement process*
- *To promote equality, diversity and human rights*
- *To work in partnership to improve efficiency and effectiveness*
- *To engage with our communities, key partners and the Norfolk Constabulary, to identify our priorities and improve performance*
- *To manage resources efficiently and effectively*
- *To ensure that a professional, skilled and flexible Senior Management Team within Norfolk Constabulary and the Chief Executive's office is maintained*

2. Purpose of the Community Engagement Strategy

The purpose of the community engagement strategy is to:

- Provide a framework for embedding effective community engagement in the practice of policing in Norfolk.
- Enable our communities, our partners and our staff to understand our commitment to community engagement.
- Set out how we will engage with our communities to put community engagement at the heart of citizen focused policing.
- Support the delivery of the Norfolk Pledge, increasing awareness of, accessibility to and confidence in the policing services in Norfolk.
- Develop a joint approach which recognises the Constabulary's service delivery and the Authority's governance roles whilst enabling all parties to derive maximum benefit:
 - (i) Communities, to receive a high quality policing service which takes account of their views and their ongoing needs
 - (ii) The Constabulary, to understand what communities and individuals really need from them and, where possible, to design services that meet those needs and
 - (iii) The Authority, to monitor and support the Constabulary in its community engagement.

The strategy forms an integral part of our joint commitment to embed and sustain neighbourhood policing across the County whilst delivering a service that focuses on the needs of the customer rather than the convenience of the provider.

3. Strategic Aim and Objectives

The Constabulary's Citizen Focus Strategy July 2008 clearly states the Constabulary will:

'Reflect the needs and expectations of individuals and local communities in its decision making, service delivery and policy. The intention of citizen focus policing is to improve public confidence, to increase the satisfaction of the service users and to increase public involvement in local policing.'

The aim of the Norfolk Constabulary and Norfolk Police Authority Joint Community Engagement Strategy is:

'To develop the relationships that exist between local communities, our partners and ourselves, improving communication and planning more accurately to identify and respond to community views in relation to policing and crime and disorder.'

The Strategy sets out the following objectives to ensure the aim is achieved:

- To work with the public across the County, including minority groups, to develop and extend the ways in which they can make their views known
- To access, listen to and understand the diverse range of different communities' and individuals' needs and views
- To jointly find solutions to local problems, helping communities to help themselves
- To provide information to the public and timely feedback on actions taken
- To work with partners to deliver co-ordinated and effective local action, encouraging the use of community intelligence and determining local priorities

4. Community Engagement and Improving Public Confidence

The Local Area Agreement (*Norfolk Action*) contains indicators which affect public perceptions and confidence in the service provide by the Constabulary and its partners.

These include

- adult re-offending rates for those under Probation supervision (NI18)
- the rate of proven re-offending by young offenders (NI19)
- dealing with local concerns about anti-social behaviour and crime issues by the local council and police (NI 21)
- the re-offending rate of prolific and priority offenders (NI 30)
- repeat incidents of domestic violence (NI32)
- the number of people killed or seriously injured in road traffic accidents (NI47)

Public confidence is measured nationally by the British Crime Survey (BCS) question *'How strongly do you agree or disagree that the police and local council are dealing with anti social behaviour and crime issues that matter in this area?'* (Home Office Statutory Performance Indicator 2.2). A baseline for Norfolk has been set at 48% by the Home Office with a stretch target of 60.2% by April 2012.A local perceptions and confidence survey

carried out by the Constabulary replicates the key question plus others from the British Crime Survey.

Norfolk Constabulary has carried out extensive research into the key factors that influence and improve public confidence in the police. Evidence has shown that effective community engagement is one of 5 top factors significantly impacting upon levels of public confidence¹:

Attitude & Behaviours/Professionalism	<ul style="list-style-type: none"> ▪ Treating people fairly and with respect, being reliable, listening and taking matters seriously
Providing Information	<ul style="list-style-type: none"> ▪ Providing information to the public, giving advice, sharing information and keeping victims of crime informed of progress and actions
Getting the community involved	<ul style="list-style-type: none"> ▪ Community engagement, listening, problem solving and providing feedback
Reducing ASB in neighbourhoods and dealing with signal crimes that have a disproportionate effect (graffiti, vandalism, litter, property damage, boarded up buildings)	<ul style="list-style-type: none"> ▪ Providing local crime information and police activity, managing expectations, explaining the processes and options available
Police visibility and public image	<ul style="list-style-type: none"> ▪ Approachable, accessible and locally known officers

5. Definitions

The definition of community adopted by the strategy is as suggested by the Norfolk Community Engagement Framework, which has been specifically developed to involve Norfolk residents; it defines community engagement for the County and is designed to be the starting point for all community engagement by Local Strategic Partnerships and other Norfolk partnerships. The Norfolk Constabulary & Norfolk Police Authority Community Engagement Strategy builds upon that framework but specifically considers the engagement techniques required to reduce crime and improve community safety.

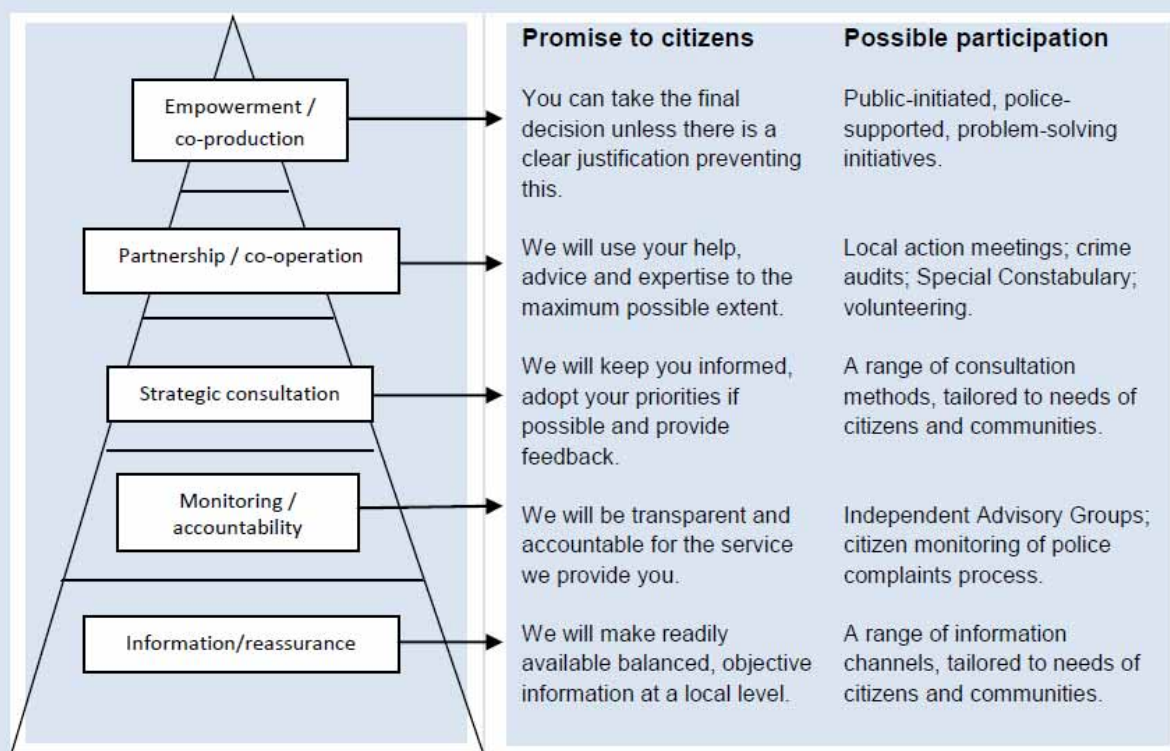
For our purposes, a community is a group of people who hold something in common such as:

- A community of place - people who share a locality or geographical place (e.g. a neighbourhood, housing estate or village), or
- A community of identity - people who identify themselves or how society identifies them (e.g. young people, older people, faith groups, disabled people, ethnic groups or lesbian, gay or bisexual people), or
- A community of experience or interest – people who share a particular experience or interest (e.g. school pupils, patient groups, member organisations such as business communities, community groups)
- A community of purpose – that enables and empowers people who are going through the same process, or have a shared objective to accomplish something they want or need to do, whether its influencing or improving something (e.g. through a petition)

Active engagement ensures policing services are appropriate to communities' and individuals' needs. Consultation can lead to enhanced participation but for a variety of reasons active citizenship in relation to policing may still be low.

The following table² describes five different levels of involvement and, since we often need to combine several types of activities when we are engaging with our communities, all are integral to successful engagement in policing practice.

Box K: Levels of Community Engagement in Policing



Source: Myhill 2006:7

Successful community/police engagement is a two way process that relies on the active participation of residents. We recognize and actively support the high level of commitment by local people in providing an effective independent voice for their communities, assisting in making the police accountable and responsive to local needs.

6. Working in Partnership

Efficient and effective community policing increasingly requires the involvement, support and expertise of a wide range of partners. The *Engaging Communities in Fighting Crime Review*, commissioned by the Home Office, concluded that: 'public confidence and engagement would be improved significantly if the police, local government and other criminal justice agencies took action together and presented a more united and seamless front to local communities on crime.'

Whilst public perceptions of community engagement tend to focus on *informal* contact, the police service has historically relied on more *formal* engagement through consultative frameworks, despite considerable evidence that these forums tend to be unrepresentative, insufficiently independent and largely unsuccessful. It is therefore essential to understand the type of engagement that is most appropriate in the circumstances¹.

Evidence also suggests that the police have tended to dominate multi-agency activities by taking an action-implementation approach before a co-ordinated response has been agreed, and seeking short-term interventions in an attempt to ‘fix’ the problem and move on.³

Nevertheless, working in partnership has developed significantly over the last ten years – most notably through the development of Crime and Disorder Reduction Partnerships (CDRPs) and Local Criminal Justice Boards (LCJBs), each of which bring together local agencies to focus on how to solve crime and disorder problems in a joined-up way.

Successful partnership working is dependent on effective

- *Communication* (striving to be clear, concise and consistent)
- *Co-ordination* (as far as possible sharing results, aims and common intelligence)
- *Co-operation* (listening and acting, adopting an approach which is flexible, accessible and honest)

There is extensive partnership working taking place across the County at all levels in the community. Examples of some of our key partnerships are:

Strategic/County	<ul style="list-style-type: none"> • Norfolk County Strategic Partnership • County Strategic Group (Crime Reduction) • County Cohesion Strategic Group • Norfolk Casualty Reduction Partnership • Norfolk Children & Young People Partnerships Trust
District level	<ul style="list-style-type: none"> • Responsible Authority Partnerships (Crime and Disorder Reduction Partnerships) • Local Strategic Partnerships • Children’s Services • Local Authorities • Housing Associations

Local Delivery Unit	<ul style="list-style-type: none"> • Schools • Health Services – doctors and dentists • Local Community Development Officers/workers
Safer Neighbourhood	<ul style="list-style-type: none"> • Parish and Town Councils • Voluntary/charity Groups • Community groups • Local Businesses
Street/Housing Estate	<ul style="list-style-type: none"> • Youth Clubs • Neighbourhood Wardens • Residents Associations • Homewatch

Strategic Partnerships

The Norfolk County Strategic Partnership, and the 7 district Local Strategic Partnerships, bring together partners from the county’s diverse, public, private, voluntary and community sectors.

Norfolk Ambition The Sustainable Community Strategy for Norfolk, 2003-2023 is driven by the Norfolk County Strategic Partnership. Its vision is ‘a place where the views and contributions of individuals and communities are sought and freely given, listened to and used to make a difference for the better.’

Norfolk Action, the 3 year Local Area Agreement between Norfolk and Central Government (the delivery plan for Norfolk Ambition) aims to build stronger communities by increasing the participation of people in their local communities and encouraging active citizenship

The Local Government and Public Involvement in Health Act 2007 makes provision for local authorities to lead negotiations for Local Area Agreements. As named ‘partner authorities’ (s104), both police forces and police authorities are required to engage in the negotiating process and have regard to the priorities agreed when developing policing plans for their area. Hence a clearly stated objective in the Policing Plan 2009/12 is to establish and demonstrate how we will contribute to the development and delivery of ‘*Norfolk Ambition*’ and that we link our policing strategies and plans with those of key partners.

Local Partnerships and Neighbourhood Policing Teams

The Constabulary's County Delivery Unit has been established to support Norfolk's 52 Neighbourhood Policing Teams which provide communities with a dedicated team of officers who are visible, accessible and known to local people. They work closely with partner agencies (statutory and voluntary) and the local community to tackle the crime and disorder concerns and issues identified within the neighbourhood. Consequently Neighbourhood Teams are engaging with communities on a daily basis and are ideally placed to judge the most appropriate means of doing so.

Research has identified six key characteristics that must be present if police forces are serious about delivering 'Policing for People':³

- *Attentiveness*
- *Reliability*
- *Responsiveness*
- *Competence*
- *Manners*
- *Fairness*

This research has evidenced that attitude and behaviour fundamentally affects the levels of trust and interaction we receive from our communities and are core elements required for successful policing.

Neighbourhood Policing Teams which are effectively engaging with their communities will:

- Have a public that knows how, and who, to contact in the Constabulary and the Authority
- Have a detailed, neighbourhood level understanding of the demographics of the community it serves
- Have a detailed and regularly updated picture of the interests, needs, priorities and preferences of every section of that community
- Establish and facilitate dialogues with all sections of the community by regularly discussing and sharing information about policing and community safety issues, listening to and acting on feedback from the community
- Use a range of different, locally adapted means and strategies to facilitate ongoing dialogue and partnership working with all sections of the community
- Allow its priorities and service delivery strategies to be influenced, changed and, where appropriate, driven by community concerns and priorities

- Provide ongoing feedback to the community about how their input has impacted on local policing
- Identify and maximise opportunities to deliver policing services in partnership with the community, both groups and individuals
- Understand that effective engagement with the community is core to the successful delivery of all police business, and not a 'bolt on' specialism
- Be flexible, involving the community in initiatives from the outset, giving community members time to take part in ways that suit them best and providing support to ensure that everyone who wants to take part is able to do so
- Have a community that is well informed about policing and its outcomes in the local area and
- Place their communities' and individuals' needs at the heart of their service delivery.

As part of the Constabulary's Community Engagement Delivery Plan, a toolkit will be developed to assist Neighbourhood Policing Teams in learning more about how to engage with different communities and, in particular, how to ensure that the priority setting process captures the views of our more diverse and hard to reach communities.

7. Equality

We are committed to acknowledging and respecting individuality and difference, and avoiding reliance on categorising individuals based on one characteristic. The Police Authority's Single Equality Scheme sets out how it will meet its general and specific duties as required by disability, gender and race equality legislation. The scheme aims to take an inclusive approach using the recognised diversity strands as a prompt for broader thinking in relation to needs, experiences and impacts. The Constabulary's Disability, Race and Gender Equality Schemes are also being amalgamated into a Single Equality Scheme and both Authority and Constabulary schemes are subject to biannual scrutiny by the Authority's Citizen Focus Committee.

The Norfolk Police Disability Advisory Forum and the Norfolk Independent Advisory Group are groups of local people who provide independent advice with the aim of improving the quality of policing services, increasing trust and providing reassurance to the communities of Norfolk. Both groups help the police to gain a better understanding of the needs of local communities and the impacts that their policies and functions may have on diverse communities. Furthermore, Independent Custody Visitors visit police stations unannounced,

and in pairs, to check the welfare of detained persons and the conditions in which they are held, thereby helping to inform custody decisions and service delivery.

A cohesive and inclusive society is one which respects and values the many different facets of our individual identities including our race, ethnicity, nationality, age, gender, sexual orientation, religion, physical abilities, learning abilities, language, political or other opinion and our culture.

- Community engagement needs to be flexible and tailored toward meeting different types of needs, rather than a 'one size fits all' or 'best practice' approach that fails to reflect local situations.
- Neighbourhood Policing Teams need to engage widely and proactively, seeking to engage hard to reach groups whose needs might not otherwise be addressed.
- Neighbourhood officers should be prepared for an unenthusiastic initial response and understand that time and effort must be invested to overcome barriers and find solutions to resolve them.
- Special consideration may need to be given to particular themes (e.g stop/search, counter terrorism) and to specific groups (e.g. children and young people, Gypsy Travellers, migrants & Black and Minority Ethnic Communities).
- We will seek to remove barriers to effective communication and consultation, and ensure that our information is available in accessible formats including, when appropriate, translating written information into other languages, Braille or audio format.
- We make most of our information available through our websites. Whilst this as an efficient means of communicating with our communities, it has the potential to negatively impact upon those members of the public who are unable to use websites either because they do not have access to the internet or because they do not have the necessary awareness or skills to enable them to do so.

As part of our ongoing review of accessibility, we will explore this issue, and give consideration to alternative means of making information available.

8. Measuring Successful Community Engagement

Citizen focused policing involves everyone – it is not the job of a single department, but the work of a whole organisation. It requires a bespoke service that is responsive, mindful of need, conducted in a way that makes people feel valued and is perceived to be appropriate, helpful, proportionate and fair. All staff, whatever their role, need to understand what constitutes a citizen-focused approach, what community engagement involves and how they impact on their daily practice⁴.

For a service with a, hitherto, predominantly ‘target driven’ culture, achieving a successful measure of our community engagement and its impact on our services is problematic. However, policing performance is not solely about the setting and hitting of targets; it is about delivering the best possible service to the public. The single national police confidence target set by the Home Office from 2009/10 (see page 8 above) is intended to ensure that crime and anti-social behaviour issues that matter to local communities are being addressed. Successful community engagement is clearly critical to achieving this target.

A number of other measures will enable us to further monitor the success of our community engagement:

- The Authority’s Citizen Focus Committee will maintain an overview of the progress and development of citizen focused policing within the Constabulary. In doing so, it should ensure that the Authority’s accountability and governance roles are fully discharged and that the Authority’s own statutory responsibilities with regard to community engagement are maintained and developed.
- All police Authority Members are assigned to a cluster of neighbourhoods which enables them to gain a local perspective on the effectiveness of Neighbourhood Policing Teams
- The Citizen Focus Committee reviews performance indicators from the National framework, Analysis of Policing and Community Safety (APACS), as well as those identified locally, and in particular those identified as priorities within the Local Area Agreement, as key drivers towards our community engagement success.
- Norfolk Constabulary, and the Authority’s Citizen Focus Committee, will monitor delivery against the National Citizen Focus Hallmarks
- The Constabulary’s Balanced Score Card Performance Framework will include indicators to measure successful community engagement and its outcomes
- External inspection (including Her Majesty Inspectorate of Constabularies Rounded Assessment) and audit reports will inform our reviews and improvement planning

- The Authority's Professional Standards and HR Committee regularly considers the complaints process applied by the Constabulary, and in doing so it has access to a variety of information regarding areas of dissatisfaction. We will seek to use this information as a form of public consultation when considering priorities and performance monitoring of force activity
- We will continue to seek advice from professional experts where appropriate and learn from best practice to continuously improve our performance and understand the needs of our communities
- The Independent Advisory Group and the Norfolk Police Disability Advisory Forum report biannually to the Citizen Focus Committee and we will continue to involve members of both groups in our decision making processes
- We will utilise a variety of methods to effectively measure engagement such as customer surveys, SNT engagement contact sheets and plans (Sharepoint) and community feedback.

Appendix 1

Community Engagement: Our Legal Responsibilities

- The Authority must make suitable arrangements, in consultation with the Chief Constable, for obtaining the views of local people about policing matters and to take those views into account when agreeing with the Constabulary the local policing priorities. The Authority must obtain the cooperation of local people alongside the police in preventing crime and anti social behaviour and, in discharging its functions, it must have regard to the views of people about policing in its area (section 6(2) of the Police Act 1996 as augmented by the Police and Justice Act 2006 and Clause 1(1) of the Policing and Crime Bill 2008)
- The Authority must consult with persons or bodies representative of non-domestic rates payers before it issues the first precept to be issued by it for the financial year (section 65 of the Local Government Finance Act 1992)
- The Authority must produce local policing summaries and distribute them to every household on at least an annual basis (section 8A of the Police Act 1996 as inserted by the Serious Organised Crime and Police Act 2005)
- The Authority must issue, at the beginning of each financial year, a policing plan setting out the authority's objectives ("policing objectives") for the policing of Norfolk during that year and the proposed arrangements for the policing of Norfolk for the next three years (section 8 of the Police Act 1996 as amended by the Police and Justice Act 2006). Before determining the policing objectives, the authority will consult the chief constable and consider any views obtained by the authority in accordance with arrangements made under section 96 of the Police Act 1996
- Following the Crime and Disorder Act Review in 2006, the Home Office document: "Delivering Safer Communities: A guide to effective partnership working" sets out the regulations defined in the Police and Justice Act 2006 for crime and disorder reduction partnerships which came into effect on 1 August 2007. This marked a significant change from previous legislation; partnerships are now required to seek the participation of communities in their work and there is a tightened requirement for partners to share information gained from consultation and engagement activity

- The Race Relations (Amendment) Act 2000 requires specified authorities including police authorities to have due regard to the need to eliminate unlawful racial discrimination and to promote equality of opportunity and good relations between persons of different racial groups
- The Equality Act 2006 amends the Sex Discrimination Act 1975 and requires public authorities to promote gender equality and eliminate sex discrimination
- The Disability Discrimination Act (DDA) 1995 amended by the Disability Discrimination Act 2005, places a statutory general duty on all public authorities to promote disability equality. The 2005 Act provides a legislative framework which requires public bodies to pay due regard to promoting equality for disabled people in every area of their work and to actively promote disability equality.
- The Children Act 2004 cites police authorities and chief officers of police as “relevant partners” who have a duty Under Section 10 of the Act to make arrangements to co-operate with local authorities to improve the well being of children and young people.
- Recommendation 63 of The Lawrence Report stated that police authorities, as the link between the police and the public, should make people aware of their rights when stopped and searched. Police Authorities have a duty to monitor the impact of recommendation 63 and the use of stops by the force and involve communities in scrutinising and monitoring stop/search and stops data.

Appendix 2

Norfolk Police Authority's Delivery Plan

OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
Develop a joint Community Engagement Strategy with Norfolk Constabulary; to oversee its implementation; monitor its progress and make it accessible to a wider audience (including local communities)		The Authority's Policy and Research Officer will work with the Constabulary's Citizen Focus and Police Reform Co-ordinator to develop the strategy which, when concluded, will remain a living working document subject to continuous review and annual refresh	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Ongoing Annually (March)	Information/ Reassurance
Maintain an overview of the progress and development of Citizen Focused Policing within the Constabulary and monitor the Constabulary's performance against Citizen Focus Policing Hallmarks		<p>The Citizen Focus Committee has responsibility for overseeing the 5 areas of Citizen Focus policing, including community engagement.</p> <p>By developing a rolling 'strategic assessment' of engagement/consultation, the Authority will be continuously aware of, and informed by, community views when making decisions. This will lead to greater transparency and better evidence that engagement produces change for the Authority</p> <p>The Citizen Focus Working Group (CFWG), which is accountable to the Citizen Focus Steering Group (CFSG), is responsible for implementing activities and actions resulting from the Constabulary's Citizen Focus Strategy and for the delivery of specific areas of work directed by the CFSG</p>	<p>Chair of Citizen Focus Committee (Jenny McKibben)</p> <p>Assistant Chief Executive (Mark Hill)</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>All types</p> <p>Strategic Consultation</p> <p>All types</p>

OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
		<p>The Professional Standards & Human Resources Committee monitors and scrutinises the Constabulary's HR and Learning Development plans to ensure that frontline workers are themselves empowered to deliver community engagement</p>	<p>Chair of Professional Standards & Human Resources Committee (Kenneth Turner)</p> <p>Deputy Chief Executive (Jenny Hayes)</p>		
<p>Promote and strengthen partnership working with the Constabulary, with key partners, with communities and with vulnerable, disadvantaged and marginalized groups</p> <p>See also actions 16 and 17 below</p>		<p>The Authority's Members and Partnerships Officer work closely with the Constabulary's Partnerships Department and with key partners including:</p> <ul style="list-style-type: none"> • Norfolk County Strategic Partnership • County Strategic Group (Crime Reduction) • Responsible Area Partnerships • Local Strategic Partnerships • County Cohesion Strategic Group <p>A Benefits Realisation assessment has been undertaken to assess the benefits of the Authority's contribution to each of its key partnerships</p> <p>Decision making is informed by Members' direct engagement with their communities</p>	<p>All Members</p> <p>Assistant Chief Executive (Mark Hill)</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p>	<p>Partnership/ Co-operation</p> <p>Information/</p>

OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
		<p>and the Partnerships Officer's engagement with discrete groups and with community organisations such as the Norfolk Rural Community Council, the Norfolk Association of Local Councils and Norfolk Traveller Education</p> <p>Decision making is further informed by regular consultation with the Independent Advisory Group and the Norfolk Police Norfolk Police Disability Advisory Forum (see actions 6 and 7 below)</p> <p>An 'A' level student from Norwich City College attends meetings of the Citizen Focus Committee and is working with the Authority to inform its decision making</p>		<p>Ongoing</p> <p>Ongoing</p>	<p>Reassurance Strategic Consultation Partnership/ Consultation</p> <p>Partnership/ Co-operation</p> <p>Partnership/ Co-operation</p>
<p>(i) Continue to be represented on the Responsible Authority Partnership (RAP) (strategic level of Crime and Disorder Reduction Partnerships - CDRPs) and</p> <p>(ii) CDRPs seek the participation of communities in their work and to share with partners information gained from consultation and engagement activity</p>	<p>s5-7 Crime and Disorder Act 1998</p> <p>s117A & 115 Police and Justice Act 2006</p>	<p>There are seven CDRPs and Responsible Authority Partnerships at which Members are represented:</p> <ul style="list-style-type: none"> • North Norfolk Safer Community Partnership • Great Yarmouth Responsible Authority Group • Central Norfolk Joint RAP • Breckland and King's Lynn RAP <p>The work of the CDRPs and RAPs is informed by local policing priority setting meetings and by annual public 'face the</p>	<p>John Perry-Warnes Jenny McKibben Val Jenkins Harry Humphrey</p> <p>Assistant Chief Executive (Mark Hill)</p>	<p>Ongoing</p>	<p>Partnership/ Co-operation</p>

OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
about crime and disorder		<p>people' meetings</p> <p>The Authority is represented at both the Norfolk County Strategic Partnership Board and the County Strategic Group (Crime Reduction), where information is shared with partners</p>			
As a named 'partner authority', the Authority is required to engage in the negotiating process for the Local Area Agreement and have regard to the priorities agreed when developing policing plans for its area	S104 Local Government and Public Involvement in Health Act 2007	<p>As a member of the Norfolk County Strategic Partnership, the Authority contributes to the development of <i>Norfolk Ambition The Sustainable Community Strategy for Norfolk 2003-2023</i> and to the delivery of <i>Norfolk Action</i>, the three year Local Area Agreement between Norfolk and central Government (i.e. the delivery plan for <i>Norfolk Ambition</i>)</p> <p>Both The Authority's Corporate Plan and the Authority's local Policing Plan (see action 6 below) are aligned to <i>Norfolk Ambition</i> and <i>Norfolk Action</i></p>	<p>Chair of Citizen Focus Committee (Jenny McKibben)</p> <p>Assistant Chief Executive (Mark Hill)</p>	3 yearly (May 2011)	Partnership/ Co-operation
Issue, at the beginning of each financial year, a local Policing Plan setting out the Authority's objectives for the policing of Norfolk during that year and the proposed arrangements for the policing of Norfolk for the next three years	s6(2)(b) Police Act 1996	<p>The policing objectives and performance targets are determined by Strategic Planning Group which comprises Authority and Constabulary members</p> <p>The Scrutiny and Audit Committee oversees the production of, and agrees, the local Policing Plan</p>	<p>Harry Humphrey Chair of Citizen Focus Committee (Jenny McKibben)</p> <p>Assistant Chief Executive (Mark Hill)</p>	Annually (April)	Information/ Reassurance

OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
Ensure that local policing summaries (including contact details) are produced annually and distributed to every household in Norfolk	s8A Police Act 1996	Consult annually with the Constabulary's Communications and Public Affairs Department to produce a six page summary for 'Your Norfolk', Norfolk County Council's magazine which is distributed to all Norfolk residents	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Annually (September)	Information/ Reassurance
Consult with stakeholders and partners on the setting of the precept for Council Tax	s65 Local Government Finance Act 1992	The Authority holds an annual public Budget Consultation meeting on the setting of the Budget and the Council Tax Precept The Authority produces an annual council tax leaflet, providing council tax payers with clear information about where their money is going to be spent, as well as explaining why there is any increase or decrease in the council tax	Stephen Bett Chief Executive Treasurer	Annually (February) Annually (March/ April)	Strategic Consultation Strategic Consultation
Meet the Single Equality Duty including the duty for strategic public authorities to consider socio-economic inequality	Equality Bill (2009)	The Authority's Single Equality Scheme, approved in January 2009, sets out how the Authority will meet its Single Equality Duty. The scheme is monitored by the Citizen Focus Committee and is reviewed bi-annually. Decision making within the Constabulary and the Authority is informed by regular consultation with the Independent Advisory Group and the Norfolk Police Disability Advisory Forum	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Six monthly (July and January)	Information/ Reassurance Strategic Consultation

	OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
0	Continue to strengthen the non-statutory roles of the Independent Advisory Group and the Norfolk Police Disability Advisory Forum, ensuring that effective consultation leads to informed decision-making for both the Authority and the Constabulary		Standing engagement forums for Constabulary and Police Authority issues which are administered by the Authority Annual reviews of forum progress with annual reports and six monthly updates to the Citizen Focus Committee	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Six monthly (May and November)	Strategic Consultation
1	Raise awareness of the rights of individuals who are stopped and searched and meet the duty to involve communities in scrutinising and monitoring stop/search and stops data	Recommendation 63 of the Lawrence Report	The Authority's website includes a guide to the Stop and Search and Stop and Account procedures The Independent Advisory Group monitors anonymised individual records and highlights any concern to the Authority as appropriate Refresh 2007 Stop/Search Inspection	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Ongoing September 2009 Ongoing thereafter	Information/ Reassurance Strategic Consultation
2	(i) Make arrangements to co-operate with local authorities to improve the well-being of children and young people	s10 of the Children Act 2004	The Lead Authority Member is represented on the Constabulary's Children and Young People Steering and Working Groups; liaises with Norfolk Constabulary, with Norfolk Children & Young People Partnerships Trust and other partners; advises Norfolk Police Authority and reports to the Citizen Focus Committee at least annually	Fiona Anthony Assistant Chief Executive (Mark Hill)	Ongoing	Information/ Reassurance

	OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
	(ii) Publish a clear statement of responsibility towards children	s11 of the Children Act 2004	An annual statement is reported to the July Citizen Focus Committee meeting and is published on the Authority's website		Annually (July)	Information/ Reassurance
3	Continue to manage the Independent Custody Visiting Scheme, thereby ensuring that the rights of detained persons are upheld and that the work of volunteers (drawn from the community) impacts on service delivery	s51 Police Reform Act 2002	The Scheme is administered by the Custody Visiting Scheme Administrator and is reviewed and monitored by the Custody Visitors Committee. The Committee also oversees, and approves, the production of an annual report on the Custody Visiting Scheme	Valerie Jenkins Deputy Chief Executive (Jenny Hayes)	Ongoing Annually	Partnership/ Co-operation
4	Improve access to information and services and ensure that engagement activities and opportunities are accessible to all		Continually monitor, update and review the Authority's Website Consider alternative means of making information publicly available and in different formats and languages on request Review criteria and facilities for venues for public meetings to ensure accessibility	Chair of Citizen Focus Committee (Jenny McKibben) Assistant Chief Executive (Mark Hill)	Ongoing	Information/ Reassurance
5	Community Involvement in the appointment of senior police officers		Stakeholder panel for each ACPO appointment	Chief Executive (Chris Harding)	Ongoing	Empowerment/ Co-production
6	In the year 2009/10, consultation in conjunction with the Association of Police Authorities (APA) and the National Policing Improvement Agency		Surveys and focus groups to be conducted by Ipsos MORI Summary report to be delivered to NPA Results to be included in national report to be delivered to APA/NPIA	Assistant Chief Executive (Mark Hill)	Yet to be confirmed	Strategic Consultation

	OBJECTIVE	STATUTE (where applicable)	HOW THIS WILL BE DELIVERED	LEAD MEMBER/ OFFICER	TIMESCALE	TYPE OF ENGAGEMENT
	(NPIA), with sex workers, with young people from ethnic minorities and with people with mental health issues, to examine how police authorities and forces can better understand, and therefore meet the needs and deliver better services to usually excluded groups See also action 3 above					
7	In the year 2010/2011, to prioritise engagement with older members of Norfolk's communities See also action 3 above		Engagement with older members of Norfolk's communities will be a key priority for the Authority's Community Engagement Officer when appointed.	Assistant Chief Executive (Mark Hill)	March 2011	All types

Appendix 3

Forthcoming

Appendix 4

Equality Impact Assessment

Section	Norfolk Police Authority	Officer responsible for the assessment	Jo Wright Policy and Research Officer		
Name of Policy to be assessed	Joint Norfolk Constabulary and Norfolk Police Authority Community Engagement Strategy 2009 and Norfolk Police Authority Delivery Plan 2009/10	Date of Assessment	December 2009	Is this a new or existing policy?	Replaces existing Norfolk Police Authority Community Engagement Strategy 2008-2011
1. Briefly describe the aims, objectives and purpose of the policy.	The Strategy outlines both the Constabulary's and the Authority's commitment to ensuring that effective community engagement arrangements are in place to enable the people of Norfolk to play an active role in the way their communities are policed.				
2. Are there any associated objectives of the policy? Please explain.	(i) To monitor and scrutinise to ensure the Constabulary is discharging its duties for community engagement. (ii) To promote enhanced citizenship and improve community confidence.				
3. Who is intended to benefit from this policy and in what way?	<ul style="list-style-type: none"> • The people of Norfolk – All members of the public should feel that they are able to express their views, and feel assured that they will be listened to. The public should receive feedback on their input, and be provided with consistent messages. This promotes community confidence and encourages future involvement in consultation/engagement opportunities. • Norfolk Police Authority – Engagement and consultation activity enables the Authority to fulfil its statutory duties for engaging with its communities, and the information provided by the public can be used to shape decision-making. Activity also creates potentially increased opportunities for partnership working. • Norfolk Constabulary – Engagement activity aims to encourage greater involvement of communities in the policing of their local area. Outcomes from engagement activity shared with the Constabulary can be used to improve citizen focus and service delivery. 				
4. What outcomes are wanted from this policy?	<ul style="list-style-type: none"> i) To fulfil the Authority's statutory duties ii) To encourage greater involvement of our communities in the policing of their area iii) To maintain and develop greater meaningful interaction between the Authority/Constabulary and the public iv) To increase opportunities for partnership working v) To ensure views, needs and expectations of communities are taken into account in the development of services and processes vi) To ensure that the Constabulary and the Authority have sufficient and appropriate capacity to carry out their duties in 				

	terms of engagement		
5. What factors/forces could contribute/detract from the outcomes?	<ul style="list-style-type: none"> • Planning of engagement activity • Level of public involvement/ participation • Involvement of diverse community groups • Accessibility of engagement events • Public interest in the subject matter • Effectiveness of partnership working, and level of information sharing 		
6. Who are the main stakeholders in relation to the policy?	Norfolk Police Authority / Norfolk Constabulary / Members of the Public / Partnership Organisations	7. Who implements the policy, and who is responsible for the policy?	The Constabulary's Citizen Focus Department and the Authority's Assistant Chief Executive in conjunction with the Police Authority Members who make up the Citizen Focus Committee
8. Are there concerns that the policy could have a differential impact on racial groups?	Y	N	Please explain Minority Ethnic Groups
What existing evidence (either presumed or otherwise) do you have for this?	<p>i) It is well documented that minority ethnic groups are often more difficult to engage with, and some groups have views of the police which would make them hesitant to interact with officers or representatives of the Authority or Force. The engagement activities identified within the Strategy's delivery plan do not exclude involvement of different racial groups, but the nature of the engagement activity could potentially mean that all racial groups are not represented equally.</p> <p>ii) The Constabulary and Authority seek to make reasonable adjustments to accommodate those who do not have English as their first language to enable them to participate in their community engagement activities. However, these adjustments are usually only made on request, so not knowing participants needs in advance of the activity would prevent a person who could not speak/read/understand English being able to participate. This could also apply to the feedback of information to communities on the outcomes of engagement activity, with information being provided in English not being understood and therefore not having the desired outcome of keeping the public informed and raising confidence levels.</p>		

<p>Could the differential impact identified above amount to there being potential for adverse impact on this policy?</p>	<p>Yes. The purpose of the Community Engagement Strategy is to set out Norfolk Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county. The Authority's delivery plan describes the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of members of minority ethnic groups would result in information gathered being unrepresentative of the views of all of Norfolk's communities.</p>		
<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>This impact cannot be justified on the grounds of promoting equality.</p> <p>i) Minority Ethnic Groups are often more difficult to engage with. Both Norfolk Constabulary and the Authority are aware of the challenges in relation to engaging with members of minority ethnic communities. Steps should be taken to ensure that, where possible and appropriate, minority ethnic groups are targeted to ensure they are aware of engagement activities taking place and encouraged to participate. Research organisations carrying out engagement activity on behalf of the Police Authority should be made aware of the need for samples to be as representative as possible of Norfolk's communities. Monitoring of the ethnicity of engagement participants should ideally be carried out for each activity so that groups not involved can be identified, and consideration given to what additional steps should be taken to include these communities in future/follow-up activity.</p> <p>ii) Reasonable adjustments to address language needs. Norfolk Police Authority offers to make the information it produces available in different languages on request. It would be unjustified to have all such information translated in anticipation of it being required and arrange for translators to be available at all engagement events both in terms of cost and the time required to make those arrangements.</p> <p>The delivery plan sets out engagement activity currently planned. This is a working document and further engagement activity with varying focuses and involving different community groups will be added as this area of work develops. This will enable us to target groups whose input is identified as missing from previous engagement activity.</p> <p>The Independent Advisory Group (IAG) consists of members of the public who use their knowledge and experience of different community groups to provide independent advice to the police, with the aim of improving the quality of policing services for all communities. The current membership of the IAG has links with a range of community groups and organisations, including minority ethnic groups, faith communities, older people, gay, lesbian and bisexual communities, disabled people, and Gypsy/Travellers.</p>		
<p>9. Are there concerns that the policy could have a differential impact due to gender?</p>	<p>∟</p>	<p>N</p>	<p>Please explain</p> <p>No concerns have been identified.</p>

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>N/A</p>		
<p>10. Are there concerns that the policy <u>could</u> have a differential impact due to disability?</p>	<p>Y</p>	<p>N</p>	<p>Please explain</p> <ul style="list-style-type: none"> (i) Wheelchair/mobility scooter users/Individuals with mobility problems (ii) Individuals who are partially sighted or blind Individuals who are hard of hearing or are deaf (iii) Individuals who are unable to speak (iv) Individuals with learning difficulties (v) Mental health service users
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>Through its duties as set out in the Disability Discrimination Act and through working alongside the Norfolk Police Disability Advisory Forum, Norfolk Constabulary and the Authority have an awareness of the importance of considering the needs of all participants in engagement activities to enable them to participate as fully as possible.</p> <p>The accessibility of engagement activity has the potential to impact on the involvement of people with disabilities. People with mobility problems may find venues inaccessible, while members of the public with sight or hearing impairments, learning difficulties, or mental health issues may encounter problems in participating fully in an activity. Similarly, those unable to speak may find engagement activity involving oral discussion unsuitable for their involvement.</p>		
<p>Could the differential impact identified above amount to there being potential for adverse impact on this policy?</p>	<p>Yes. The purpose of the Community Engagement Strategy is to set out both the Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county. The Authority's delivery plan describes the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of people with disabilities would result in information gathered being unrepresentative of the views of all of Norfolk's communities.</p>		
<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>Norfolk Constabulary and the Authority seek to make reasonable adjustments to accommodate those with disabilities (together with those who do not have English as their first language) to enable them to participate in engagement activities. The Constabulary and the Authority offer to provide the information it produces in different formats on request. In publicising engagement events, a request is made that specific requirements to enable individuals to participate are notified to either the Constabulary or the Authority in advance so that the necessary arrangements can be made. It would be unjustified to have all information translated into Braille, large print, audio format, etc. in anticipation of it being required and arrange for sign language interpreters to be available at all engagement events both in terms of cost and the time required to make</p>		

	<p>those arrangements.</p> <p>As a matter of course, it is ensured that all venues used for engagement activity are accessible for those in wheelchairs/using mobility scooters.</p> <p>The delivery plan sets out engagement activity currently planned. This is a working document and further engagement activity with varying focuses and involving different community groups will be added as this area of work develops. This will enable us to target groups whose input is identified as missing from previous engagement activity.</p> <p>The Constabulary and the Authority also undertake regular engagement activity with disabled people via the Norfolk Police Disability Forum, as well as seeking their views/input via organisations in the County who work with those with disabilities. The membership of the Norfolk Police Disability Advisory Forum is varied in terms of the disabilities of its members and the views and life experiences which they bring to group discussion. The current membership includes, among others, people with physical disabilities, those with hearing and sight impairments, and people with learning difficulties. The Forum meets every three months, providing an effective opportunity for ongoing engagement and consultation throughout the year.</p>		
<p>11. Are there concerns that the policy could have a differential impact due to sexual orientation?</p>	<p>Y</p>	<p>N</p>	<p>Please explain Gay, lesbian, bisexual and transgender people.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>The personal nature of sexuality, and potential unwillingness to share private information and experiences within an open debate, may deter individuals from engaging in certain consultation activities.</p> <p>It is also appropriate to acknowledge that, historically, some policing approaches have had a particularly negative impact on Gay, Lesbian, Bisexual and Transgender people (for example the effect of policing sex in public places), and it may be necessary to consider that sharing of negative experiences within communities may have the effect of individuals being hesitant to engage with the police. The Strategy does not exclude individuals from participating in engagement activity on the basis of their sexual orientation, but the potential barrier of negative perceptions to engagement should be recognised and addressed, where appropriate, via measures to build positive relationships, such as engaging with appropriate networks and support groups.</p>		
<p>Could the differential impact identified above amount to there being potential for adverse impact on this policy?</p>	<p>Yes. The purpose of the Community Engagement Strategy is to set out Norfolk Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county. The delivery plans describe the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of gay, lesbian, bisexual and transgender people would result in information gathered being unrepresentative of the views of all of Norfolk's communities.</p>		

<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>The pieces of engagement work currently included in the Authority's delivery plan are varied, with not all activities relying upon the willingness of participants to engage in open face to face discussion of their own views and experiences. By undertaking a range of activities, both the Constabulary and the Authority would hope to engage with all community groups in some way, albeit recognising that, participation in some activities may be more appealing than others for some individuals, based on their own background and experiences.</p> <p>It is not a mandatory requirement for participants in engagement activities to disclose personal details, eg. their sexual orientation, although this information may be given on a voluntary basis. It is, therefore, important to acknowledge the challenge in identifying whether engagement with certain community groups is being achieved. This emphasises the need also to build positive relationships in other ways, such as linking with appropriate networks and support groups.</p> <p>The Independent Advisory Group (IAG) consists of members of the public who use their knowledge and experience of different community groups to provide independent advice to the police, with the aim of improving the quality of policing services for all communities. The current membership of the IAG has links with a range of community groups and organisations, including minority ethnic groups, faith communities, older people, gay, lesbian and bisexual communities, disabled people, and Gypsy/Travellers.</p>		
<p>12. Are there concerns that the policy <u>could</u> have a differential impact due to their age?</p>	<p>Y</p>	<p>N</p>	<p>Please explain</p> <p>Young People</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>It is well documented that young people are often more difficult to engage with, and sometimes have views of the police which would make them hesitant to interact with officers or representatives of the Authority or Force. None of the engagement activities identified within the Strategy's delivery plan exclude involvement of young people, but the nature of aspects of the engagement activity may not be young person-friendly and therefore not encourage them to be involved.</p> <p>Norfolk Constabulary has established a Police Youth Panel and the Authority's Citizen Focus Committee has a young people's adviser from Norwich City College to inform their decision making.</p>		
<p>Could the differential impact identified above amount to there being potential for adverse impact on this policy?</p>	<p>Yes. The purpose of the Community Engagement Strategy is to set out Norfolk Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county The delivery plans describe the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of young people would result in information gathered being unrepresentative of the views of all of Norfolk's communities.</p>		

<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>Since it has been identified that young people are often more difficult to engage in consultation activity, Norfolk Constabulary has established a Police Youth Panel and the Authority's Citizen Focus Committee has a young people's adviser from Norwich City College to try to ensure that the voice of that community group is heard and promoting equality of opportunity for that particular community group.</p> <p>The delivery plan sets out engagement activity currently planned. This is a working document and further engagement activity with varying focuses and involving different community groups will be added as this area of work develops. This will enable us to target groups whose input is identified as missing from previous engagement activity.</p>		
<p>13. Are there concerns that the policy could have a differential impact due to their religious belief?</p>	<p>∕</p>	<p>N</p>	<p>Please explain:</p> <p>Those unavailable on days/times of scheduled engagement activities due to prayer times/religious holidays.</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There is potential that, the scheduling of engagement activities may result in individuals with specific cultural/religious requirements (as well as those with parental/carer responsibilities and those working particular shifts) not being available to participate.</p>		
<p>Could the differential impact identified above amount to there being potential for adverse impact on this policy?</p>	<p>Yes. The purpose of the Community Engagement Strategy is to set out Norfolk Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county The delivery plans describe the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of people with different religious beliefs would result in information gathered being unrepresentative of the views of all of Norfolk's communities.</p>		
<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?</p>	<p>The potential for exclusion of community groups based on the scheduling of community engagement activities is considered in the planning process. Recurrent scheduling of engagement activity at the same time of day is avoided since it could exclude not only individuals with certain religious beliefs, but also those members of the public with parental or carer responsibilities and those who work particular shifts.</p> <p>The delivery plan sets out engagement activity currently planned. This is a working document and further engagement activity with varying focuses and involving different community groups will be added as this area of work develops. This will enable us to target groups whose input is identified as missing from previous engagement activity.</p>		

14. Are there concerns that the policy <u>could</u> have a differential impact due to them having dependents/caring responsibilities?	Y	N	<p>Please explain</p> <p>Those unavailable at specific times during the day.</p>
What existing evidence (either presumed or otherwise) do you have for this?	Please see above re: religious beliefs.		
Could the differential impact identified above amount to there being potential for adverse impact on this policy?	Yes. The purpose of the Community Engagement Strategy is to set out Norfolk Constabulary's and the Authority's commitment to enabling the public to play a role in the policing of the county The delivery plans describe the activity to be undertaken to facilitate this. The success of the policy in relation to achievement of outcomes depends on engaging with a diverse population, and non-participation of those with dependents/carer responsibilities would result in information gathered being unrepresentative of the views of all of Norfolk's communities.		
Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason?	<p>Please see above re: religious beliefs.</p> <p>The delivery plan sets out engagement activity currently planned. This is a working document and further engagement activity with varying focuses and involving different community groups will be added as this area of work develops. This will enable us to target groups whose input is identified as missing from previous engagement activity.</p>		
15. Are there concerns that the policy <u>could</u> have a differential impact due to them having an offending past?	Y	N	<p>Please explain:</p> <p>No concerns have been identified, albeit it is appropriate to acknowledge that individuals who have offended and have, therefore, had potentially negative experience of police contact may be hesitant to participate in police engagement activity. The Strategy does not exclude individuals with a offending past from participating, but the potential barrier to engaging should be recognised.</p>
What existing evidence (either presumed or otherwise) do you have for this?	N/A		
16. Are there concerns that the policy <u>could</u> have a differential impact due to them being transgendered or transsexual?	Y	N	<p>Please explain:</p> <p>See11 above The concerns and evidence for potential differential impact of the Strategy due to an individual being transgendered or transsexual would be similar to that identified under 'sexual orientation' – the private nature of gender identity may impact upon an individual's willingness to engage, in a similar way to discussing views and experiences linked to sexual orientation.</p>

			As with sexual orientation, it is important to seek to build positive relationships in other ways, such as engaging via networks and support groups for those who are transgendered/transsexual.
17. Are there concerns that the policy could have a differential impact for any other reason?	∕	N	Please explain: No concerns have been identified.
What existing evidence (either presumed or otherwise) do you have for this?	N/A		
18. Could the adverse impact identified in 8-17 amount to there being the potential for substantial impact in this policy?	YES	NO	<p>19. Should the policy proceed to a full impact assessment?</p> <p>Completion of this assessment grid has enabled identification of potential barriers to effective engagement with diverse community groups, and suggested steps to be taken to make the Strategy more inclusive. The Strategy and delivery plan will undergo a review and refresh based on feedback from public consultations, the points raised by completion of this assessment, and environmental scanning.</p>
			<p>20. If no, are there any changes required to the policy, from an equalities perspective, to improve it?</p> <p>In order to make the joint Community Engagement Strategy more inclusive, the following suggestions should be considered:</p> <ul style="list-style-type: none"> • Ensure, as a matter of course, that all organisations undertaking engagement activity on behalf of the Constabulary and/or the Authority understand the need for the voices being heard to be as representative of Norfolk’s diverse communities as possible; • Consider requesting appropriate personal information from individuals participating in engagement activities (on a voluntary basis) to allow some monitoring of which community groups are present and which are absent. This will provide evidence for further development of the delivery plan to target those community groups not being reached to ensure their voices can be heard; • Continue to ensure that: <ul style="list-style-type: none"> ○ Venues and information used for engagement activity are accessible to those with mobility issues, those with sight or hearing impairments, those with specific language needs, etc; ○ Engagement activities are scheduled at different times of the day;

		<ul style="list-style-type: none">○ Engagement activities are held in different locations around the county.• Continue to undertake ongoing engagement and consultation with the Norfolk Police Disability Forum and Independent Advisory Group, ensuring effective use of the links that members have with community groups/networks;• Consider further steps which can be taken by the Authority, in collaboration with the Constabulary and other partners, to promote positive relationships with those communities identified as being more likely to be hesitant to engage with the police.	
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References (In text)

- ¹ Norfolk Policing Model Continued (2008), by Supt J Gleeson and Supt P Sanford. The Police Foundation – Citizen Focus and Community Engagement, a review of literature by Kate Lloyd and Janet Foster 2009)
- ² Myhill 2006:7, Lloyd K and Foster J (as above) page17
- ³ Mastroski (1999) see further Lloyd K and Foster J (as above) page 13
- ⁴ Lloyd K and Foster J (as above) page 44

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Metropolitan Police Authority and Metropolitan Police Service	2007	<i>Community Engagement Strategy 2006-2009</i>
Norfolk County Strategic Partnership	2009	<i>Norfolk Community Engagement Framework</i>
Norfolk County Strategic Partnership	2008	<i>Norfolk Ambition The Sustainable Community Strategy for Norfolk, 2003-2023</i>
Norfolk County Strategic Partnership	2008	<i>Norfolk Action Norfolk's Local Area Agreement</i>
Norfolk Constabulary	2008	<i>Citizen Focus Strategy</i>
Norfolk Police Authority and Norfolk Constabulary		<i>Consultation, Communication and Engagement Strategy 2005-2008 Keeping Norfolk Safe</i>
Norfolk Police Authority	2009	<i>Corporate Plan 2009/10</i>
Norfolk Police Authority	2009	<i>Policing Plan 2009/12</i>
