



NORFOLK POLICE AUTHORITY

Ensuring an Efficient and Effective Police Service

Community Engagement Strategy 2010/11

Norfolk Police Authority's Community Engagement Strategy 2010/11

Audience

This document is intended to inform and guide Norfolk Police Authority (NPA) in its engagement with people who live, work and visit Norfolk. For the purposes of this document, community engagement is:

‘The involvement of the public, either as individuals or as a community, in policy and service decisions which affect them.’

www.communityengagement.police.uk

Aim

To provide the best police service for the County, meeting the needs of our communities, within the available budget.

Objectives

- Work with partners to ensure partnership structures in Norfolk deliver value for money against agreed objectives and meet the needs of local communities and;
- Further improve how the views of local people inform Norfolk Police Authority's decision making.

Method

The strategy is intended to be a succinct document setting out the influences affecting NPA and the direction it intends to take over the forthcoming year. It is followed by an action plan, which will be regularly updated. The NPA Community Engagement Strategy and Action Plan takes its objectives from the NPA Corporate Plan and shares some actions with its Single Equality Scheme and Communication Strategy.

Overview

The police authority identified the need to enhance its ability to carry out some community engagement and partnership work independent from the constabulary, to comply with its legal responsibilities (see Appendix C) it therefore appointed an engagement officer and partnership officer during the spring of 2010. This has enabled NPA to build on established community and partnership structures to provide alternatives to and compliment the constabulary's direct engagement. The authority's focus is on the wider

strategic picture of policing within Norfolk and how it meets the needs of our communities. In addition to this, NPA continues to develop its support and scrutiny role of the community engagement carried out by the constabulary, through its committee structure and regular attendance at Safer Neighbourhood Action Panels (SNAPs) across the whole of the county.

The authority is developing a process for collating and prioritising the views of the community which are received by members and officers. This does not seek to be an 'intelligence system' but introduces a systems approach, so that the authority is able to use information more effectively, develop a holistic picture, and ensure that people's views and opinions are not lost.

NPA recognises that, with a small team of staff and limited budget, it has a finite capacity to engage with the 850,800 population of the county. The approach taken within the action plan is therefore to focus with communities where views may previously have been under represented, while maintaining an understanding of the needs of the wider population. The authority will seek to use the most appropriate methods to, in particular, engage with those aged under 21 and over 65, people from the business and voluntary sectors and the diverse communities within Norfolk, and involve them in the policing of the county, including speaking face to face, public meetings, written information and on line. It will also use a variety of methods to provide information about how people's views have been taken into account and to provide key messages, such as the promotion of the police complaints process (see also NPA Communication Strategy).

The review of the external environment (Appendix A) highlights the potential local implications of the global recession and the areas that may be most severely affected. Great Yarmouth, Norwich, Kings Lynn and Thetford are identified as including the most socially deprived areas of the county and consequently important for engagement during this challenging time in order that the authority may meet its responsibilities within the Police Authority (Community Engagement and Membership) Regulations 2010, to ensure its engagement includes 'those of disadvantaged socio-economic status'.

The police authority commissioned research by Ipsos MORI social research institute during 2010 with young black men, sex workers and people with mental health conditions. The findings from this work provide an opportunity for further engagement by the authority.

Norfolk Police Authority will seek to increase the membership of the Independent Advisory Group and Disability Advisory Forum over the forthcoming year, to enhance their role in providing advice regarding local policing.

The increasing use of the internet within Norfolk's homes presents additional engagement opportunities for NPA and a 'Virtual community' of local people is being developed, whereby they may be contacted by email and play a part in influencing policing in Norfolk. It is also intended to update the NPA web site to increase its accessibility.

Norfolk is moving towards a more focussed approach in respect of partnerships, including the move from district based Community Safety Partnerships towards one for the county. This provides NPA with the opportunity to explore additional opportunities and reassess how best to achieve its objectives through partnership working. Current and future initiatives include working in partnership to provide interventions for prolific offenders and families who have multiple needs from different service providers, thereby coordinating

resources, reducing need and achieving better value for money.

Overall, Norfolk Police Authority seeks to reach out to more people over the forthcoming year, involving more of those who have not previously been heard and to ensure that this dialogue and engagement informs our strategic decision making.

Appendices

Appendix A – Review of the external environment

Appendix B – SWOT analysis

Appendix C – Legal responsibilities

Appendix D – Action Plan.

Appendix A

Review of the External Environment

Political influences

- First year of Conservative and Liberal Democrat Coalition Government and revised approach towards the size of public services
- October 2010 Comprehensive Spending Review
- National emphasis on the role of community organisations
- 'Big Society' aspiration
- Potential for proposed 'Community Organisers' to enhance and enable community involvement
- Abolition of Identity Cards
- Localism and Neighbourhood Management
- Police and Crime Commissioners
- Increase in number of non-EU students. Particular impact at UEA regarding increase in Chinese students
- Ministerial approval of A11 dual carriageway.

Economic influences

- Global recession
- Norfolk average weekly wage is less than regional and national average
- Norfolk average disposable income less than regional average
- Lack of affordable housing within county
- Potential for rise in unemployment. Great Yarmouth is the area of the county with the highest number of people without work
- Substantial reduction in public sector employment anticipated
- Potential for increases in acquisitive crime, particularly fuel and metal thefts and fraud.

Social influences

- Largest employer within Norfolk is the public sector, employing over a quarter of local people; reductions currently being made in line with financial restrictions
- County has a growing population, with migration from inside and outside the UK
- Aging population
- Increase in number of single households
- Health and life expectancy generally better than national average
- Norfolk has a low crime rate compared with the region and nationally. Great Yarmouth being the only district that exceeds the regional average of crimes per thousand population
- Most deprived areas are within Great Yarmouth, Norwich, Kings Lynn and Thetford, where 41% of the county's population live
- Higher education is centred on Norwich
- Potential for increased disaffection and industrial action consequential to reduced employment and public service provision
- Findings of NPA research by Ipsos MORI with young black men, sex workers and people with mental health conditions.

Technological influences

- Increased use of internet and especially social networking sites, but recognised need for faster broadband, particularly in more rural areas
- Recognised need for enhanced road and rail transport links
- Limited access to public transport both within the county and linking to other centres of population
- International airport
- Some resistance to GM food development and alternative energy sources such as 'wind farms'
- Developing specialism within the county in 'green technology'.

Environmental influences

- Quality environment, attractive to visitors and providing good quality of life
- Risks from coastal erosion and flooding
- Influence of climate change may impact on coastal and inland flooding
- High percentage of 'second homes', particularly in North Norfolk.

Legal influences

- See Appendix D

Organisational influences (Norfolk Partnerships)

- Norfolk County Strategic Partnership
- Seven District Local Strategic Partnerships
- Norfolk County Community Safety Partnership
- Seven Partnership Operation Groups (Formerly PTCGs)
- Fifty two Safer Neighbourhood Action Panels
- Norfolk Criminal Justice Board
- Norfolk Community Cohesion Strategy and Network Steering Groups
- Norfolk Chamber of Commerce
- Norfolk and Norwich Racial Equality Council
- Norfolk Rural Community Council
- Norfolk Children & Young People's Partnership
- Norfolk Biodiversity Partnership
- Shaping Norfolk's Future (Business)
- Norfolk Older People's Strategic Partnership
- Norfolk Coalition of Disabled People
- Norwich Asylum Seekers and Refugee Forum
- Norfolk Gypsy and Traveller Liaison Group

Appendix B

NPA Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Skills and experience of Members and staff • Additional engagement officer and partnership officer • Members located across the county • Pre-existing links with Local Strategic and Community Safety Partnerships • Established links with community organisations and representatives • Existing IAG and DAF membership and process 	<ul style="list-style-type: none"> • NPA Office centrally based • Limited number of personnel • Uncertainty regarding proposed replacement of police authorities by directly elected commissioners • Scrutiny rather than service delivery organisation • Organisation and role relatively unknown among public • Potential for reduced funding and resources
Opportunities	Threats
<ul style="list-style-type: none"> • Development of more consistent county wide approach to neighbourhood priority setting • Use of internet as engagement tool • Additional partnerships, of which NPA are not currently members • Ipsos MORI research, providing focus for engagement – people with mental health problems, sex workers and young black men • Emergence of Big Society and Community Organisers • Increased interest in governance of the police as a result of Government consultation and moves towards Police and Crime Commissioners 	<ul style="list-style-type: none"> • ‘Shrinking’ public service organisations and partnerships • Loss of external interest in role of NPA as focus moves towards Police and Crime Commissioners • Priorities for partnerships and agencies do not include crime and ASB as other areas of work take precedence

Appendix C

Legal Responsibilities

- The Authority must make suitable arrangements, in consultation with the Chief Constable, for obtaining the views of local people about the policing of their area, ensuring that the Authority obtains a wide variety of views, including those aged under 21 and over 65, people from the business and voluntary sectors and people from diverse backgrounds and sectors of society, including those of disadvantaged socio-economic status and from groups which are perceived by the authority as hard to reach, 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. In discharging its functions the Authority must give due regard to the views of local people; whether the force is tackling crime and anti-social behaviour issues that matter to local people; whether local people think the force is providing a good service to the public and whether PCSOs have adequate powers to address local issues. (Sections 8, 9 and 96 Police Act 1996. Schedule 2 Police and Justice Act 2006 as amended by Section 1 Policing and Crime Act 2009. Police Authority (Community Engagement and Membership) Regulations 2010. Section 23 Local Democracy, Economic Development and Construction Act 2009.
- 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 Equality Act 2010 requires public authorities to promote equality and eliminate discrimination.

- 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 D

Norfolk Police Authority Community Engagement Strategy Action Plan 2010/11

Work with partners to ensure partnership structures in Norfolk deliver value for money against agreed objectives and meet the needs of local communities.

Action	Desired Outcome	Owner	Progressed by	Timescale
1. Participate in Local Strategic and Community Safety partnerships within Norfolk in the most effective way to ensure the priorities of partners are taken into consideration within policing plans and to influence the planning of others.	Plans and priorities of organisations and partnerships within Norfolk take account of one another.	NPA Assistant Chief Executive and Lead Member	Policy & Partnerships Officer	December 2010
2. Explore opportunities to work with additional partnerships within the county, such as Neighbourhood Managers, Home Watch, Norfolk Older People's Forum, Norfolk Rural Community Council, Norfolk Parish Council Association, business partnerships, younger people and faith groups.	Plans and priorities of organisations and partnerships within Norfolk take account of one another.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee	Policy & Partnerships Officer	March 2011
3. Complete an audit of the partnerships within Norfolk.	A clear understanding of existing partnerships within the county.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee	Policy & Partnerships Officer	December 2010

4. Work with partners to identify and participate in opportunities for engagement.	Engagement is coordinated with that of other organisations within Norfolk.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee	Policy & Partnerships Officer + Community Engagement Officer	March 2011
5. Consistent involvement by NPA Members in Safer Neighbourhood Action Panels throughout the county.	NPA Members more aware of issues important to the public.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.	Policy & Partnerships Officer	December 2010
6. Explore opportunities for joining approaches to engagement with Suffolk Police Authority.	Engagement is coordinated between Norfolk and Suffolk Police Authorities, where this provides benefit.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee	Policy & Partnerships Officer	March 2011

Further improve how the views of local people inform Norfolk Police Authority's decision making.

Action	Desired Outcome	Owner	Progressed by	Timescale
7. Revise NPA Community Engagement Strategy (CES) and Action Plan.	A CES and Plan which provides clear direction for NPA.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.	Policy & Partnerships Officer	December 2010

<p>8. Update NPA Community Engagement Strategy and Action Plan annually, following a review of changes within, and external to, NPA.</p>	<p>NPA CES and Plan is kept up to date and relevant.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Policy & Partnerships Officer</p>	<p>December 2010</p>
<p>9. Provide update reports to the Citizen Focus Committee on progress made towards NPA Community Engagement Strategy and Action Plan.</p>	<p>NPA Members fully aware of and able to influence nature and extent of community engagement.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Policy & Partnerships Officer and Community Engagement Officer</p>	<p>March 2011</p>
<p>10. Focused engagement with communities and individuals where views have previously been under represented e.g. people with mental health problems, young black men, sex workers, Gypsies and Travellers, rural communities, young people, older people, refugees and asylum seekers, lesbian, gay, bisexual and transgender people.</p>	<p>NPA Members more aware of issues important to the public. Public with increased confidence in police.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Community Engagement Officer</p>	<p>March 2011</p>
<p>11. Support the Association of Police Authorities' (APA) Ipsos MORI Confidence in Policing project, evidencing and feeding back to communities on how the results of the local and national fieldwork inform NPA and Constabulary processes. (Also included in NPA Single Equality Scheme).</p>	<p>Policing decisions and strategies which reflect the views and needs of all our communities.</p>	<p>NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.</p>	<p>Community Engagement Officer</p>	<p>December 2010</p>

<p>12. Utilise the outcomes of the Ipsos MORI Confidence in Policing project to plan further engagement with communities as appropriate. (Also included in NPA Single Equality Scheme).</p>	<p>Policing decisions and strategies which reflect the views and needs of all our communities.</p>	<p>NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee</p>	<p>Community Engagement Officer</p>	<p>March 2011</p>
<p>13. Use police performance information and community intelligence to identify areas where outcomes of targeted engagement would contribute to a better understanding of community needs. (Also included in NPA Equality Scheme).</p>	<p>Policing decisions and strategies which reflect the views and needs of all our communities.</p>	<p>NPA Assistant Chief Constable/ Chair of the Citizen Focus Committee.</p>	<p>Community Engagement Officer</p>	<p>March 2011</p>
<p>14. Ensure that locations for public engagement opportunities cover both more and less affluent areas. (Also included in NPA Single Equality Scheme).</p>	<p>An understanding of where policing strategies may be promoting socio-economic equality, or where additional consideration must be given in order to reduce disadvantage.</p>	<p>NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.</p>	<p>Community Engagement Officer</p>	<p>March 2011</p>
<p>15. Give consideration to the benefit and viability of rolling out the Stop and Search tutorials piloted at Norwich City College to other schools/colleges and community groups. (Also included in NPA Single Equality Scheme).</p>	<p>Increased public understanding of why Stops are performed, and a wider awareness of individuals' Stop and Search rights.</p>	<p>NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.</p>	<p>Community Engagement Officer</p>	<p>October 2010</p>
<p>16. The views of communities, partnerships and individuals are collated within a 'Community Views Database' and used to inform decision making and planning.</p>	<p>NPA priority setting and decision making is better informed by public views.</p>	<p>NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.</p>	<p>Policy & Partnerships Officer</p>	<p>December 2010</p>

17. An Annual Policing Plan and summary document are developed based on the views of communities and individuals.	NPA priority setting and decision making is better informed by public views and the public are informed of how their views have been taken into account.	NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.	Policy & Research Officer	September 2011
18. Develop a 'Virtual Community' of people who would like to be contacted by e mail in order to influence policing in Norfolk. (also included in the NPA Communication Strategy).	An additional method of engaging with people, within their own homes resulting in better informed priority setting and decision making.	NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.	Community Engagement Officer	December 2010
19. Inclusion of stakeholder panel in selection of Deputy Chief Constable.	Stakeholders involved in the decision making process.	NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.	NPA Assistant Chief Executive	September 2010
20. Involvement with and oversight of the Constabulary's engagement with the community.	Support and scrutiny leading to enhanced engagement by the Constabulary	NPA Assistant Chief Executive/ Chair of the Citizen Focus Committee.	NPA Assistant Chief Executive	December 2010
21. Involvement with and oversight of the learning and development achieved by Constabulary personnel in respect of community engagement and related areas.	Support and scrutiny leading to enhanced engagement by the Constabulary.	NPA Assistant Chief Constable/ Chair of the Citizen Focus Committee.	NPA Assistant Chief Executive	March 2011

<p>22. Run a recruitment campaign to strengthen the membership of the Independent Advisory Group (IAG). (Also included in NPA Single Equality Scheme).</p>	<p>An IAG which reflects the make-up of the community and helps us understand the impact of our policies on diverse communities</p>	<p>NPA Assistant Chief Executive/ Chair of the IAG.</p>	<p>Community Engagement Officer</p>	<p>December 2010</p>
<p>23. Introduce an informal review process for members of the Norfolk Police Disability Advisory Forum (NPDAF). (Also included in NPA Single Equality Scheme).</p>	<p>A Forum whose individual members feel sufficiently supported and enabled to make a valuable contribution to the work of the police.</p>	<p>NPA Assistant Chief Executive/ Chair of the NPDAF.</p>	<p>Community Engagement Officer</p>	<p>December 2010</p>
<p>24. Attendance at NPA Citizen Focus Committee meetings of an 'A' Level student from Norwich City College.</p>	<p>Providing a young person's perspective at Citizen Focus Committee meetings enhancing NPA priority setting and decision making.</p>	<p>NPA Assistant Chief Constable/ Chair of the Citizen Focus Committee.</p>	<p>Policy & Research Officer</p>	<p>December 2010</p>
<p>25. Widely promote the Public Budget Consultation process, undertaking additional engagement where appropriate, to ensure as many communities as possible are able to have a say on police spending. (Also included in NPA Single Equality Scheme and Communication Strategy).</p>	<p>Budget decisions made with informed awareness of the local socio-economic environment, and potential impact on socio-economic equality.</p>	<p>NPA Chief Executive/ Chairman of NPA.</p>	<p>NPA Chief Executive</p>	<p>January 2011</p>
<p>26. Include accessibility as a priority within the review and refresh of the NPA website. (Also included in NPA Single Equality Scheme and Communication Strategy).</p>	<p>A website which meets the access needs of all users, ensuring NPA information is available to all.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Policy & Research Officer</p>	<p>December 2010</p>

<p>27. Prioritise accessibility in the review of NPA's external communications. (Also included in NPA Single Equality Scheme).</p>	<p>A wider understanding of NPA's key messages, and two-way information sharing mechanisms enabling community input to feed into decision-making.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Policy & Research Officer</p>	<p>December 2010</p>
<p>28. Positively promote the police complaints process. (Also included in NPA Single Equality Scheme).</p>	<p>Higher public awareness of how to submit a complaint, and reassurance for communities more reluctant to report, of complaints monitoring procedures.</p>	<p>Deputy Chief Executive/ Chair of Professional Standards and HR Committee.</p>	<p>Policy & Research Officer</p>	<p>March 2011</p>
<p>29. Involvement with and oversight of the Constabulary's work to improve public confidence and satisfaction.</p>	<p>Support and scrutiny leading to increased confidence and satisfaction.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>NPA Assistant Chief Executive</p>	<p>December 2010</p>
<p>30. Involvement with and oversight of the Constabulary's work with children and young people.</p>	<p>Support and scrutiny leading to increased confidence and satisfaction.</p>	<p>NPA Assistant Chief Executive/ Lead member for young people.</p>	<p>NPA Assistant Chief Executive</p>	<p>December 2010</p>
<p>31. Involvement with and oversight of the Constabulary's work with Prevent.</p>	<p>Support and scrutiny leading to increased confidence and satisfaction.</p>	<p>NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.</p>	<p>Policy & Partnerships Officer</p>	<p>January 2011</p>

32. Provide focussed engagement opportunities in socially deprived areas.	Increased understanding of the implications of the recession for policing and the needs of those who are disadvantaged by socio-economic status.	NPA Assistant Chief Executive/ Chair of Citizen Focus Committee.	Community Engagement Officer	March 2011
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