



NORFOLK POLICE AUTHORITY  
*Ensuring an Efficient and Effective Police Service*

Ref: PG/SB/SMK

21<sup>st</sup> September 2010

Members of Parliament for Norfolk  
House of Commons  
LONDON  
SW1A 0AA

Dear

### **Protecting frontline policing in Norfolk in the face of 25-40% expected budget cuts**

The purpose of this jointly-signed letter and accompanying briefing paper is to inform you how Norfolk Constabulary and Norfolk Police Authority are preparing to police the county with significantly fewer resources.

We also invite you to be briefed in person by us on 13<sup>th</sup> October at 14.30hrs in Room W2 off Westminster Hall at the Houses of Parliament, where we will have the opportunity to discuss the issues pertinent to Norfolk in more detail. Although all forces are currently investigating major cost cutting, our position is unique as we have already taken £18million from our budget in the past four years and streamlined our structures and processes during the recent radical modernisation of the Constabulary.

As a pioneering force, acknowledged to have set the template for today's policing model, we feel that our efforts in reducing bureaucracy, waste and duplication but, at the same time, improving customer services, should be recognised in government grant calculations.

We are estimating a funding gap of at least £35million over the next four financial years – 2011/12 to 2014/15.

Put simply, the fat in Norfolk Constabulary has already been cut and, although we fully accept there is always room for further efficiency savings or trimming, we believe strongly that Norfolk people should not be unfairly disadvantaged by our previous foresight and resulting success.

This theme is explained in more detail in the enclosed Parliamentary Brief.

We have chosen not to add to the public scaremongering by speculating in the news media what the effect would be of substantial budget cuts. For the people of Norfolk, who have already invested in additional Police Officers and Police Community Support Officers (PCSOs) in the police precept element of the Council Tax, it is going to be a particularly bitter pill to swallow.

Whatever the outcome of the Comprehensive Spending Review and its impact on the police grant to Norfolk, there is a clear message for the county – many fewer police officers, many fewer PCSOs and many fewer police staff roles.

We are already reducing officer and staff numbers through natural turnover and retirement following the blanket moratorium on recruitment imposed shortly after the May General Election when it became clear large-scale public sector cuts were looming. Soon, this will include redundancy of staff (civilian) roles following a review of our support functions. We estimate that the moratorium will reduce police officer numbers by some 80 a year and PCSOs by some 15 a year.

The findings of the Business Support Review (BSR), carried out jointly with Suffolk Constabulary, are being considered by both Constabularies and both Police Authorities. The BSR recommends a shared service model to deliver back office functions – primarily HR, ICT, finance and administration – to both forces. If implemented, this will lead to hundreds fewer police staff jobs in the two counties. The BSR has constructed a scalable model that could include other neighbouring forces, e.g. Cambridgeshire, with the potential for an even leaner model of support services. That being said, the BSR will deliver approximately £10million savings shared between Norfolk and Suffolk, thereby leaving much more to be found which will have to impact on the front line.

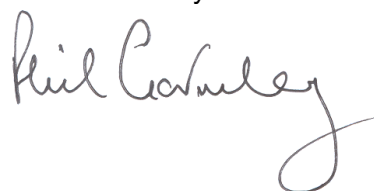
There is no doubt that many difficult decisions lie ahead. Some of those decisions will affect how we deliver policing services in the future and, whilst there is inevitable uncertainty about the future shape of policing in the county, our priority to protect people from harm will remain top priority.

Our joint efforts in managing, in the words of the Prime Minister, ‘eye-watering’ budget reductions, will be centred upon ensuring as many police officers as possible will be retained to serve and protect Norfolk communities. The unavoidable truth is that policing services will have to be significantly reduced across the county.

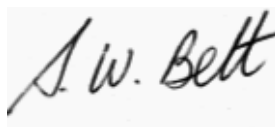
We are committed to keeping you informed about policing in Norfolk and how we are tackling the significant challenges ahead. In return, we seek your assistance to helping manage what may be unpalatable changes for your constituents by understanding our approach and working with us.

We do hope you will be able to join us on 13<sup>th</sup> October.

Yours sincerely



Phil Gormley  
**Chief Constable**



Stephen Bett  
**Chairman**

*Enc: copy of Parliamentary Brief (September) – we will be sharing the contents of these briefing documents to inform staff and other stakeholders of the Constabulary's position in due course*

# Protecting the public is our main priority



Phil Gormley

NORFOLK Constabulary and Norfolk Police Authority are currently deliberating how they can save up to £35million from the budget over the next four years. This is the estimated size of the **funding gap** following expected government grant cuts.

Stephen Bett, chairman of Norfolk Police Authority, said the size of the gap meant **inevitable reductions** in police officer numbers that would adversely affect frontline policing.

"Norfolk Constabulary is a high performing force which, through a radical modernisation programme, has delivered efficiency savings sufficient to bolster the frontline with 100 additional officers in the Safer Neighbourhood Teams.

"It is a dire situation when we have no option but to unpick so much of the good work that has been done on behalf of the public. The Constabulary's recent transformation delivered tangible benefits, **cutting out** much of the **bureaucracy, duplication** and **waste** that dogs many other forces today.

"It is ironic that when we have worked hard to put our house in order, we find we are being treated like other forces who are behind us in development terms. "I would hope that the Government will see fit to credit us with getting ahead of the game and recognise that Norfolk people paid a premium to get a first-class policing service. They are in danger of being short-changed."

Chief Constable Phil Gormley is leading the work to find the least painful way of reducing services.

*"I would hope that the Government will see fit to credit us with getting ahead of the game and recognise that Norfolk people paid a premium to get a first-class policing service. They are in danger of being short-changed."*

So far, he has imposed a moratorium on the recruitment of police officers and civilian staff; ordered heads of department to make in-year budget cuts (non-pay) totalling £1.4million and launched The Challenge Programme which will **plan for a future** with significantly **fewer resources**.

"My priority in managing the budget cuts is to **keep people safe** and **keep Norfolk a low-crime county**. We will do this by minimising as far as possible the reduction of uniformed officers and by sharing back office functions with our preferred partner, Suffolk Constabulary.

"We already have some joint police units in place – the Major Incident Team with Suffolk is, according to independent scrutiny, working well and saving money.

"The future will be shaped by our ability to be **innovative during adversity** and by **sharing resources** to reduce costs and maintain services," he said.

However, both he and Mr Bett warned that in order to meet what they described as 'substantial cuts' **significant numbers of officers and police staff would have to go**.

Mr Gormley explained that the force accountants had **identified £28million of the estimated funding gap** mainly through reductions in officers and police staff from a four-year moratorium on recruitment – the equivalent of about 350 police officer posts, 60 PCSO posts and 230 civilian posts.

*"The future will be shaped by our ability to be innovative during adversity and by sharing resources to reduce costs and maintain services."*

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Stephen Bett

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## Protecting the public is our main priority

“Unfortunately this will not be enough as there will still be a **shortfall of £7million**. This is the equivalent to a further 180 police officer posts, 230 PCSO posts and about 200 other staff posts which gives an idea of the scale of the challenges ahead.”

He said that it was “inevitable” that the model for policing in Norfolk would have to be revisited and that plans were currently being worked up to provide scenarios and risk assessments for those options.

“The police service will be going through **unprecedented change** and there will be tough decisions to make. The people of Norfolk can be assured that our response will be professional and measured and with them uppermost in our minds.”

The **unavoidable truth** is that policing services will have to be significantly reduced across the county.”

# Better placed than most

THE RECENT experience of a **major modernisation programme**, touching every area of the business of policing, will have stood Norfolk Constabulary in good stead for the financial challenges ahead.

As the pioneer of the single policing territory, supported by centralised back office functions, **Norfolk** is acknowledged to **operate ‘best practice’ principles** for a largely rural force.

Many other forces in England and Wales have since visited Norfolk Constabulary to learn how they could benefit from the blueprint for change known as the **Norfolk Policing Model**.

### In summary, the Norfolk Policing Model:

- Swept away unwieldy Basic Command Units that duplicated effort and wastefulness
- Introduced a matrix management system where head office functions deliver services and products to the operational customers
- Effectively matches available resources to the demand patterns of the public
- Enhanced Safer Neighbourhood Teams for local service delivery, reassurance and visibility
- Put the public at the heart of service delivery by engaging with people to properly understand their needs

“We are recognised as having **expertise** in the management of change and how we have transformed the organisation into the **streamlined**, efficient Constabulary that we are today.

“The structural changes were enhanced by a revised shift pattern that puts officers on patrols when and where they are most needed and by the use of the latest technology to direct fast response units to emergency calls for help,” explained Mr Gormley.

# Delivering what the public wants

NORFOLK Constabulary enjoys a reputation for being a **high performing force** and works hard to maintain that position. A snapshot of the results that matter most to people confirm that:

- Year on year reductions in crime is 6.9%, that’s **1,423 fewer crimes** (financial year to date)
- More crimes and incidents of anti-social behaviour resolved – current detection rate is at 32% which is 1% above target
- More people have confidence in our service – 54.2% say local police are doing either a good or excellent job (based on British Crime Survey March 2010)
- **Satisfaction** with our services **continues to increase** – currently at 76.02%

## Value for money

FIGURES issued this month by Her Majesty’s Inspectorate of Constabulary show that the cost of policing Norfolk is among the lowest in the country. Norfolk Constabulary’s workforce costs £154 per head of population – below the average for all forces and in the bottom quartile for workforce costs.

HMIC considers this measure to be a good starting point when considering value for money. Their ‘Report Card’ published earlier this year confirmed that the Constabulary was **delivering a good service at a price that represented value for money**.

The Constabulary received ‘good’ grades for local crime and policing and for protection from serious harm.

Council Taxpayers contribute a third to the cost of policing the County.

• People living in Norfolk can access more information than ever before about their risk from crime and anti-social behaviour. **Interactive crime maps** appear on the Constabulary’s website – [www.norfolk.police.uk](http://www.norfolk.police.uk) – where you can sign up to receive police updates and relevant local information to be sent by email, text or phone messages to landlines or mobiles.