POLICE & CRIME COMMISSIONER
FOR JUSTICE, FOR SAFETY, FOR NORFOLK

Consultation:
Police and Crime Plan 2026/28
Police Budget 2027/28

A message from your Police and Crime Commissioner Colin Sutton

I am truly honoured to have been elected by the residents of Norfolk to be your Police and Crime Commissioner. With only 18 months left in office, I have a short time to make a real difference to people's lives, ensuring that people feel safe in our county and receive the right support should they become a victim of crime.

The conventional approach would be to undertake a formal consultation, over a period of several months, engaging with stakeholders, residents from neighbourhoods and partners before determining priorities for the future.

However, the priorities set out in this draft have not been developed in isolation. They are informed by extensive engagement undertaken over recent months, together with the ongoing consultation, surveys and community feedback regularly gathered by Norfolk Constabulary, my office and our partners. Collectively this evidence provides a clear picture of the issues that matter most to the people of Norfolk and the challenges they expect us to address.

Having carefully considered this feedback, I have identified a proposed set of priorities and an approach for the next 18 months. I am now seeking your views on whether these priorities reflect the needs and expectations of the people of Norfolk and whether there are any significant omissions that should be addressed.

While the overall direction is clear, this consultation remains an important part of the process. I welcome your views and will consider them carefully before publishing the final Plan.

Also, this will not be the last time that you get your chance to raise your issues and concerns. The Plan makes a strong commitment and sets out how I will continue to listen and respond throughout my time in office, which is critical. New issues and concerns are also bound to emerge.

Joint Police and Crime Plan and Police Budget Consultation

As I have to consult on my Police and Crime Plan and next year's council tax precept at the same time, I have decided to undertake a joint consultation. This will mean that the consultation can reach further and achieve maximum participation by avoiding repetitive and confusing requests for information or for stakeholders to attend more meetings than are necessary. Importantly, this approach also reduces the cost of the consultation and allows participants to consider the information in my Police and Crime Plan, the issues facing policing and the resource requirements at the same time.

Police and Crime Plan 2026/28

One of the first things I must do as a Police and Crime Commissioner (PCC) is to publish a Police and Crime Plan. This Plan sets out the police and crime priorities that Norfolk Constabulary must consider to keep Norfolk safe.

When I was elected as your PCC, I made a commitment to listen, to act, and to focus on the issues that matter most to the people I serve. I want to be ambitious, but I have only 18 months left in office, so I am going to be focused and determined in my approach, concentrating on getting things done and achieving real outcomes for people across Norfolk.

Let's be clear from the start: preventing all types of crime, bringing offenders to justice and supporting victims is, of course, of paramount importance to me. It is in my DNA, and why I spent over 30 years in policing. But, fortunately, Norfolk is a very safe place to live, with an excellent police force, and partners working together both nationally and locally to keep it this way and to protect the most vulnerable in our neighbourhoods. I don't intend simply to replicate what they are doing and to dilute my efforts, when there is already successful work going on to tackle a range of issues from serious and organised crime to road safety and child abuse. Instead, I will challenge them to achieve the strongest outcomes and provide support through my office.

I will be concentrating my time, energy and resources on the biggest and most harmful issues. I have reviewed the data and the wider strategic landscape and listened extensively to residents, victims of crime, businesses, community groups, partner organisations and Norfolk Constabulary, and identified the issues and areas that matter most and where I believe I can make the greatest difference through my Plan.

I therefore propose to prioritise the following three areas in my Police and Crime Plan:

1. Re-engaging with neighbourhoods to rebuild trust in policing

Trust and confidence are fundamental to effective policing. People are more likely to report crime, to cooperate with investigations and to seek help when they have confidence in the police and wider criminal justice system. This is particularly important for victims, many of whom are making difficult and courageous decisions when they come forward. I want people to feel connected to policing within their neighbourhoods and to have confidence that concerns will be listened to and acted upon, and that communication from the Constabulary will be timely and transparent.

2. Preventing violence, abuse and exploitation

Domestic abuse has devastating and long-lasting consequences for victims, families and communities. Responding to domestic abuse, keeping victims safe and prosecuting perpetrators is the biggest area of demand for Norfolk Constabulary. So, reducing incidents of abuse will not only change the lives of victims, but also give our police more resources to tackle other priorities for our neighbourhoods.

I want victims to have confidence that they will be believed, protected and supported at every stage of their journeys. Working alongside safeguarding partners, health services, local authorities and specialist support organisations, we will focus not only on responding to abuse but on preventing it, supporting recovery and holding perpetrators to account.

3. Safer rural communities

In rural areas, victims can often experience a disproportionate impact from crime, whether that's through the theft of machinery, livestock, fuel or equipment, or through offences that affect their livelihoods, wellbeing or sense of security. They can also have less access to key public services and specialist victims' services, which help them cope and recover. Too often, people living in rural areas feel that their concerns are overlooked. Through closer partnership working with farmers, rural businesses, local authorities and community organisations, I want to ensure that victims of rural crime receive the support, attention and response they deserve.

What am I asking?

The key question now is whether there is anything that I have missed, or should be included that isn't being addressed. At the back of this document, there is a space for you to share your views.

Police Budget Consultation 2027/28

As your PCC, I am also responsible for the policing budget. As a steward of public funds, I need to ensure that investment is directed towards activity that delivers measurable improvements in public safety, victim support and local wellbeing.

Norfolk also needs to be prepared to respond to local and national threats, maintaining the capacity and capability required to meet strategic policing responsibilities while continuing to deliver high-quality local services.

Investment in new technology to allow the police to spend more time doing their jobs is also an essential part of my budgeting plans.

The financial environment facing policing and public services continues to present significant challenges, with increasing demand, evolving threats and ongoing pressure on public sector resources. In this context, delivering the ambitions of my new Police and Crime Plan will require careful financial management, strong collaboration with partners and a willingness to identify innovative approaches to service delivery. Through prudent stewardship of policing budgets, effective commissioning, external funding opportunities and collaborative investment with local, regional and national partners, I will seek to maximise the impact of every pound spent.

Any decision to raise the policing element of council tax is not straightforward and involves balancing many complex factors, including your views.

Before completing the survey question, please take the time to read the information provided by Norfolk's Chief Constable Paul Sanford. This explains the Constabulary's reasoning in calling for a change.

I am responsible for Norfolk Constabulary's budget, to ensure they have the necessary resources to investigate. Each year, the PCC has to consider the requirements and demands on the police's spending plans, and how much they ask you, the residents of Norfolk, to contribute through the policing element of your council tax.

The total policing budget for the current financial year (2026/27) is £238.4 million, of which over half (55%) is provided by the Government and the remainder (45%) is raised through council tax.

The budget is divided into two parts: revenue and capital. The revenue part is used for day-to-day running costs, such as police officer salaries and maintaining vehicles; and the capital part is spent on key assets such as police buildings and information technology.

This financial year 90% is being spent on people - £144.7m of which is spent on officers and £67.9m m on staff. The remaining £23.8m (10%) is spent on everything else, including police buildings, vehicles, fuel costs, equipment and training.

Looking forward to the next financial year (2027/28), the forecast budget is expected to increase by £5.4 million for several reasons, these include:

- **Police pay** – It is assumed to rise by 2.5% per annum over the next 3 years (27/28 – 29/30)
- **Inflation** – Non-pay inflation is assumed to rise by 4% per annum over the next 3 years (27/28 – 29/30)

Colin Sutton
Police and Crime Commissioner for Norfolk

A message from Norfolk's Chief Constable Paul Sanford

Policing continues to face significant and growing challenges. The complexity of crime is evolving, vulnerability is rising and demand is increasing, with record numbers of calls to our control room this summer. We are also preparing for significant national police reform, local government reorganisation and devolution.

While the future is evolving, one thing remains unchanged: the communities of Norfolk need an effective, efficient and trusted police service today. We must continue to deliver the services that matter most to our communities, responding quickly when people need us, protecting vulnerable people, investigating crime and bringing offenders to justice. We continuously seek opportunities to improve our service, modernise the approach and better manage resources. This work includes opening a new response base at Loddon after recognising response times in the south of the county were not where they needed to be.

Through our Norfolk Policing Plan, we have set out a clear commitment to focus on what matters most to the public: preventing and reducing crime and harm, investigating crime effectively, supporting victims, safeguarding vulnerable people and maintaining trust and confidence in policing.

Norfolk remains one of the safest counties in the country and I am incredibly proud of the dedication shown every day by our officers, staff and volunteers as they support victims, protect vulnerable people and keep communities safe. We also have one of the highest detection rates in the country.

In recent years, we have repeatedly deployed significant resources to manage large-scale protests and public order incidents. This summer, officers and specialist resources responded to disorder in Thetford. It was the third consecutive summer in which Norfolk officers have dealt with significant protest activity locally or supported colleagues elsewhere in the country. These incidents require specialist skills and substantial resources while maintaining day-to-day policing services.

We are also preparing for changes across the criminal justice system. Reforms through the Sentencing Act will result in more offenders being managed within the community and fewer shorter custodial sentences. As the public-facing part of the criminal justice system, policing will play a central role in managing the impact of these changes, creating additional demand and requiring even closer partnership working.

We have a strong track record of using public money responsibly and efficiently. We continually seek opportunities to modernise, embrace technology and improve the way we work while ensuring every pound delivers value for the people of Norfolk. However, for several years, the funding we receive directly from the Government has been insufficient to cover inflationary pressures or keep up with the rate of population growth in the county.
Efficiency savings alone cannot meet the scale of the challenges we face. Most policing expenditure is spent on people, providing the officers, staff and specialist capabilities needed to keep Norfolk safe. Continued investment is essential if we are to maintain frontline services, respond to rising demand and continue delivering exceptional policing for Norfolk.

Your views are important and will help shape the future of policing in our county. I encourage you to take part in this consultation and help inform decisions about the resources needed to keep Norfolk safe in the years ahead.

Paul Sanford
Chief Constable for Norfolk

Having considered this information from Norfolk's Chief Constable, Paul Sanford, please spare a few minutes to complete PCC Colin Sutton's survey.

If you need the information in this document in an alternative format, please contact the Office of the Police and Crime Commissioner for Norfolk (OPCCN) by telephone on 01953 424455 or by email: opccn@norfolk.police.uk.

You can have your say by completing and returning this form to Office of the Police and Crime Commissioner for Norfolk, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW. Alternatively, you can take part in the consultation online at: www.norfolk-pcc.gov.uk.

The consultation will close at 5pm on Friday 9 October 2026.

This consultation does not ask for identifiable information. If any identifiable information is provided, the OPCCN will ensure that any published information relating to the consultation remains anonymous. The OPCCN complies with data protection legislation, including GDPR, by applying its Data Protection Policy - which can be found at www.norfolk-pcc.gov.uk.

PCC image page 1 - by Jason Bye

Have your say

Would you be prepared to pay more to ensure your police force continues to tackle these priorities in the future?

☐ Yes ☐ No

If you wish to add any comments, please use the space below or email: opccn@norfolk.police.uk.

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Please tell us about the person who has answered the consultation questions. This is an important part of our equalities monitoring and helps us to understand if we are reaching all communities in Norfolk.

Which area of Norfolk do you live in?

- ☐ Breckland
- ☐ Broadland
- ☐ Great Yarmouth
- ☐ King's Lynn & West Norfolk
- ☐ North Norfolk
- ☐ Norwich
- ☐ South Norfolk
- ☐ Prefer not to say

What is your gender?

- ☐ Female
- ☐ Male
- ☐ Prefer not to say
- ☐ Other (please specify): _____

What age group are you?

- ☐ Under 16
- ☐ 16-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75-84
- ☐ 85 or older
- ☐ Prefer not to say

What is your ethnic group?

Asian or Asian British

- ☐ Indian
- ☐ Pakistani
- ☐ Bangladeshi
- ☐ Chinese
- ☐ Any other Asian background

Black or Black British

- ☐ African
- ☐ Caribbean
- ☐ Any other Black background

Mixed / Multiple Ethnic Groups

- ☐ White & Black Caribbean
- ☐ White & Black African
- ☐ White & Asian
- ☐ Any other mixed background: _____

White

- ☐ English/Welsh/ Scottish/British/ Northern Irish
- ☐ White Irish
- ☐ White/Gypsy/ Irish Traveller
- ☐ White other

Other Ethnic Group

- ☐ Arab
- ☐ Prefer not to say
- ☐ Any other ethnic group: _____

Do you consider yourself to have a disability? If you are willing, please describe in the space below:

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

_____

Which of the following best describes your sexuality?

- ☐ Bisexual
- ☐ Gay/Lesbian
- ☐ Heterosexual/ Straight
- ☐ Prefer not to say
- ☐ Other (please specify) _____

What is your religion?

- ☐ No religion
- ☐ Buddhist
- ☐ Christian
- ☐ Hindu
- ☐ Jewish
- ☐ Muslim
- ☐ Sikh
- ☐ Prefer not to say
- ☐ Any other religion: _____