

# Dear Norfolk resident

As your Police and Crime Commissioner, it's my job to set the policing budget for Norfolk and, with it, how much you contribute through council tax.

60% of Norfolk's policing budget is funded by the Government; your council tax contribution makes up the rest. With such a significant contribution coming from your pocket, I want all Norfolk residents to have a say on how that funding is used.



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***Please spare a few minutes to take the survey within this information pack. You can also share your views online at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk), by telephone on 01953 424455, by email to [TellLorne@norfolk.pnn.police.uk](mailto:TellLorne@norfolk.pnn.police.uk) or by writing to me at OPCCN, Building 8, Falconers Chase, Wymondham, NR18 0WW.***

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Lorne Green  
Police and Crime Commissioner  
for Norfolk

A handwritten signature in blue ink, appearing to read 'Lorne Green', positioned below the printed name and title.

# A message from your PCC

Last year, the Government pledged to protect policing from further cuts to funding – a move welcomed by PCCs and police forces around the country.

But, even without further funding reductions this year, based on previous austerity cuts, costs going up, and increased demand on our police force as reporting of child sexual abuse, rape and domestic violence continues to rise, we face a £3.5 million budget gap for the coming year.



The maximum council tax increase I can consider for 2017/18 is 2%, which equates to 8 pence per week or £4.23 a year extra for a household in a Band D property. Even the full 2% rise will only generate £1.2 million, leaving a budget gap of £2.3 million.

The consultation for my Police and Crime Plan found that, while the people of Norfolk understand the financial pressures on our Constabulary, they want to see improvements in their police service. They want the police to be more visible in their local area and to engage better with communities. They also want more efficient investigation of crime and for the most vulnerable in our society to be protected by putting more focus on the prevention of crime. All of this poses additional challenges in the context of austerity and the current financial outlook.

I applaud our police force for having made £30 million of savings in the last six years. I think we can do more. Chief Constable Simon Bailey appreciates that I will be pushing our police to continue to find more efficient ways of working, and to identify further savings to help bridge



the funding gap. The fact remains, however, that efficiency savings will only go so far and, without a council tax increase, cuts in service will need to be made, most likely affecting neighbourhood policing.

I will be presenting my budget proposals for 2017/18 to the Norfolk Police and Crime Panel on 2 February 2017. I need to hear what you think before I make my final decision.

### *So, what I am asking is...*

Do you support keeping council tax at last year's level accepting that, while I will push your police to make further efficiency savings where possible to help bridge the gap, cuts to services will have to be made?

Or do you support a council tax increase?

You've told me you want more policing visibility, better protection for the vulnerable and improved efficiency in our policing services. I want to spell it out here and now that, if we agree a 2% increase, I will not only be pushing the Constabulary to find further savings, but will also want Norfolk Constabulary to respond to some of the concerns you've raised with me about your police service.

Your views are important to me. Please take the time to have your say between now and Friday 9 December.



# From the Chief Constable

## AUSTERITY

Everyone understands that austerity has brought big changes across the public sector. Reforms to the police service have had big impacts in Norfolk, as they have elsewhere. Policing is unique in some respects as, unlike some areas of the public sector, we cannot always control the demand for our services, and national as well as local events play a huge part in the direction policing takes.

Recognising the financial challenges that we are facing, we know that difficult choices have to be made.

So where does that leave policing in Norfolk?

## SAVINGS MADE

Over the past six years, Norfolk Constabulary has made annually recurring savings of over £30 million. Nearly half has come from working closely with our colleagues in Suffolk Constabulary through collaboration on a range of services from major crime to 'back office' support. We remain two distinct police forces, but we share almost all our services with the exception of local policing, which includes safeguarding vulnerable people and investigating crime, as well as uniformed policing and control room functions.

Protecting the most vulnerable has been a key priority in recent years and this is enhanced by working locally with partners. To meet the ongoing financial challenges, we have had to make significant changes in the way we deliver policing, at a community level, across specialist areas and within our support services.

There is no escaping the fact that resources have been reduced and, as a consequence, it is vital we use all our people more efficiently to continue to deliver the high quality service that the communities of Norfolk rightly demand.

## EFFICIENCY

Collaborating with Suffolk Constabulary has already contributed to the substantial savings delivered over the past six years, and helped both forces to work more efficiently and effectively. We are working closely across the eastern region with other police forces in areas such as procurement, criminal justice and specialist capabilities. However, any savings are further down the track and cannot be included in our financial plan at this stage.

Although significant savings have already been achieved, the PCC has made it clear that the Constabulary must help bridge the ongoing budget gap by finding further savings through greater efficiency.

A full programme of scrutiny and challenge of all budgets, staffing, performance and demand is underway within the Constabulary, balancing potential savings against the risk to the service we deliver. We are working hard to identify further efficiency savings and our assumption at this stage is that we will be able to find £1 million.



#### ADDRESSING HIGHER DEMAND

Alongside a big reduction in our spending, the demand for police services has increased, for example domestic abuse (20% increase over the last 12 months), sexual offences (21% increase), child sexual exploitation and abuse, cyber and other internet-enabled crime. This is not unique to Norfolk – we must remember that the county remains one of the safest places to live and work, but the nature of crime is changing and the volume of demand is rising.

Early estimates indicate additional costs in excess of £1 million next year for investigation, which we must try and absorb by finding more effective ways of working.

#### A NEW POLICING MODEL

We need to ensure that we have sufficient officers to respond to emergency calls, to deal with local crime issues alongside our partners, to visibly police local communities and to investigate reports of crime, bring perpetrators to justice and address the safeguarding of the

vulnerable in our communities.

We are undertaking extensive research into how to refine our nationally-acclaimed 2008 policing model into one which will meet the changing needs outlined above.

Two broad areas for improvement have become evident, not least through the PCC's consultation on his Police and Crime Plan priorities:

- First, we need to do more to protect vulnerable people and investigate crime more effectively.
- Second, people are telling us that they feel less safe because they feel the police are not visible enough.

We need to devote more resources to investigating crime, but alongside that we need a new approach to how we organise and manage our investigations and how we safeguard vulnerable people. Much of our work is increasingly complex and we need to make sure that we have the best-trained people with the appropriate equipment in the right places.

We also need to build stronger links with communities. Our new Engagement Officers are police constables in every policing command whose primary role is to improve two-way communication and to work with volunteers, special constables, Community Speedwatch and Neighbourhood Watch. They are increasing our visibility and our engagement with local communities and they are building community resilience.

We need to address one of the top priorities stemming from the PCC's consultation by reacting locally to anti-social behaviour and crimes which cause harm to communities.

Our plans also include more resources dedicated to tackling those who use the road network to commit crime.

These approaches will help us police Norfolk more effectively and more visibly, helping to provide reassurance as well as cutting crime.

Investment is also required, for example in new technology like mobile computing and body worn video, to maximise efficiency and ensure the Constabulary is fit for the future. Looking at the demand pressures, work is ongoing to see how these could be reduced. Different ways of working may help to significantly reduce the additional costs.

**How much of the above can be afforded is the question now being asked. The choice comes down to how much we want to invest in working together for a safer Norfolk.**

The PCC has asked for two council tax options to be looked at – no increase and a maximum 2% increase. Both of these options have a different impact on policing, and assume that a further £1m of efficiency savings can be found and that £1m of pressures from the growing demand can be absorbed by new ways of working.

**OPTION 1: NO INCREASE IN THE COUNCIL TAX PRECEPT**

Under this option, it will not be possible to reinstate any of the previous reductions in neighbourhood policing, or improve the service for the future; in fact, more reductions would be required. It would not be possible to improve visibility and engagement. We have to work hard to deal with crimes affecting the most vulnerable and we need sufficient resilience to deal with the increase in demand in these areas of policing. This means that further officer reductions could only be found from our neighbourhood capability - savings equivalent to 30 police officer posts would still be required. High-impact crime would be dealt with and 999 calls responded to, but the service would inevitably become more reactive.

**OPTION 2: INCREASE THE POLICING ELEMENT OF COUNCIL TAX BY 2%**

(equating to 8p per week or £4.23 extra per year for a household in a Band D property)

This option should enable changes to the local policing model, with improvements in visibility and engagement, reinstatement of action teams working locally to deal with priority neighbourhood problems, improvements in road policing (of benefit to rural and urban communities) and an increase in detective and investigation resources to deliver specialist services to victims of more harmful crimes.

	0% COUNCIL TAX INCREASE	2% COUNCIL TAX INCREASE
Budget gap (as per current Financial Plan) £m	2.5	1.3
Demand pressures now identified £m	1.0	1.0
<b>GROSS BUDGET GAP £m</b>	<b>3.5</b>	<b>2.3</b>
<b>Met by:-</b>		
Efficiency savings	-1.0	-1.0
New ways of working	-1.0	-1.0
Further savings to be found	-1.5	-0.3
	<b>-3.5</b>	<b>-2.3</b>

The budget gap is the difference between estimated expenditure and estimated income.





## OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

*Please tick your preferred option below (please choose only one):*

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***Any other comments?***

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***About you. Please tell us...***

WHICH DISTRICT YOU LIVE IN (PLEASE CIRCLE)

Breckland

Broadland

Great Yarmouth

King's Lynn and West Norfolk

North Norfolk

Norwich

South Norfolk

HOW YOU HEARD ABOUT THE CONSULTATION ( POLICE/PCC WEBSITE, LOCAL NEWSPAPER, ETC)

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Please return your completed form to OPCCN, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW. If you require the information in this document in an alternative format, please contact the OPCCN by telephone on 01953 424455 or by email to [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk).