



# 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.

58% of Norfolk's policing budget is funded by central government; your council tax 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.

***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.

# A message from your PCC

I am now 18 months into my work as your Police and Crime Commissioner (PCC) and, during my time in office, I have become increasingly aware of just how challenging the financial situation is for policing in our county.

Grant funding from central government continues to reduce year on year but policing costs are increasing, along with demands for service. If austerity continues, Norfolk Constabulary will need to make cuts of between £2m and £3m every year just to cover inflation. The Government has made it clear that it expects me to increase the policing element of council tax by the maximum I can to help bridge the gap.

Norfolk Constabulary's budget gap for next year is estimated to be £5.6m; if there is no council tax increase, that gap widens to £6.8m. The Chief Constable has told me that, in the ninth year of austerity, this is going to make for difficult choices and will lead to further police officer and staff reductions.

At the moment, the maximum policing council tax increase I can consider for 2018/19 is 1.99%, which amounts to 8 pence per week or £4.32 a year extra for a household in a Band D property. In Norfolk, 75% of properties are below Band D so would pay less.

I, along with other PCCs, have been lobbying central government to look again at police funding and lift the council tax limit above the current 1.99% maximum. This would allow





PCCs more flexibility to set council tax levels in response to financial challenges and local policing needs.

To help inform my budget decision, I would like to know what you would be prepared to pay next year for policing in Norfolk.



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

Do you support a council tax increase or do you support a freeze, keeping the policing element of council tax at last year's level?

And, if you would support an increase, please tell me the maximum amount you would be prepared to pay if central government were to lift the maximum 1.99% cap.



Before you take the survey at the back of this information pack, please read the update from the Chief Constable which outlines the current situation for Norfolk Constabulary and what the council tax options mean for your policing service.



Your views are important to me and will help inform my budget decisions for 2018/19, so please take the time to have your say between now and Friday 22 December.

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

Lorne Green

Police and Crime Commissioner  
for Norfolk



# From the Chief Constable

## FIT FOR THE FUTURE

Recently we launched our proposals for a policing model designed not only to be fit for the future but also evidence-based, fully costed and scalable. We knew that crime had changed and will continue to change, and we faced severe and ongoing budget reductions. Through consultation, research, pilots and analysis, our Norfolk 2020 team carried out one of the most thorough reviews in the Force's history. Our proposals are

**“Our proposals are bold and innovative and also, unfortunately, have a human impact that is regrettable but unavoidable.”**

bold and innovative and also, unfortunately, have a human impact that is regrettable but unavoidable. A key fact we uncovered is the organisational cost of a PCSO is no longer significantly different to a PC. The average annual cost for a PCSO is £39,800, for a PC it is £41,620. With such a small difference

we then considered the additional powers and flexibility which warranted officers who have full powers bring. Considering we have reduced the annual budget by £30m since 2010 and with a further £10m still to save, we have had no choice but to look at the 80% of our budget which we spend on people. With fewer employees, you need maximum flexibility and powers.

### CHANGING FACE OF CRIME

The changing face of crime means we continue to see an unprecedented increase in demand in some of the most complex and challenging areas of policing. Rising reports of adult abuse, child abuse, serious sexual offences and serious violence have led to a need for more detectives - detectives with a warrant and, therefore, the right powers, training and equipment to face up to these threats. To provide the best service to victims of such serious crimes we needed to consolidate and enhance facilities for these specially trained officers.

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We also needed to increase our own exploitation of technology. This led to our proposals for two new state-of-the-art facilities, in east and west Norfolk, giving us the right people in the right locations and enabling our frontline officers to focus on neighbourhood policing. Our analysis showed that an increase of 25 detectives was needed, at a cost of around £1.25m a year. However, the centralising of investigations means we can reduce this cost to only £300,000 a year.

### AUSTERITY

The majority of our income comes from two main sources - 58% comes from the Home Office and 42% comes from your council tax. We also get a small amount from other things such as charging for the policing of football matches or specific grants such as counter terrorism. In 2010, with the introduction of austerity, the Government reduced the money available to us by over 25%. As a result, we had to make savings of over £30m. In 2015, the Government slowed the rate of savings they required and PCCs were guided to raise local council tax by the maximum amount (1.99%) on an annual basis to maintain police budgets at 2015 levels. This approach means that we have a similar amount of money available to us each year.

But our 'cost of living', like yours, is rising. Inflation is climbing; the pay of our police officers and staff, which is nationally set, rises every year. We also have to pay other statutory costs which are beyond our control. In the last two years alone, there have been increases in employer's national insurance and employer's pension costs of £3m.

**"But our 'cost of living', like yours, is rising. Inflation is climbing; the pay of our police officers and staff, which is nationally set, rises every year."**

### PROTECTING THE FRONTLINE

If the money we ask for in your council tax did not go up each year, the savings we would need to make would be even greater. Without a precept rise the reductions in policing resource would be even deeper. The council tax rises you pay are helping us to protect the frontline. Our collaboration with our preferred partner Suffolk Constabulary continues to save us millions of pounds while not adversely affecting our service but these savings opportunities are becoming harder to find. To balance our books, we need to develop our budgets and our financial plans in such a way that it takes into account our reserves and our need to spend money on capital assets. Capital assets

can be anything from our buildings or our information technology to our police vehicles.



### 21st CENTURY POLICING

Our reserves currently total £25m, yet we will see them fall to £11m (7% of our £150m budget) by 31 March 2021. In financial terms, this is close to our minimum and it is important to remember that reserves can only be spent once. For example, within this amount we hold £4.5m for exceptional operational policing demand (such as a complex murder case) and some reserves are held to meet other costs that might arise such as a significant increase in insurance claims. We also use reserves to support our future budget, improve our efficiency and, in particular, help us introduce new technology such as body worn video or drones which help support frontline officers. But again, as with all technology, these things

will need to be replaced after a few years leading to future costs.



Our police estate is under continuous review and we have invested a lot in our estate over the last 10 years including our Police Investigation Centres. To be more efficient and effective, we needed to refurbish our old police stations, such as King's Lynn. We are also discussing plans for Bethel Street and Great Yarmouth. This will help us make significant savings on running costs as well as repairs and maintenance. In addition, by the end of 2020/21, we will have stopped leasing any properties, saving another £500,000, while making sure we relocate affected staff. We are also working closely with Norfolk's Fire and Rescue Service to increase the number of joint police and fire stations and exploring the possibilities of sharing buildings or other

facilities with other public sector partners.

### WISE INVESTMENT

Using our reserves wisely and investing for the future is always our focus when making any medium or long-term financial plans. This does not mean we will avoid having to make more difficult choices ahead as we balance the budget for 2018/19 and, even if you decide that you support a council tax increase by the current maximum amount (1.99%), unfortunately it will not protect us from having to reduce further our officers and staff in the future. However, we do not anticipate any changes to the new policing model announced in October; rather, any reductions will be in operational support and back office functions. We would like to see central government raise the cap on council tax increases to give the PCC the opportunity to protect the current establishment or invest in additional officers.

Simon Bailey

Chief Constable, Norfolk Constabulary

***Having considered the information provided by the Chief Constable, which of the following would you support?***

**OPTION 1: NO INCREASE IN THE POLICING ELEMENT OF COUNCIL TAX**

A freeze on the policing element of council tax would mean a funding gap for the Constabulary in 2018/19 of £6.8m. Some £4m of savings have been identified at this stage, including £2m from the frontline local policing model (Norfolk 2020) announced by the Chief Constable in October. This leaves £2.8m still to find. Further savings of this magnitude would mean some very difficult choices about even deeper reductions in frontline operational and support functions, mindful that 80% of the budget is staff costs.

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

A council tax increase of just under 2% (the maximum amount currently permitted by central government) is equivalent to 8 pence extra per week (at Band D) and would raise £1.2m. This is not 'additional money'; it will simply offset an expected £1.2m reduction in our central government grant. This would leave the Constabulary with £1.6m of savings to find, in addition to the £4m already identified. The recently announced local policing model would be protected but this £1.6m would need to come from other operational and support areas of the budget. This would also mean some difficult decisions for the Constabulary.

***Would you support a policing council tax increase higher than 2%?***

Central government places a cap on the maximum council tax increase allowed, and that cap has been around the 2% mark for the last few years. The PCC and Chief Constable have called for that maximum cap to be removed to allow more flexibility in setting council tax levels in response to financial challenges and local policing needs. While this is not something the PCC has consulted on in the past, a number of respondents to previous budget surveys have questioned the cap and said they would support an increase higher than 2%.



If the maximum cap on council tax were to be raised by central government, would you be prepared to pay a higher amount? And if you would, based on the information which follows, what is the maximum amount you would be willing to pay?

**UP TO AN EXTRA 19 PENCE PER WEEK** (a 4.5% increase)

This would raise £2.8m which, alongside the £4m of savings already identified would, on present projections, balance the budget for next year. This would mean that the frontline local policing model announced in October would be protected.

**UP TO AN EXTRA 25 PENCE PER WEEK** (a 6% increase)

This would raise £3.6m and, alongside the £4m of savings already identified, this would enable the budget to be balanced. This option would provide an opportunity, on present projections, to make some modest increases in local policing.

**UP TO AN EXTRA 50 PENCE PER WEEK** (a 12% increase)

This would raise £7.2m and enable significant additional investment in frontline local and operational policing.

***You can have your say using the survey form at the back of this information pack or online at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)***

***You can also share your views by post, telephone or email using the following contact details:***

***Post:*** OPCCN, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW

***Telephone:*** 01953 424455

***Email:*** [TellLorne@norfolk.pnn.police.uk](mailto:TellLorne@norfolk.pnn.police.uk)