



# NORFOLK POLICE AUTHORITY

ENSURING AN EFFICIENT AND EFFECTIVE POLICE SERVICE

# **Policing Plan** 2011-2012

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## Introduction

THE PURPOSE of this plan is to set out Norfolk Police Authority's key policing priorities for the year 1 April 2011 to 30 April 2012 and beyond and to explain how Norfolk Constabulary intends to deliver those priority activities.

This plan covers the period until the proposed directly-elected Police and Crime Commissioner takes up post and includes details of how the Constabulary delivered against the previous priorities set by the Authority.

In order to save unnecessary cost on printing, the 'lead' version of this plan will be in a digital format and will be updated as further information is available. Summary versions will be printed and distributed in places easily accessible by the public.

Those who need this plan in another format, eg, in large print or Braille, should contact Chris Harding, Chief Executive, by:

- Telephone 01953 424455
- Email [policeauthority@norfolk.pnn.police.uk](mailto:policeauthority@norfolk.pnn.police.uk)
- Follow the links from the website ([www.norfolk-pa.gov.uk](http://www.norfolk-pa.gov.uk))

### Norfolk Police Authority – what it does

Police Authorities are independent bodies made up of local people who oversee the work of their Constabulary. Our principal responsibility is to maintain an efficient and effective police service. Other key responsibilities include appointing the Chief Constable, setting the police budget and agreeing this local policing plan. The Chief Constable has independent operational control of the Constabulary.

## Norfolk Police Authority Policing Plan 2011-2012

### A word from Stephen Bett, Chairman, Norfolk Police Authority

“IT HAS been my privilege to lead Norfolk Police Authority for the past five years, a period which has seen tremendous change in policing.

During this period, the Constabulary has remodelled itself to better meet day to day challenges and no-one was more proud when Norfolk, traditionally low-crime, further strengthened its position as the county with the lowest crime rate in England at 51 crimes per 1,000 population.

Our strategy of putting the public at the heart of policing and becoming more ‘customer focused’ has served us well as we have responded to the challenge of designing services that suit local people.

Today, we are in the midst of a different phase of policing. The Coalition Government, determined to dramatically cut public borrowing, has set out a future for policing characterised by much-reduced cost, less bureaucracy and more discretion for those upholding the law as crime is driven down.

The scale of the financial challenge ahead – we need to save in the region of £24.5 million over the next four years – together with the proposed political changes in public accountability, mean further change on an unprecedented scale.

I was disappointed that strenuous efforts by the Authority and the Constabulary to persuade the Home Office to credit Norfolk for previous success in making savings were in vain, but I will continue to press our case at the highest levels for a more flexible approach in future grant allocations. One size does not fit all!

The Government has decided to replace Police Authorities in favour of directly-elected Police and Crime Commissioners (elections are planned for May 2012). This Plan will be the final one of the Authority in its current form and is designed to cover the period until Norfolk Police Authority is replaced.

I can give you the utmost assurance that, working with the Constabulary, we will ensure Norfolk people continue to enjoy one of the most efficient and effective police services in the country



**Stephen Bett**  
Chairman, Norfolk Police  
Authority

### A word from Phil Gormley, Chief Constable, Norfolk Constabulary

THE KEY to managing change during years of a reducing budget is linked to the Constabulary's ability to be flexible and adaptable in the way it deploys officers and staff. We are going to have to become increasingly expert at this.

Reducing our budget by £24.5 million, when we have already made significant savings (£19.5 million) from a modernisation programme, is particularly challenging. My approach will be to manage the budget reduction whilst protecting, as far as possible, frontline resources.

Maintaining the current level of service is my main aim for the Constabulary, but, in order to do this, we will have to adopt a policing style that delivers services at a price the public can afford.

This means we will continue to keep under review the way we are organised, along with the policies and procedures that guide our work. Ensuring the appropriate mix of locally-based officers with those who provide our emergency response function will be an important part of the equation.

Policing is about balance. This means we have to strike the right balance between having sufficient officers in our neighbourhoods to provide visible policing and those officers whose work is largely unseen but which protects people from harm, for example, the work we do to disrupt serious and organised crime.

All our work is now organised through the twin objectives of **local service delivery** and **protection from harm** and monitored through the Service Framework mechanism which keeps track of our performance. This gives us the ability to manage our resources in the optimum way.

I have been pleased to be supported by a dedicated and committed Police Authority who work hard on behalf of the public to help deliver the best policing services we can for the county.

Together with my Chief Officer colleagues, I am confident that we can continue to put in place the appropriate plans to adequately manage whatever challenges the future brings and which allow us to prioritise the safety of Norfolk's communities.



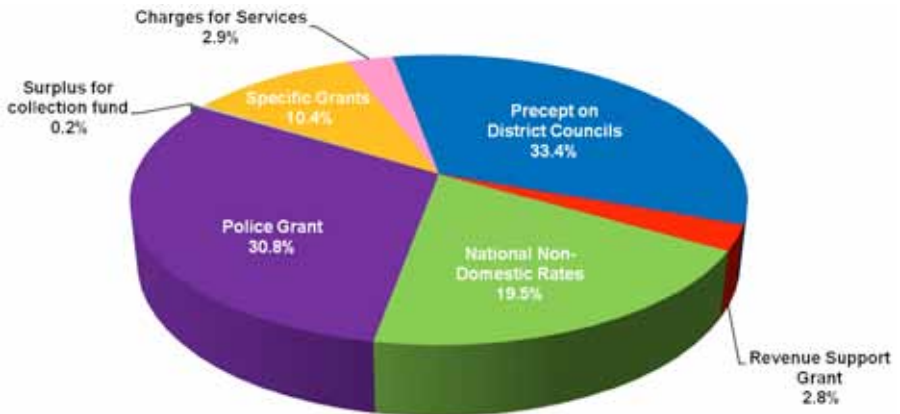
**Phil Gormley**  
Chief Constable,  
Norfolk Constabulary

## The Scale of the Financial Challenge

NORFOLK Constabulary will have to save in the region of £24.5 million over the next four years in order to balance its budget.

This is the result of a significant reduction in Government grant amounting to 20% in real terms over four years. It was confirmed at the end of 2010 when the budget allocation was announced. It followed a 1% in-year reduction imposed in the summer of 2010, equal to £1.3 million.

This is on top of the £19.5 million savings achieved by a successful modernisation programme which streamlined structures and management, reducing waste, unnecessary duplication and bureaucracy.



**1% of council tax generates £550,000 of funding**

## How We Will Save £24.5 million

THE CONSTABULARY and the Authority have agreed a plan – The Challenge Programme – which has identified options for making the savings required between 2011 and 2015.

Collaboration activities, particularly with our preferred partners, Suffolk Constabulary and Suffolk Police Authority, are a predominant feature of this plan, both for operational policing and for support functions.

The aim is to find savings and opportunities across the business to maintain the frontline. However, it is acknowledged that it may not be possible to make the level of savings required without affecting the frontline.



### How to save £24.5m over 4 years?

- **Business Support Review**

The creation of a shared services platform for all key support functions (Human Resources, Finance, Professional Standards, ICT, Estates and Facilities, Transport Services, Corporate Communications and Procurement) is estimated to save at least £9.8 million annually from Norfolk and Suffolk budgets. It is intended to reduce posts in both forces by approximately 230.

Shared services will benefit the Constabulary by enabling wider operational collaboration.

High level plans, written by the support departments involved, for the implementation of the Business Support Review (BSR) have been agreed. This work is in progress and will continue as planned during the year.

- **Operational Collaboration**

Significant progress has been made in bringing together a joint Justice Services department, including the appointment of a joint head at Chief Superintendent level to lead the function. The department was established in September 2010 and covers the new suite of six Police Investigation Centres in Norfolk and Suffolk which will open in 2011, custody staffing and each force's criminal justice departments. These criminal justice departments will be brought together as one during the course of this year.

- **Protective Services**

The goal of a joint Protective Services command for Norfolk and Suffolk will continue to be progressed. Many joint Protective Services are already in place such as the Major Investigation Team and Special Branch along with the Economic Crime Unit, firearms licensing and dogs, with a joint Assistant Chief Constable appointed in March 2011.

The fully joined up department will also look after the interests of vulnerable people, including the protection and safeguarding of children, and forensic services.

Other areas of activity include the sharing of Suffolk's air support as work progresses towards a national agreement of how police will operate air support from 2012-2013 onwards.

- **Regional Collaboration**

Work will continue to support regional collaborative initiatives such as the Eastern Region Specialist Operations Unit (ERSOU), Disaster Victim Identification, a regional ICT crime system (Project Athena), and Management of Police Information infrastructure projects.

- **Review of Frontline Policing**

A review of frontline policing began in the autumn of 2010 with the aim of identifying how savings could be made that would help bridge the financial gap yet broadly maintain the level of frontline policing, which includes neighbourhood policing and our response functions. Staff associations have been involved from the outset and will continue to help develop the thinking, along with support departments.

A number of options were identified to adapt the policing model to one that would be financially more viable for the medium and longer term. Short-term measures have been agreed to re-balance police officer and Police Community Support Officer numbers between Safer Neighbourhood Teams and Response, and reduce the number of supervisors.

- **Recruitment Freeze**

With the extent of efficiency savings delivered by previous organisational reviews, there are few options to save significant sums of cash other than to reduce headcount – 77% of the gross budget is spent on staff costs.

In response to the Coalition Government's early announcements on the public spending review, the Constabulary implemented an immediate freeze on the recruitment of both officers and police staff on the basis that leavers would not be replaced and this would assist us to reduce staffing levels.

## Service and Protection – the Policing Style for Norfolk

CHIEF Constable Phil Gormley's vision for the Constabulary is captured in a Vision, Mission and Values statement that is designed to reflect and support the new strategic direction around the Service and Protection aims.

### Vision

To provide excellent service and protection for the people and communities of Norfolk.

### Mission

A policing service that is responsive, accountable and relevant, which enjoys the trust and confidence of our communities, making a positive difference to people's lives.

### Values

- Teamwork
- Integrity
- Courage
- Compassion
- Respect

**NORFOLK**  
CONSTABULARY  
*Our Priority is You*

# Vision & Mission

**Vision**  
To provide excellent service and protection for the people and communities of Norfolk.

**Mission**  
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OUR PRIORITY IS YOU

www.norfolk.police.uk

## Our Policing Priorities for the Constabulary

THE AUTHORITY has considered carefully how to set realistic policing priorities for the Constabulary in the face of unprecedented political and economic change and the likelihood of continuing uncertainty, at least for the foreseeable future.

The Authority will scrutinise and monitor the Constabulary in three key priority areas with the aim of driving improvements. Although the Home Office has removed the national confidence target, the Authority will retain a focus on building trust and confidence in the police service.

Key priorities will be to:

- **Reduce offending, serious crime and anti-social behaviour (ASB)**
- **Improve levels of satisfaction with our service**
- **Sustain financial stability**

The Constabulary has developed a robust performance regime which measures, in detail, its activities around delivery of Local Service and Protection from Harm. Called the Service Framework, it is a web-based system that uses a range of indicators to gauge trends and drive improvements in quality of service.

The following are performance measures that have been agreed by the Authority and the Constabulary for the Priorities – the process has been informed through widespread consultation within the force and with our preferred partner, Suffolk Constabulary, and within our communities.

### 1. REDUCE CRIME AND ANTI-SOCIAL BEHAVIOUR

Norfolk Constabulary will continue its drive to:

#### Reduce:

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

#### Increase:

- The detection rates for serious sexual and serious violent offences

\*These crimes are what we term 'reactive' and exclude crimes such as hate crime where we are working to encourage greater reporting. \*\*The percentage of cases as discussed by the Multi-Agency Risk Assessment Centre. \*\*\*'Serious' crimes are those which are deemed to cause the most harm and include murder, manslaughter, burglary, robbery, arson, violent disorder, causing death by dangerous driving.

## 2. IMPROVE LEVELS OF SATISFACTION WITH OUR SERVICE

### Increase:

- The satisfaction of those who use our services

## 3. SUSTAIN FINANCIAL STABILITY

The Authority completed a formal three-year Efficiency Programme on 31 March 2011 with a target of cash savings of 10.3% of gross revenue budget - £14.8 million. The actual achievement over the three years was 13.56% or £19.5 million.

In order to achieve the further cash savings required over the next four years, the Authority and Constabulary have put in place a number of value-for-money efficiency, productivity and savings measures which have been described earlier (see How We Will Save £24.5 million). Governance processes are in place to monitor and review the achievement of savings from these measures. These include the key criteria included in the Audit Commission Value for Money Report.

Planned cash savings over the next four years are detailed in the Budget and the Medium-term Financial Plan agreed by the Authority on 15 February 2011. They are monitored at every Police Authority meeting. The Authority has decided not to set a formal efficiency target for the next four years, instead prioritising financial stability.

## Review of Performance in 2010 - 11

The Norfolk Police Authority is responsible for holding the Chief Constable to account for the Constabulary's delivery of the Local Policing Plan. For 2010-11 the Authority set a number of targets reflecting key priorities for policing. Overall crime levels continued to reduce in 2010-11 and the crime and anti-social behaviour reduction targets were achieved. The very challenging targets for increases in the detection rates for Serious Sexual Offences and Serious Violent Crime were not achieved, despite significant improvements in these detection rates.

The Constabulary achieved the following performance against the targets 2010-11.

**Crime Reduction** – Target: 1.5% decrease from 2009/10 levels  
**Performance: 3.2% reduction, the equivalent of 1415 fewer victims of crime**

**Anti-Social Behaviour** – Target: 7.3% decrease from 2009/10 levels  
**Performance: 53,441 reports of anti-social behaviour, an 8.3% decrease (4824 fewer reports of anti-social behaviour)**

**Perception of Anti-Social Behaviour** – Target: No more than 9.1% of people asked think it's a problem  
**Performance: 7.8% of respondents (December 2010) think anti-social behaviour is a problem – an improvement from 11.6% in 2009/10**

**Serious Violent Crime Detections** – Target 65%  
**Performance: 59.7% - an improvement from 55.5% in 2009/10 and consistent performance over the year**

**Serious Sexual Offences Detections** – Target 41%  
**Performance: 33.2% - a significant improvement from 26.3% in 2009/10**

**Road Traffic Collisions which result in people either being killed or seriously injured** – Target: no more than 360 collisions which result in people being killed or seriously injured  
**Performance: 288 collisions in which people were killed or seriously injured**

**Confidence** – Target: 55.2% of those asked agree they have confidence in the police and local authorities  
**Performance: 54.1% of respondents to the British Crime Survey (December 2010) agreed the police and local authorities were dealing with Anti-Social Behaviour**

**Satisfaction** – Target: 78% of those asked agreed they were completely or very satisfied with the level of service received from officers and staff  
**Performance: 74.5% of those asked agreed they were completely or very satisfied with the level of service received from the police**

## Review of Performance in 2010 - 11 continued

**Efficiency Savings (over three years)** – Target: 10.3%

**Performance: Planned forecast of 13.5% for the 3-year period as at the year end of 2010/11.**

## Environment and Sustainability

Norfolk Police Authority and Norfolk Constabulary are committed to minimising the impact of policing operations on the environment and preventing pollution. In February 2011 a new Energy and Carbon Management Plan was published, partnered by the Carbon Trust.

This plan commits Norfolk Constabulary to a challenging 30% reduction in CO<sub>2</sub> emissions by March 2016. Although it is primarily about reducing consumption and emissions, it is also about saving money. The Constabulary will use this plan to facilitate a change in direction for sustainability and will manage the transition to a low energy and a low carbon emission future.

## Equality and Diversity

It is vital that we are able to understand, reflect, support and engage with the increasingly diverse community in which we live and work.

The Constabulary, having revised its Strategy during the latter part of 2010, strives to be an inclusive organisation where diversity and equality drives policies and procedures for providing access to and delivering policing service for all who live in, work in or visit Norfolk.

Work continues to progress the strands of activity that help our people focus on what living and working as part of a diverse community actually means.

