



NORFOLK POLICE AUTHORITY

Ensuring an Efficient and Effective Police Service

Community Engagement Strategy 2011/12

Norfolk Police Authority's
Community Engagement Strategy 2011/12

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

Vision

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

Objective

- Involve individuals, communities and partnerships in policy and service decisions regarding policing in Norfolk. (Taken from the NPA Corporate Business Plan 2011/12).

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 objective from the NPA Corporate Business Plan and shares some actions with its Single Equality Strategy 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 a Community 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 the NPA Performance and Engagement Committee and regular attendance at Safer Neighbourhood Action Panels (SNAPs) across the whole of the county.

The Authority has developed a process for collating and prioritising the views of the community which are received by members and officers, the 'Community Views Database'. 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 taken into account during decision making.

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 seeks to use the most appropriate methods to engage and involve people in the policing of the county, including speaking face to face, public meetings, written information and on line. It uses 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). Where appropriate the Authority works with partner organisations to make the most of opportunities and to avoid duplication.

The increasing use of the internet within Norfolk's homes presents additional engagement opportunities and the NPA web site was updated during March 2011 to increase its capability and accessibility. A 'Virtual Community' of local people has been developed, who may be contacted by email and play a part in influencing policing in Norfolk. NPA has recently worked with Norfolk Health Watch to increase awareness and use of this facility.

Norfolk Police Authority increased the membership of its Independent Advisory Group and Disability Advisory Forum over the past year and is now in a stronger position to receive advice from the public regarding local policing, policy development and critical incidents.

Norfolk has focussed its approach towards partnership working, including the move from district based Community Safety Partnerships towards one for the county. During this time NPA has carried out an audit of partnerships within the county and has developed a three strand approach:

- Participation in primary partnerships such as the County Local Strategic and Community Safety Partnerships;
- Involvement in additional county and district partnerships, when there is benefit in doing so e.g. Norfolk Older People's Strategic Partnership and District Local Strategic Partnerships;
- Partnership work with single or small numbers of organisations for specific purposes such as with Intran and Norfolk Health Watch.

During the year 2010/11 the focus for NPA engagement was with, 'those aged under 21 and over 65, people from the business and voluntary sectors and the diverse communities within Norfolk'. This led to NPA engaging with county and district based young people's groups, providing presentations and listening to their concerns and issues. Similarly the

authority has developed links with the county's Older People's Strategic Partnership and the Norfolk Older People's Forum. A closer working relationship has been established with the Norfolk Chamber of Commerce and Federation of Small Businesses, together with voluntary and community organisations including the Rural Community Council and Matrix. Over the past twelve months we have worked closely with a range of diverse communities including, those with mental health issues, Travellers, victims of domestic abuse, trafficked women and sex workers.

For 2011/12 the Performance and Engagement Committee decided at its March meeting that the focus should be with the following key themes and communities:

- Transition to Police and Crime Commissioner
- Rural crime
- Business community
- Young people
- Vulnerable women

The review of the external environment (Appendix A) includes the Police Reform and Social Responsibility Bill, which has within it the replacement of Police Authorities with Police and Crime Commissioners. Engagement and research have highlighted crime within rural communities as a particular concern for many of those living in Norfolk and police initiatives have recently targeted thefts of metal, heating oil and agricultural machinery. Research by partners has highlighted areas of multiple deprivation within the county, including parts of the city of Norwich, areas within the towns of Great Yarmouth, Kings Lynn, Thetford, Cromer and Swaffham and rural areas such as Terrington and Downham West.

The Coalition Government has focussed emphasis on the private sector for delivery of services rather than the public sector and encouraged partnerships to include local businesses. There is some evidence to suggest, that whereas levels of overall crime within the county continue to decrease, crimes against businesses are often under reported.

Some engagement events, such as Safer Neighbourhood Action Panel tend not to be attended by young people and NPA has identified that additional methods are needed to ensure that young people's views are taken into account. Similarly research with vulnerable women, such as victims of domestic abuse and sex workers over the past year has confirmed the need to carry out further work.

Overall, Norfolk Police Authority seeks to reach out to more people over the forthcoming period, 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
- Austerity measures
- Reviews of police pay and pensions
- Conflict in North Africa and Middle East
- Emphasis placed on private sector for delivery of services rather than public sector
- National emphasis on the role of community organisations
- 'Big Society' aspiration
- Potential for proposed 'Community Organisers' to enhance and enable community involvement
- Development of 'integration' policy and criticism of 'multi-culturalism'
- Abolition of Identity Cards
- Localism and Neighbourhood Management
- Police Reform and Social Responsibility Bill
- Police and Crime Commissioners
- May 2011 local elections
- Ministerial approval of A11 dual carriageway
- Development of Health and Wellbeing Boards.

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
- Reduced opportunities for employment, particularly among young people. Great Yarmouth is the area of the county with the highest number of people without work
- Potential for increases in acquisitive crime, particularly fuel and metal thefts and fraud
- Food and alcohol, most commonly stolen items
- Business crime under reported
- Emergence of Anglia Local Enterprise Partnership
- Increased university fees
- Increase in fuel costs.

Social influences

- Largest employer within Norfolk is the public sector, employing over a quarter of local people; reductions currently being made in line with austerity measures
- 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 towns are Great Yarmouth, Norwich, Kings Lynn and Thetford, where 41% of the county's population live
- Higher education is centred on Norwich
- Increased disaffection and industrial action consequential to reduced employment and public service provision
- Norfolk Rural Community Council research into Deprived Rural Areas in Norfolk
- Findings of NPA research by Ipsos MORI with young black men, sex workers and people with mental health conditions
- Hate crime, domestic abuse and sexual offences under reported
- Increase in number of young people not in education and employment.

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
- Proposed incinerator in Kings Lynn has attracted national media interest
- 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

Appendix A – Community Engagement Strategy

- 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 • Members located across the county • Pre-existing links with Local Strategic and Community Safety Partnerships • Established links with community organisations and representatives • IAG and DAF membership and process 	<ul style="list-style-type: none"> • NPA Office centrally based • Limited number of personnel (Reduced capacity through loss of NPA Assistant Chief Executive post) • Uncertainty regarding proposed replacement of police authorities by directly elected commissioners • Scrutiny rather than service delivery organisation • Organisation and role relatively unknown among public • Reduced funding
Opportunities	Threats
<ul style="list-style-type: none"> • Change of approach to neighbourhood priority setting • Revised Norfolk Policing Model • 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 • Big Society and Community Organisers • Increased collaboration with other forces within Eastern Region • Increased interest in governance of the police as May 2012 election of Norfolk Police and Crime Commissioner approaches 	<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 across the nine protected characteristics.

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- 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 2011/12

Involve individuals, communities and partnerships in policy and service decisions regarding policing in Norfolk.

Action	Desired Outcome	Owner	Progressed by	Timescale
1. Participate in Local Strategic Partnerships and the County Community Safety Partnership to involve individuals, communities and partnerships in policy and service decisions regarding policing in Norfolk and to influence the planning of others.	NPA decision making takes account of the views of local people, communities and partnerships. Plans and priorities of organisations and partnerships within Norfolk take account of one another.	NPA Deputy Chief Executive and Lead Member	Planning, Performance & Partnerships Officer	April 2012 ¹
2. Work with partners to identify and participate in opportunities for engagement.	Engagement is coordinated with that of other organisations within Norfolk.	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer + Community Engagement Officer	April 2012
3. Consistent involvement by NPA Members in Safer Neighbourhood Action Panels throughout the county.	NPA Members more aware of issues important to the public.	NPA Deputy Chief Executive/ Chair of Performance & Engagement	Planning, Performance & Partnerships Officer	April 2012

¹ Where timescale states April 2012, action will be ongoing throughout the lifespan of the Strategy/Action Plan.

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		Committee		
4. 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 Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer	April 2012
5. Seek membership of Norfolk Health and Wellbeing Board and contribute to the work of the Board.	Participation in what is expected to be one of the principal partnerships within Norfolk, when it is established. Plans, priorities and commissioning, of partners take account of one another.	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer	April 2012
6. Update NPA Community Engagement Strategy and Action Plan annually, following a review of changes within, and external to, NPA.	NPA CES and Plan is kept up to date and relevant.	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer	April 2012
7. Provide updates to the Performance and Engagement Committee on progress made towards NPA Community Engagement Strategy and Action Plan.	NPA Members fully aware of and able to influence nature and extent of community engagement.	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer and Community Engagement Officer	Quarterly from May 2011

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<p>8. That Transition to the Police and Crime Commissioner should be a priority for community engagement. (Decided by the Performance and Engagement Committee at its March 2011 meeting).</p>	<p>An informed public and NPA Members aware of the issues which are important to the public.</p>	<p>NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee</p>	<p>Planning, Performance & Partnerships Officer and Community Engagement Officer</p>	<p>April 2012</p>
<p>9. That the business community should be a priority for community engagement. (Decided by the Performance and Engagement Committee at its March 2011 meeting).</p>	<p>An informed business community and NPA Members aware of the issues which are important to businesses within Norfolk and how they would like to be engaged with.</p>	<p>NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee</p>	<p>Planning, Performance & Partnerships Officer and Community Engagement Officer</p>	<p>April 2012</p>
<p>10. That rural crime should be a priority for community engagement. (Decided by the Performance and Engagement Committee at its March 2011 meeting).</p>	<p>NPA Members better informed regarding crime issues affecting rural communities and rural communities confident in the policing they receive. (Delivered through Constabulary Operation Randal).</p>	<p>NPA Deputy Chief Executive/ Chair of NPA</p>	<p>Community Engagement Officer</p>	<p>April 2012</p>
<p>11. That young people should be a priority for community engagement. (Decided by the Performance and Engagement Committee at its March 2011 meeting).</p>	<p>An understanding of any reluctance among young people to report issues to the police and enhanced engagement with young people.</p>	<p>NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee</p>	<p>Planning, Performance & Partnerships Officer and Community Engagement Officer</p>	<p>April 2012</p>

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<p>12. That vulnerable woman should be a priority for community engagement. (Decided by the Performance and Engagement Committee at its March 2011 meeting).</p>	<p>An understanding of relevant issues by NPA and vulnerable women more able to report their issues to the police.</p>	<p>NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee</p>	<p>Planning, Performance & Partnerships Officer and Community Engagement Officer</p>	<p>April 2012</p>
<p>13. 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 Deputy Chief Executive/ Chair of Performance & Engagement Committee</p>	<p>Community Engagement Officer</p>	<p>April 2012</p>
<p>14. Incorporate awareness-raising of hate crime reporting routes, complaints procedures and stop/search rights into engagement activity as appropriate</p>	<p>Increased public understanding of what constitutes hate crime and how to report it, how to submit a complaint and why Stops are performed and individuals' rights when stopped</p>	<p>NPA Deputy Chief Executive/ Chair of the Performance & Engagement Committee</p>	<p>Community Engagement Officer</p>	<p>April 2012</p>
<p>15. 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 Deputy Chief Executive/ Chair of Performance & Engagement</p>	<p>Planning, Performance & Partnerships Officer and Community Engagement</p>	<p>April 2012</p>

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		Committee	Officer	
16. Involvement with and oversight of the Constabulary's engagement with the community.	Support and scrutiny leading to enhanced engagement by the Constabulary	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer and Community Engagement Officer	April 2012
17. 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 Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer and Community Engagement Officer	April 2012
18. Utilise the lessons learnt from the planning of the 2010 public budget consultation to further increase accessibility and opportunities for community input into police spending discussions (including exploring how the Authority's website can contribute). (Also included in NPA Single Equality Strategy and Communication Strategy).	Budget decisions made with informed awareness of the local socio-economic environment, and potential impact on socio-economic equality	NPA Chief Executive/ Chairman of NPA	Policy and Communications Officer, Planning, Performance & Partnerships Officer and Community Engagement Officer	December 2011
19. Involvement with and oversight of the Constabulary's work to improve public confidence and satisfaction.	Support and scrutiny leading to increased confidence and satisfaction.	NPA Deputy Chief Executive/ Chair of Performance & Engagement	Planning, Performance & Partnerships Officer	April 2012

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		Committee		
20. Involvement with and oversight of the Constabulary's work with children and young people.	Support and scrutiny leading to increased confidence and satisfaction.	NPA Deputy Chief Executive / Lead member for young people.	NPA Deputy Chief Executive	April 2012
21. Involvement with and oversight of the Constabulary's work with Prevent.	Support and scrutiny leading to increased confidence and satisfaction.	NPA Deputy Chief Executive/ Chair of Performance & Engagement Committee	Planning, Performance & Partnerships Officer	April 2012
22. Increase circulation of quarterly engagement e-newsletter <i>Involving You</i> to diverse community groups. (Also included in NPA Equality Strategy and Communication Strategy).	Greater awareness amongst communities of how their input contributes to the policing services they receive	NPA Deputy Chief Executive/ Chair of the Performance & Engagement Committee	Policy and Communications Officer and community Engagement Officer	September 2011
23. Continue to establish means of using community intelligence to complement statistics reports in assessment of policing performance and identification of future strategic policing priorities. (Also included in NPA Single Equality Strategy).	Policing decisions and strategies which reflect the views and needs of all our communities	NPA Deputy Chief Executive/ Chair of the Performance & Engagement Committee	Policy and Communications Officer, Planning, Performance & Partnerships Officer and Community Engagement Officer	April 2012

