

Bridging a £24.5m gap

Force unveils major cost savings plan

HUGE efforts have gone into reviewing the policing business of Norfolk in recent months to create a plan to save £24.5million over the next four years with minimal impact on local communities.

The Constabulary and the Authority believe we now have a robust plan in place that achieves these twin objectives. Purpose of this Parliamentary Brief is to explain what we have done and how it will be managed – it also replaces figures and data that have previously been published.

The Challenge Programme Plan

Headed by Chief Constable (CC) Phil Gormley, The Challenge Programme is the initiative which is driving the change programme in Norfolk, including the increasing collaboration activities with Suffolk Constabulary.

Significant savings are to be made from this strategic approach including £9.8m across both forces from the creation of the shared service platform, £1.5m expected of cost efficiencies from the review of local policing in Norfolk and £1.7m expected savings by joining up criminal justice services.

- Currently collaborative units comprise 265 police officers and 248 police staff.

This schematic below represents the five blocks of change activity where cost savings will be made:



The areas of activity are focused on:

- Making efficiencies in frontline policing (primarily Safer Neighbourhood Teams and response functions)
- Creating a shared services platform with Suffolk Constabulary for back office support functions
- Creating joint Protective Services and Criminal Justice commands for Norfolk and Suffolk
- Further operational collaboration between the two counties, eg, shared air support (from 1 April 2011)

Neighbourhood policing a priority

By streamlining management structures and posts, and re-organising SNT and response functions, the Constabulary hopes to be able to maintain the numbers of Police Constables and Police Community Support Officers (PCSOs) at the local level.



Phil Gormley

CC Gormley said: “We felt it was a priority to retain the principles of neighbourhood policing, not least because the Safer Neighbourhood Teams are working well and are embedded within our communities.

“By creating multi-skilled teams of officers who are supported by a single management structure and working to a single shift pattern, we are able to retain the best of the current mode of working.”

The six District geographical-based model, operating within the County Delivery Unit and reporting to a Chief Superintendent, is retained. Norwich, King’s Lynn and Great Yarmouth Districts are headed by Superintendents with Breckland, South Norfolk, North Norfolk & Broadland headed by Chief Inspectors.

The future policing style and structure will mean a reduction of one Superintendent, two Chief Inspectors, six Inspectors and 22 Sergeants. It expands the role of the current response officers who will support neighbourhood policing duties when not answering critical calls for service.

There will be a reduction from 52 to 49 of the SNTs. The number of teams will reduce from seven in Norwich to four to align with the newly-developed City Council neighbourhood management areas.

Chief responds to ‘visibility’ report

Chief Constable Phil Gormley says the Constabulary will continue to deliver the best possible policing services despite an inevitable reduction to the frontline over the next four years.

His comments follow a report by Her Majesty’s Inspectorate of Constabulary (HMIC) setting out the true extent of how many police officers are visible on the frontline at any given time.

Whilst visibility of frontline police officers and Police Community Support Officers in Norfolk is greater than the national average, the amount of time officers spend being visible to the public is sure to decrease through reduced resources.

Mr Gormley said, “Defining the frontline is always problematic as the delivery of effective policing requires a complex system of functions, some frontline, some not.

“It has been commonly accepted that Norfolk Constabulary has modernised its operations to reinforce its ability to serve and protect the public of Norfolk.

“The HMIC report confirms what we have always maintained, that given the scale of the cuts, the Constabulary will have to reduce its frontline over the next four years. We will continue to deliver the best possible policing services with the resources made available to us.”

Stephen Bett, Chairman, Norfolk Police Authority said: “Whilst we fully support Phil Gormley’s ambition to maintain existing high levels of performance, we have to agree that you can’t take £24.5M out of our annual spend and still deliver the policing service to the same current standards.”

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First Joint Heads appointed



Gary Kitching

Assistant Constable Gary Kitching, of Suffolk, has been appointed to lead the Protective Services Command covering both counties to continue the work to establish a fully joint Command. A number of joint teams are already

in operation and include the Major Incident Team, Witness Protection, Firearms Licensing, Special Branch and Economic Crime.

Two Chief Superintendents, who will report to ACC Kitching, are also in place covering the portfolios of Crime (Stewart Gull) and Specialist Operations (Bob Scully) for both counties.

Chief Superintendent Les Parrett leads the joint Criminal Justice Command for both counties.

Implementation of the Business Support Review to create a shared services platform for Norfolk and Suffolk is now well underway with the first appointments announced of the joint heads of function. These are now in place for Human Resources, Criminal Justice, Strategic Change and Professional Standards.

Stamp of approval

The Constabulary's plans to further evolve Norfolk's policing style are due to be discussed before the Police Authority's 12 April meeting where members will be recommended to endorse the Constabulary's plans to save £1.5m.

Chairman Stephen Bett said: "The Constabulary is in good shape and has had an enviable report from Her Majesty's Inspector of Constabulary.



Stephen Bett

"I think the Chief Constable and his senior team have

climbed a mountain to find the potential for £24.5m worth of savings so soon after finding £19m of efficiency savings from modernisation in the past three years.

"It is quite possible that, by setting out to achieve a minimal impact on the public, the people of Norfolk will notice little obvious difference in the service they receive. We sincerely hope that will be the case.

"The Authority's priority is to ensure the Constabulary delivers the best possible policing service for Norfolk," he said.



Performance & Priorities

The Constabulary has continued to perform well and retains its place as one of the best performing forces in the country.

Chief Constable Phil Gormley has thanked staff for an “outstanding” set of results across the range of policing activity for the year ending 31 March. He said:

“It has been a good year against a series of good years. Considering what has been delivered against a backdrop of budget cuts and staff losses, it is a significant achievement. I am immensely grateful for what everyone has done.”

- **Crime has reduced by 3.2% in the past year, reducing from 44617 crimes in the previous year to 43200**
- **There were 593 fewer reports of anti-social behaviour**

- **The percentage of 999 calls answered within the service level of 10 seconds has increased from 82.5% to 92%**
- **Significantly fewer deaths or serious injuries on our roads (74)**

Policing priorities for the coming year have been set by Norfolk Police Authority fall within three areas:

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

Performance results and a full list of priorities are published in Norfolk Police Authority's Policing Plan. Visit their new website www.norfolk-pa.gov.uk.

State-of-the-art custody facilities open

New Police Investigation Centres (PICs) have opened in Aylsham and Wymondham providing vastly improved custody facilities across both Norfolk and Suffolk. These will be followed by PICs in Bury St Edmunds, Gorleston, King's Lynn and Martlesham.

Identical in design, they operate the same systems and procedures under a joint management team.

