

# Working together in Norfolk

How your money is spent  
on local services



## 2011/2012

How to pay less Council Tax

See page 38



## How your money is spent on local services 2011/12

Once again all of the District Councils in Norfolk are working together with Norfolk County Council and Norfolk Police Authority to produce this booklet to make it easier for you to see what your council tax and business rates pay for.

The booklet is bigger this year as we are giving local businesses the chance to advertise their services across the district. This also means that in these difficult financial times we are able to produce these booklets at a much lower cost than in previous years at less than 1p each. You can help us to reduce costs further by changing to online billing – see page 46 for more information.

Although South Norfolk Council collects the council tax and business rates, what you pay goes towards a whole range of services provided by the County, Police, District and Parish councils and helps to fund services like:

### **Norfolk County Council**

Children's services (such as schools), adult social services, highway maintenance, waste disposal, fire and rescue, economic development and libraries.

### **Norfolk Police Authority**

Neighbourhood policing, response to non emergency and emergency 999 calls, crime investigation.

### **South Norfolk Council**

Refuse collection, leisure, street cleaning, planning, recycling, environmental health, homelessness services and electoral services.

### **Parish councils**

Provision of allotments, village halls, street lighting and recreation grounds.

## South Norfolk Council collects council tax on behalf of four organisations. Each £1 you pay in council tax is divided as follows:



Norfolk County Council – 75.0p  
see pages 17-21

Norfolk Police Authority – 12.5p  
see pages 24-26

South Norfolk Council – 8.6p  
see pages 3 – 16 & 33 – 47

Average Parish Share – 3.9p

South Norfolk Council, Norfolk County Council & Norfolk Police Authority do not warrant the accuracy of any description or statement contained in any advertisement within this booklet nor do they endorse any product or service advertised.



**A message from Leader,  
Councillor John Fuller**

We approach running the council in a business-like way. By living within our means, despite the difficult financial situation, we have been able to freeze the tax bill for South Norfolk Council services again for third time in four years.

That means that in 2011/2012 the average band D South Norfolk Council Tax bill for all our around 80 services has risen by 6p per week since 2008.

As you have had to tighten your belts to cope with the recession, so have we.

And although we've made substantial savings, performance has improved. Housing Charity Shelter named us the best council in the country for providing affordable homes, and we continue to be recognised as the best in the way we process benefits, which helps reduce fraud.

We're financially strong as a result of effective custodianship of your money. And as well as keeping council tax under control, we've been increasing our reserves in the good years. These stand at record levels meaning we can use them now the going is harder.

But the effect of the reductions in Government grant will really bite in 2013.

We have faced a dilemma: We could cut services to the bone leaving overheads in place, stopping all but the legally required services. Or we could spread our overheads more thinly by working more closely with a partner. Sharing costs like this releases more money to deliver services.

We are in positive talks with our preferred partners at Great Yarmouth Borough Council about sharing services which could save us £3m a year.

In the long term, small councils can't manage alone. Working together not only cuts duplication and waste, it allows us to continue to attract the best staff to serve you well.

We hope you will watch our progress with interest, as we continue to deliver for you.

Write to me, John Fuller, by email at [leader@s-norfolk.gov.uk](mailto:leader@s-norfolk.gov.uk) or call the Council on 01508 533601, and leave a message for me and I'll get back to you.

A handwritten signature in black ink that reads "John Fuller". The signature is written in a cursive, slightly slanted style.



The Council spends the amounts shown below on services for the benefit of the people of South Norfolk.

Service	Budget 2010/2011			Budget 2011/2012		
	Spend £'000	Income £'000	Net Cost £'000	Spend £'000	Income £'000	Net Cost £'000
<b>Chief Executive &amp; Leader</b> Including Chief Executives, Economic Development & Communications	1,067	-23	1,045	1,127	-5	1,122
<b>Change Management</b> Including IT & Human Resources	1,943	-68	1,875	1,827	-69	1,758
<b>Communities</b> Including Democracy, Revenues & Benefits, Customer Focus and Leisure	28,059	-23,840	4,219	39,604	-35,516	4,088
<b>Corporate Resources</b> Including support services	1,964	-559	1,405	1,949	-580	1,369
<b>Environment, Health &amp; Recycling</b> Including refuse collection, environmental health & regulation	6,856	-2,773	4,083	6,448	-2,353	4,094
<b>Planning, Housing &amp; the Built Environment</b> Including Planning, Property & Housing	7,152	-2,120	5,032	7,163	-2,167	4,996
<b>Appropriations</b> Interest paid and earned, Capital Charges, Provisions	4,233	-7,571	-3,338	7,276	-11,808	-4,532
<b>Special Expenses</b>	81	-4	77	77	0	77
<b>Use of Reserves</b>	0	0	0	49	0	49
<b>Sub Total</b>	51,355	-36,958	14,397	65,519	-52,498	13,021
<b>Parish Precepts</b>	2,672	0	2,672	2,739	0	2,739
<b>Totals</b>	54,027	-36,958	17,069	68,258	-52,498	15,760

## Band D Equivalent Charge per annum

(before discounts or other deductions)

	2010/ 2011 £	2011/ 2012 £
Norfolk County Council	1145.07	1145.07
Norfolk Police Authority	191.16	191.16
South Norfolk District Council	130.68	130.68
Parish/Town Council (average)	59.25	59.68
Special Expenses (if applicable)	1.72	1.69

**Average Total Bill 1527.88 1528.28**

**Note (1):** Council tax bills for Band D properties will range from **£1,466.91 to £1,654.50** depending on which Parish/Town you live in (see pages 8 & 9).

**Note (2):** Special Expenses apply to certain parishes only and are outlined on page 7.

**Bills for properties in other bands will vary in accordance with the relevant proportions of Band D values as shown below**

Band	Range of values	Charge in relation to Band D
A	Up to £40,000	6/9ths
B	£40,001 - £52,000	7/9ths
C	£52,001 - £68,000	8/9ths
<b>D</b>	<b>£68,001 - £88,000</b>	<b>9/9ths</b>
E	£88,001 - £120,000	11/9ths
F	£120,001 - £160,000	13/9ths
G	£160,001 - £320,000	15/9ths
H	More than £320,000	18/9ths

## What you will pay for South Norfolk Council Services

Band	Per Year £	Per Week £
A	£87.12	£1.68
B	£101.64	£1.95
C	£116.16	£2.23
D	£130.68	£2.51
E	£159.72	£3.07
F	£188.76	£3.63
G	£217.80	£4.19
H	£261.36	£5.03

To calculate your final council tax bill, you will need to add the amounts required by:

**Norfolk County Council**  
see page 19

**Norfolk Police Authority**  
see page 26

**Your Town/Parish Council**  
see pages 8 & 9

**and Special Expenses**  
see page 7



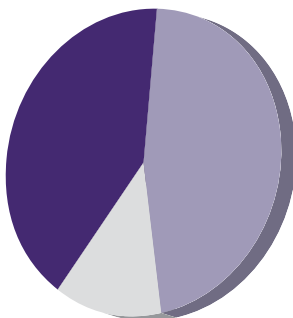
## How the Council finances its net expenditure

### Non-domestic rates

£5.31m  
(£43.86 per head)  
41%

### Revenue Support Grant

£1.64m  
(£13.55 per head)  
12.67%



### Council tax payers

£6.00m  
(£49.56 per head)  
46.33%

Total = £12.95m  
(£106.97 per head)

This net expenditure has decreased in 2011/12 for the following reasons:

	2010/11 £000	2011/12 £000
Inflation	176	56
Differences in Grants Received	-157	-129
Changes in the quantity of services provided	-581	-1,010
Differences in income	333	-382
Changes in Parish Precepts	114	67
Change in Net Interest	392	39
Differences in the use of balances	0	49
<b>Total</b>	<b>277</b>	<b>-1,310</b>

The Council needs to employ people to provide the services detailed in this leaflet

Current staffing levels for each service area are	2011/12
Chief Executive & Leader	9
Change Management	21
Communities	166
Corporate Resources	31
Environment, Health & Recycling	109
Planning, Housing & Built Environment	92
<b>TOTAL</b>	<b>428</b>

## Parishes/Towns with precepts over £140,000

Parish/Town Council (including address and telephone number)	Precept 2010/11 £'000	Precept 2011/12 £'000
<b>Costessey Parish Council</b> Parish Rooms, Townhouse Road, Costessey, Norwich, NR8 5BS Tel: 01603 742958 Gross Expenditure Less income and use of Balances Net Expenditure (Precept on South Norfolk Council)	674 -251 423	1392 -948 444
<b>Diss Town Council</b> 11/12 Market Hill, Diss, Norfolk, IP22 4JZ Tel: 01379 643848 Gross Expenditure Less income and use of Balances Net Expenditure (Precept on South Norfolk Council)	469 -94 375	448 -73 375
<b>Redenhall with Harleston Town Council</b> Council Office, Memorial Leisure Centre, Wilderness Lane, Harleston, Norfolk, IP20 9DD Tel: 01379 854519 Gross Expenditure Less income and use of Balances Net Expenditure (Precept on South Norfolk Council)	410 -104 306	423 -109 314
<b>Wymondham Town Council</b> 14 Middleton Street, Wymondham, Norfolk, NR18 0AD Tel: 01953 603302 Gross Expenditure Less income and use of Balances Net Expenditure (Precept on South Norfolk Council)	400 -36 364	424 -53 371

## Special Expenses

South Norfolk Council also provides footway lighting (which is classed as special expenses) in the following parishes/towns: Chedgrave, Costessey, Diss, Ditchingham, Ellingham, Gillingham, Kirby Cane, Loddon and Wymondham. In other parishes/towns this is the responsibility of the Parish/Town Council.

Council Tax for special expenses in the parishes/towns listed above is:

Council Tax band	Amount payable	Council Tax band	Amount payable
A	£3.50	E	£6.42
B	£4.09	F	£7.59
C	£4.67	G	£8.76
D	£5.26	H	£10.52

## Parish and Town Council Precepts &amp; Council Tax amounts for Band D

Parish	Precept 2010/ 2011 £	Precept 2011/ 2012 £	Band D Council Tax 2011/12 £	Parish	Precept 2010/ 2011 £	Precept 2011/ 2012 £	Band D Council Tax 2011/12 £
Alburgh	6,000	6,000	37.97	Dickleburgh	38,721	36,596	70.51
Aldeby	6,500	6,500	39.15	Diss Town	375,141	375,141	135.77
Alpington	4,686	4,710	24.40	Ditchingham	12,000	12,000	20.51
Ashby St Mary	2,000	2,200	17.60	Earsham	14,050	14,000	45.75
Ashwellthorpe	6,500	6,500	21.17	East Carleton	2,276	2,325	17.74
Aslacton	2,500	2,500	14.61	Easton	15,500	15,500	30.57
Barford	7,992	6,156	30.93	Ellingham	5,000	5,120	24.26
Barnham Broom	7,000	7,600	38.19	Flordon	2,875	2,875	26.62
Bawburgh	5,500	5,500	22.91	Fornsett	14,000	17,000	40.00
Bedingham	750	850	8.76	Framingham	6,800	6,800	19.31
Bergh Apton	3,635	3,635	19.13	Earl			
Bixley	3,000	3,200	61.53	Framingham	0	0	0
Bracon Ash	4,807	4,927	26.63	Pigot			
Bramerton	5,250	5,250	30.70	Geldeston	6,250	6,250	38.58
Bressingham	7,300	7,300	21.28	Gillingham	6,700	6,700	26.37
Brockdish	9,868	9,770	36.05	Gissing	2,000	2,000	20.00
Brooke	13,250	13,250	24.13	Great Melton	700	700	10.60
Broome	3,900	3,900	20.20	Great Moulton	3,250	3,250	11.40
Bunwell	8,107	8,640	22.15	Haddiscoe	3,500	4,000	20.72
Burgh St Peter	4,116	4,040	33.95	Hales	6,065	6,118	37.07
Burston & Shimpling	10,175	11,511	52.08	Heckingham	1,935	2,002	37.07
Caistor St Edmund	4,067	3,806	29.27	Hedenham	0	0	0
Carleton Rode	1,800	1,800	6.22	Hellington	654	650	26.01
Carleton St Peter	0	0	0	Hempnall	16,000	17,000	36.17
Chedgrave	16,000	16,000	39.80	Hethersett	83,000	82,750	39.27
Claxton	4,000	4,000	41.66	Heywood	0	0	0
Colney	1,370	1,420	23.66	Hingham	43,450	43,450	47.59
Costessey	423,343	444,270	99.61	Holverston	0	0	0
Crangleford	90,365	108,017	79.59	Howe	0	0	0
Denton	3,231	3,231	20.57	Keswick	5,250	5,250	27.06
Deopham	3,500	3,500	16.58	Ketteringham	1,824	1,775	17.74
				Kimberley	1,400	1,670	25.69
				Kirby Bedon	1,360	1,460	19.46

Parish	Precept 2010/ 2011 £	Precept 2011/ 2012 £	Band D Council Tax 2011/12 £	Parish	Precept 2010/ 2011 £	Precept 2011/ 2012 £	Band D Council Tax 2011/12 £
Kirby Cane	3,286	3,325	24.26	Stoke Holy	14,068	15,123	23.74
Kirstead	1,800	1,800	17.82	Cross			
Langley with Hardley	4,827	6,830	45.53	Surlingham	7,162	7,162	24.44
Little Melton	19,567	19,567	53.46	Swainsthorpe	5,000	5,500	37.41
Loddon	63,300	63,300	70.09	Swardeston	4,050	4,050	16.07
Long Stratton	110,000	100,000	68.87	Tacolneston	4,750	5,000	15.97
Marlingford	6,800	6,600	41.50	Tasburgh	12,355	14,765	35.23
Morley	5,500	6,050	31.02	Tharston	11,298	10,241	35.43
Morningthorpe	1,600	1,600	14.95	Thurlton	6,000	6,000	21.97
Mulbarton	51,168	51,168	42.14	Thurton	5,200	6,000	28.84
Mundham	880	880	13.75	Thwaite	0	0	0
Needham	3,500	3,500	27.34	Tibenham	2,400	2,400	12.90
Newton Flotman	8,250	8,000	16.12	Tivetshall St	4,788	4,812	45.39
Norton Subcourse	2,050	2,050	18.63	Margaret			
Poringland	104,090	104,090	73.61	Tivetshall St	5,062	5,038	45.38
Pulham Market	20,876	18,000	46.15	Mary			
Pulham St Mary	19,716	20,300	58.50	Toft Monks	2,700	2,850	18.87
Raveningham	0	0	0	Topcroft	1,950	1,950	18.57
Redenhall with Harleston	305,782	314,401	187.59	Trowse with Newton	25,350	35,211	108.34
Rockland St Mary	8,346	8,350	26.01	Wacton	12,500	12,500	96.89
Roydon	15,411	16,755	19.94	Wheatacre	1,384	1,460	33.95
Runhall	2,350	2,350	16.43	Wicklewood	8,000	7,000	19.07
Saxlingham Nethergate	9,000	9,000	30.61	Winfarthing	3,500	3,500	18.32
Scole	13,487	14,845	29.33	Woodton	6,000	6,500	35.51
Seething	3,750	3,750	25.16	Wortwell	19,500	17,000	76.57
Shelfanger	3,605	3,605	23.56	Wrampingham	2,008	1,639	30.93
Shelton	1,000	1,000	9.09	Wreningham	6,978	6,980	34.55
Shotesham	2,500	5,083	20.33	Wymondham	363,539	370,670	73.40
Sisland	0	0	0	Town			
Starston	4,900	4,900	34.75	Yelverton	1,806	1,782	24.40
Stockton	0	0	0				

We are committed to developing and improving services that meet local needs and deliver value for money. These are some of the most recent examples of improvements we have made in our customer focussed services.

### **Be businesslike and efficient providing services people value the most**

- We have made further efficiency savings through reviewing how we deliver services.
- We have acquired further commercial property, supporting the local economy and generating income.
- The Benefits Team was awarded the national IRRV Benefits Team of the Year Award and the Customer Service Excellence Award.
- The Fraud Team detected £143,826 of recoverable overpaid benefits and sanctioned 19 people for fraudulently claiming benefits including 6 successful prosecutions.

### **Become among the best in the country for recycling**

- In order to increase the range of materials that our residents can recycle at Mini Recycling Centres, we have increased the number of recycling bring banks to 301 across 116 sites.

### **Get to grips with anti social behaviour and other environmental crime**

- We now have a combined police / council officer operational team in the Council to respond swiftly to cases of anti-social behaviour.

### **Preserve the special character of our market towns and villages**

- Nearly 4,000 residents voted for the South Norfolk Community Pub of the Year in the second year of our scheme.



### **Make South Norfolk a culturally and economically richer place to live**

- Supported by the Council and its partners, the Norwich Research Park Investment Centre opened following a £5 million investment.
- 8,500 children across the district have been able to access play sessions facilitated by our Countryside and Play Rangers.

### **Innovate and deliver low cost housing for local people**

- Between April 2008 and December 2010, we delivered 650 affordable homes.
- Through our Local Needs Affordable Housing Scheme we have built 86 houses in parishes across the district.

### **Improve the health and wellbeing of everyone who lives or works in South Norfolk**

- In the spring term 2011, 1451 children took part in our Swim School sessions that can now be booked electronically.

## Our Plans for 2011-12 and beyond

### **OUR VISION**

To retain and improve the quality of life in South Norfolk, for now and future generations to make it one of the best places to live and work in the country.



### **OUR PRIORITIES**

#### **Enhancing our quality of life and the environment we live in.**

We will strike the right balance between the need for growth and safekeeping our environment to sustain and improve the attractiveness of South Norfolk as a place to live and work.

#### **Promoting a thriving economy**

We will create the right conditions in South Norfolk to foster economic success. We will create the right environment by stimulating existing businesses to develop and grow, attracting new jobs through inward investment and business start-ups.

#### **Supporting communities to realise their potential**

We want communities in South Norfolk to shape the places where they live and how they lead their lives in them. We want our services to be flexible, reflecting local needs, and enable others to take on more if this is the best option.

#### **Driving services through being businesslike, efficient and customer aware.**

South Norfolk Council will deliver flexible, efficient services focussed on customers and shaped by residents' needs.

#### **We will measure our success in several ways including:**

- Resident satisfaction with our services;
- Value for money services;
- The community projects we fund through neighbourhood grants.



Dear resident,

Norfolk County Council has set its Budget in the wake of the worst economic situation this country has seen in 30 years and a 10.3% reduction (£29.4m) in our central government formula grant.

We are one of the most efficient county councils in the country, but must save £155m over the next three years. We needed your views about how to tackle this – and what part you were willing to play to help us.

I would like to thank those who took part in the County Council consultation, Norfolk's Big Conversation. More than 9,000 people took part and we listened and responded where we could.

For example, we will not change the eligibility criteria for vulnerable adults needing social care, we will continue to invest in a reshaped service for people with sight and hearing problems, we have reduced the level of savings needed in our rural transport services and we will continue to provide transport to school or college for people over 16.

We have also set aside £900,000 funding to commission others who can help local communities build on existing work with young people or develop new ways of supporting them, especially the most vulnerable.

We had already said we wouldn't increase the proportion of the council tax you pay to the County Council, to help everyone struggling to manage household budgets. We had also said we would not close libraries. But we had to make tough choices in other areas and I don't want to pretend they will be without pain.

We said from the start that only radical transformation would do and ultimately I believe we are doing the right thing for Norfolk. Which is why we are streamlining the council, cutting management costs, transforming the way we organise and run services and driving further efficiencies, so that we deliver even better value for your money.



**Derrick Murphy**

Leader of Norfolk County Council

Norfolk County Council receives part of its funding from central Government, (including the revenue support grant and redistributed business rates). The rest is met by council tax.

Where the money comes from	2011/12 £m	2010/11 £m
Revenue support grant*	60.6	30.2
Redistributed business rates	196.3	208.0
Precept on district councils**	342.1	338.8
Surplus from collection funds	4.3	2.2
<b>Total funding</b>	<b>603.3</b>	<b>579.2</b>

\* Grants previously included as income have been transferred to the revenue support grant, and are also reflected in 'other services' in the table below.

\*\*The precept is equivalent to £1,145.07 for an average Band D property.

Where the money goes*	2011/12 £m	2010/11 £m
Children's Services	154.0	172.6
Community Services - Adult Social Care	220.9	235.0
Community Services - Cultural Services	18.9	20.4
Environment, Transport and Development	118.9	113.9
Fire and Rescue	29.7	31.5
Other services	59.8	4.7
Contributions to other agencies: **		
Environment Agency	0.6	0.6
Eastern Inshore Fisheries and Conservation Authority	0.5	0.5
<b>Total net spend on services</b>	<b>603.3</b>	<b>579.2</b>

\* The budgets now reflect our new structure, following a review during 2010/11.

\*\*We collect money from Norfolk residents to pay for these agencies, for which gross spend in 2011/12 is planned to be £95.8m and £1.2m respectively (£115.6m and £1.3m in 2010/11).

The County Council funds schools through the dedicated schools grant (DSG). This year, the Government has combined other grants with the DSG, giving a total of £512.8m (the comparable figure for 2010/11 is £514.7m).

Total gross revenue	2011/12 £m	2010/11 £m
Expenditure	1,480.2	1,581.8
Income/reserves	876.9	1,002.6
Net budget requirement	603.3	579.2

### Changes in spending from 2010/11

There has been a net increase in spending (the net budget requirement) of £24.1m. This includes £10.6m for pay and price inflation, £47.3m to pay for committed costs (such as increased demand, new legislation and new responsibilities), less efficiency savings and service reductions of £59.8m. The remaining difference is due to changes in the way we receive grants. For example, some grants previously included as income (see table above) have been transferred to the revenue support grant (see facing page).

### What you pay towards County Council services through council tax

Band	£ per year 2011/12	£ per year 2010/11
A	763.38	763.38
B	890.61	890.61
C	1,017.84	1,017.84
D	1,145.07	1,145.07
E	1,399.53	1,399.53
F	1,653.99	1,653.99
G	1,908.45	1,908.45
H	2,290.14	2,290.14

Your bill also includes charges from your district council, the police and, where applicable, your town or parish council.

**Many council taxpayers are entitled to get help paying their bill. If you live alone, you may be eligible for a reduction of 25%. Contact your district, city or borough council for more details.**

Contact Norfolk County Council about services throughout Norfolk, including children's services, adult social services, highway maintenance, waste disposal, libraries, museums, fire and rescue, economic development and business advice.

There's so much you can do on our website – you can apply, enrol, renew, report and buy at **[www.norfolk.gov.uk](http://www.norfolk.gov.uk)**

See the full list of online services at **[www.norfolk.gov.uk/doitonline](http://www.norfolk.gov.uk/doitonline)**

For general enquiries, email [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)

**Alternatively, to enquire about a service by making a single call, phone:**

Adult and children's social services	0344 800 8014
Adult education	0344 800 8002
Blue Badge parking permits	0344 800 8020
Education and schools information	0344 800 8001
Highway safety and maintenance	0344 800 8009
Jobs and recruitment	0344 800 8007
Library renewals and enquiries	0344 800 8006
School transport	0344 800 8020
Street lighting	0344 800 8008
Park & Ride	0344 800 8020
Trading standards business advice	0344 800 8013
Trading standards consumer advice (working with Consumer Direct)	08454 04 05 06
Waste and recycling	0344 800 8020
General enquiries	0344 800 8020
Fax	0344 800 8012

Our phone lines are open Monday to Friday, 9am to 5pm.  
0344 numbers are charged for just like 01 and 02 numbers.

Information about council services is also available at all Norfolk County Council libraries through our Council @ Your Library service.

Cutting costs and being ever more efficient is the first plank in our financial management strategy.

So we will continue to streamline the County Council, cutting management overheads and driving the efficiency agenda, as we deal with the biggest reduction in council spending since the 1970s.

We have made efficiency savings of £104m over the past seven years and in the past two years achieved the third highest level of efficiency savings per household when compared with all other County Councils. We aim to make at least another £31m of efficiency savings in the year ahead.

The County Council will see its staff numbers continue to reduce between now and 2014, as the council of the future delivers less itself and commissions more from others. We have already cut 190 posts in 2010/11 and we will lose the equivalent of another 750 full-time posts in the coming year.

## Major projects

We are reducing the amount we borrow to support major capital projects, to save repayment costs. We have set a capital budget of £76.6m for 2011/12 and schemes earmarked to go ahead in the coming year include:

- A new recycling centre for Thetford
- Support for a new housing with care scheme being built in Aylsham
- A contribution towards a new primary school for Cringleford
- Continuing investment in the development of St George's Arts Centre in Great Yarmouth, and the regeneration of the surrounding area.

We will also use part of a £1.28m fire capital grant to pay for 12 new fire engines (six in 2011/12 and six the year after) taking advantage of an existing nationally agreed price.

## Policing Norfolk on a reduced Budget

With £24.5 million of savings to be found over the next four years, there are challenging times ahead for policing in Norfolk. It is inevitable that public sector funding reductions will affect the policing services delivered to local people, but Chief Constable Phil Gormley's priority remains the same – keep communities safe and keep Norfolk a low-crime county.

Your investment in Norfolk Constabulary over recent years, along with a radical modernisation programme and carefully considered spending decisions, has enabled the Force to drive down levels of recorded crime whilst simultaneously reducing costs by £19 million in the last three years. Through public support, strong leadership and the hard work and dedication of its officers and staff, the Constabulary has achieved significant results:

- Norfolk remains the safest county in England with a crime rate of 51 crimes per thousand residents;
- Recorded crime has reduced by 30% over the last three years;
- Reports of anti-social behaviour (ASB) reduced by 10% last year;
- Increased detection rates mean more crimes and incidents of ASB are resolved;
- Levels of public confidence and satisfaction in the policing service have improved.



Pictured: Police Authority Chief Executive Chris Harding and Chairman Stephen Bett, and Chief Constable Phil Gormley.

Recent experience of a major modernisation programme, along with strong financial planning, has stood Norfolk Constabulary in good stead for the financial challenges ahead. The Force enjoys a reputation for being high-performing and works hard to maintain that position. The Chief Constable's ambition, at least in the coming year, will be to broadly sustain current levels of performance by seeking to minimise, as far as possible, the impact of the cuts on the delivery of frontline services.

The unavoidable truth is that, with such a high proportion of Constabulary costs relating to staff, numbers of police officers, police community support officers and support staff will have to be reduced. This is mainly being done through a recruitment freeze, which will help to reduce salary bills as those who leave the organisation

are not replaced. The current approach to operational policing in Norfolk is being reviewed to assess its sustainability with fewer staff and to identify options for changes in deployment across Safer Neighbourhood Teams and other areas of frontline policing. Work is also now well underway with Suffolk Constabulary to collaborate on major support service departments, such as Human Resources, Fleet Management and computing, estimated to achieve annual revenue savings across both forces of around £9.8 million.

### Ensuring value for money in uncertain financial times

There is no doubting the difficult financial circumstances that the country faces. Equally, there should be no doubt of the continuing commitment of Norfolk Police Authority to ensure, on behalf of local people, that the county's policing service is efficient and effective.

Following consultation with communities and partner agencies, the Police Authority agreed the Budget for 2011/12 on 15 February 2011. Government support for a Council Tax freeze meant raising the Police Council Tax to help bridge the financial gap was not a practical option for the Authority in this year's deliberations. The level of Police Council Tax for 2011/12 will,

therefore, remain the same as last year - £191.16 at Band D.

Over the years, the people of Norfolk have paid a premium to get a high-quality policing service. The Authority's priority now is to monitor the changes to come and ensure that local people continue to get a best value policing service for their money.

In May 2012, the Coalition Government plans to replace police authorities with a directly-elected Police and Crime Commissioner for each police force area. Responsibility for holding the Chief Constable to account will then transfer to that individual, who will be elected by Norfolk's residents.

With so many financial challenges and uncertainties to be faced in the next four years, it is crucial that the current high level of independent policing scrutiny is maintained during and after the transition to the Commissioner. The Police Authority is already working to ensure that all necessary transitional arrangements are in place to help that happen. Next year will see the final budget prepared by Norfolk Police Authority for 2012/13.

**Stephen Bett, Chairman**



NORFOLK POLICE AUTHORITY

## Where the money comes from

	2010-11 £m	2011-12 £m
Government Funding	89.77	90.79
Council Tax	56.92	57.83
<b>Approved Budget</b>	<b>146.69</b>	<b>148.62</b>

## How the money will be spent

	2010-11 £m	2011-12 £m
Employees	131.31	126.47
Premises	10.67	5.48
Transport	3.73	4.10
Supplies, Services & Other	18.33	16.94
Capital Financing	1.65	5.39
Contingency	3.12	1.05
<b>Gross total</b>	<b>168.81</b>	<b>159.43</b>
Income	(22.12)	(10.81)
<b>Net Total</b>	<b>146.69</b>	<b>148.62</b>

## Capital Spending

In addition to day to day spending, the Authority has approved a capital programme for 2011-2012 of **£7.390 million**.

This allows for the replacement and improvement of buildings and for investment in vehicles and technology related equipment and systems. This will be funded by a combination of Government grant, reserves and borrowing. Any debt repayments are paid from the revenue budget.

## Why spending increased in 2011-12

	£m
<b>Approved Budget 2010-11</b>	<b>146.69</b>
Loss of specific grants into general grant	5.93
<b>Revised Base Budget 2010-11</b>	<b>152.62</b>
Increased pay & price levels	2.30
Ongoing commitments	1.14
External funding changes	1.58
Organisational developments	0.22
Budget reductions & savings	(11.19)
Changes in appropriations to reserves and balances	1.95
<b>Budget 2011-12</b>	<b>148.62</b>

## Staffing 2011-12

<b>Operational:</b>	<b>2,141</b>
Those whose primary role (over 50% of their time) is directly to deliver the key aims of the Police Service.	
<b>Operational Support:</b>	<b>488</b>
Those whose primary role is to support the delivery of the key aims of the Police Service.	
<b>Organisational Support:</b>	<b>442</b>
Those whose primary role is to provide the necessary support to ensure the organisation is fit to deliver effective policing.	
<b>Total Staffing</b>	<b>3,071</b>

## Non-Domestic Rates

Non-Domestic Rates, or business rates, collected by local authorities are the way that those who occupy non-domestic property contribute towards the cost of local services. Except in the City of London, where special arrangements apply, the rates are pooled by central government and redistributed to local authorities as part of the annual formula grant settlement.

The money, together with revenue from council tax payers, revenue support grant provided by the Government and certain other sums, is used to pay for the services provided by your local authority and other local authorities in your area.

## Rateable Value

Apart from properties that are exempt from business rates, each non-domestic property has a rateable value which is set by the valuation officers of the Valuation Office Agency (VOA), an agency of Her Majesty's Revenue and Customs. They draw up and maintain a full list of all rateable values, available on their website at [www.voa.gov.uk](http://www.voa.gov.uk)

The rateable value of your property is shown on the front of your bill. This broadly represents the yearly rent the property could have been let for on the open market on a particular date. For the revaluation that came into effect on 1st April 2010, this date was set as 1st April 2008. The valuation officer may alter the value if circumstances change. The ratepayer (and certain others who have an interest in the property) can appeal against the value shown in the list if they believe it is wrong.

Further information about the grounds on which appeals may be made and the process for doing so can be found on the VOA website or from your local valuation office.

## National Non-Domestic Rating Multiplier

The local authority works out the business rates bill by multiplying the rateable value of the property by the appropriate multiplier. There are two multipliers; the standard non-domestic rating multiplier and the small business non-domestic rating multiplier. The former is higher to pay for small business rate relief.

Except in the City of London where special arrangements apply, the Government sets the multipliers for each financial year for the whole of England according to formulae set by legislation. Between revaluations the multipliers change each year in line with inflation and to take account of the cost of small business rate relief. In the year of revaluation the multipliers are rebased to account for overall changes to total rateable value and to ensure that the revaluation does not raise extra money for Government. The current multipliers are shown on the front of your bill.

## Revaluation 2010 and Transitional Arrangements

All rateable values are reassessed every five years at a general revaluation. The current rating list is based on the 2010 revaluation. Five-yearly revaluations make sure each ratepayer pays their fair contribution and no more, by ensuring that the share of the national rates bill paid by any one ratepayer

reflects changes over time in the value of their property relative to others. Revaluation does not raise extra money for Government.

Whilst the 2010 revaluation will not increase the amount of rates collected nationally, within this overall picture, over a million properties will see their business rate liabilities reduced and some ratepayers will see increases.

For those that would otherwise see significant increases in their rates liability, the Government has put in place a £2 billion transitional relief scheme to limit and phase in changes in rate bills as a result of the 2010 revaluation. To help pay for the limits on increases in bills, there also have to be limits on reductions in bills. Under the transition scheme, limits continue to apply to yearly increases and decreases until the full amount is due (rateable value times the appropriate multiplier). The scheme applies only to the bill based on a property at the time of the revaluation.

If there are any changes to the property after 1st April 2010, transitional arrangements will not normally apply to the part of a bill that relates to any increase in rateable value due to those changes. Changes to your bill as a result of other reasons (such as because of changes to the amount of small business rate relief) are not covered by the transitional arrangements. The transitional arrangements are applied automatically and are shown on the front of your bill.

Further information about transitional arrangements and other reliefs may be obtained from your local authority

or the website <http://www.businesslink.gov.uk/businessrates>. More information on revaluation 2010 can be found at [www.voa.gov.uk](http://www.voa.gov.uk)

## Unoccupied Property Rating

Business rates will not be payable in the first three months that a property is empty. This is extended to six months in the case of certain industrial properties. After this period rates are payable in full unless the unoccupied property rate has been reduced by the Government by order. In most cases the unoccupied property rate is zero for properties owned by charities and community amateur sports clubs. In addition, there are a number of exemptions from the unoccupied property rate.

Full details on exemptions can be obtained from your local authority. If the unoccupied property rate for the financial year has been reduced by order, it will be shown on the front of your bill.

## Partly Occupied Property Relief

A ratepayer is liable for the full non-domestic rate whether a property is wholly occupied or only partly occupied. Where a property is partly occupied for a short time, the local authority has discretion in certain cases to award relief in respect of the unoccupied part. Full details can be obtained from your local authority.

## Small Business Rate Relief

This relief is only available to ratepayers who apply to their local authority and who occupy either:

- (a) one property, or
- (b) one main property and other additional properties providing those additional properties each have a rateable value which does not exceed £2,599.

The rateable value of the property mentioned in (a), or the aggregate rateable value of all the properties mentioned in (b), must not exceed £17,999 outside London or £25,499 in London on each day for which relief is being sought. If the rateable value, or aggregate rateable value, increases above those levels, relief will cease from the day of the increase.

Ratepayers who satisfy these conditions will have the bill for their sole or main property calculated using the lower small business non-domestic rating multiplier rather than the national non-domestic rating multiplier that is used to calculate the liability of other businesses. In addition, if the sole or main property is shown on the rating list with a rateable value which does not exceed £12,000, the ratepayer will receive a percentage reduction in their rates bill for this property of up to a maximum of 50% for a property with a rateable value of not more than £6,000.

If an application for relief is granted, provided the ratepayer continues to satisfy the conditions for relief which apply at the relevant time as regards the property and the ratepayer, they

will not need to re-apply for relief in each new valuation period.

Certain changes in circumstances will need to be notified to the local authority by the ratepayer (other changes will be picked up by the local authority). The changes which must be notified are:

- (a) the ratepayer taking up occupation of a property they did not occupy at the time of making their application for relief, and
- (b) an increase in the rateable value of a property occupied by the ratepayer in an area other than the area of the local authority which granted the relief.

Notification of these changes must be given to the local authority within 4 weeks of the day after the day on which the change happened. If this happens, there will be no interruption to the ratepayer's entitlement to the relief. A notification that the ratepayer has taken up occupation of an additional property must be by way of a fresh application for relief; notice of an increase in rateable value must be given in writing.

Full details on the eligibility criteria and on how to apply for this relief are available from your local authority.

## Charity and Community Amateur Sports Club (CASC) Relief

Charities and registered CASCs are entitled to 80% relief where the property is occupied by the charity or the CASC, and is wholly or mainly used for the charitable purposes of the charity (or of that and other charities), or for the

purposes of the CASC (or of that and other CASCs). The local authority has discretion to give further relief on the remaining bill.

Full details can be obtained from your local authority.

---

### Non-Profit Making Organisation Relief

---

The local authority has discretion to give relief to non-profit making organisations. Full details can be obtained from your local authority.

---

### Hardship Relief

---

The local authority has discretion to give relief in special circumstances. Full details can be obtained from your local authority.

---

### Deferred payment of 2009/10 rates liabilities

---

Ratepayers in 2009/10 were able to defer payment of 3% of their 2009/10 rates bill and, where applicable, 60% of the increase in that bill due to the ending of the 2005 rating list transitional relief scheme. The right to apply for deferral has now ended. For those ratepayers who applied for this scheme, the deferred amount to be collected in 2010/11 and 2011/12 will be included in the bills for each of those years respectively.

---

### Rating advisers

---

Ratepayers do not have to be represented in discussions about their rateable value or their rates bill. Appeals against rateable values can be made free of charge. However,

ratepayers who do wish to be represented should be aware that members of the Royal Institution of Chartered Surveyors (RICS – website [www.rics.org](http://www.rics.org)) and the Institute of Revenues Rating & Valuation (IRRV – website [www.irrv.net](http://www.irrv.net)) are qualified and are regulated by rules of professional conduct designed to protect the public from misconduct. Before you employ a rating adviser, you should check that they have the necessary knowledge and expertise, as well as appropriate indemnity insurance. Take great care and, if necessary, seek further advice before entering into any contract.

---

### Rate Relief for businesses in rural areas

---

Certain types of properties in a rural settlement with a population below 3,000 may be entitled to relief. The property must be the only general store, the only post office or a food shop and have a rateable value of less than £8,500, or the only public house or the only petrol station and have a rateable value of less than £12,500. The property has to be occupied. An eligible ratepayer is entitled to relief at 50% of the full charge whilst the local authority also has discretion to give further relief on the remaining bill. In addition, the local authority can give relief on certain other occupied property in a rural settlement where the rateable value is less than £16,500.

Full details can be obtained from your local authority.

## Council Tax banding

The amount of Council Tax you pay depends on the Council Tax band of your home. The Valuation Office Agency sets the band of your home based on open market values at 1 April 1991.

You may appeal against the banding of your property if it is demolished, converted into flats, or when physical changes in the area affect the value of the property. You also have six months to appeal after becoming the new taxpayer, or the Listing Officer changing the band of your property, or a Valuation Tribunal changing the band of a property similar to yours.

To query the banding of your property, or to appeal, please contact:

**The Listing Officer**  
**Rosebery Court**  
**Central Avenue**  
**St Andrews Business Park**  
**Norwich NR7 0HS**  
**Tel: 01603 241000**  
**Fax: 01603 241099**  
**Website: [www.voa.gov.uk](http://www.voa.gov.uk)**

## Who has to pay?

There is one Council Tax bill per home. Only those aged 18 or over are liable to pay. Where there is more than one person aged over 18 the person who pays will be the one who appears highest on the list below:

1. Freeholder living in the premises
2. Leaseholder living in the premises
3. A tenant living in the premises
4. Someone living there under a licence
5. Anyone else living there not in 1-4 above
6. If no-one lives there the owner is liable (or tenant if the property is let).

People at the same position on the list, living together as joint tenants, or as if they are husband and wife or living together as part of a civil partnership (or as if they were part of one) are jointly liable. This means if one fails to pay the Council Tax the other will have to pay. In some cases the landlord may be liable even if there is someone in the list.

## Liability, exemptions and discounts for Council Tax

The council will make decisions based on the law as to whether you are liable for Council Tax, and whether a property should receive an exemption or discount. You have a right to appeal against these decisions if you disagree.

In the first instance appeals of this nature should be made, in writing, to:

**Revenue Services,**  
**South Norfolk Council,**  
**Swan Lane, Long Stratton,**  
**Norwich, NR15 2XE**

For benefit appeals, please write to the Benefits Manager at the same address.

## Appeals

Making an appeal does not allow you to withhold payment of Council Tax. If your appeal is successful we will reduce any future payments or refund any overpayment.



## Help with Council Tax

Over the next four pages we have set out information on council tax rebate, discounts and exemptions. We want everyone to get the help they are entitled to. Please read these pages and if you would like further details or advice please give us a call on the freephone numbers provided.

### Council tax rebate

Did you know that at South Norfolk Council –

- We pay over **£8.5 million** in council tax rebate each year
- This helps over **9,000** people
- It's not only unemployed people who get help - We pay rebates to over **1,500** people who are in work
- We also help more than **5,000** people who are over sixty with their council tax

### Why not contact us to see if we can help you?

To get help - it depends on how much you have got coming into your household, your savings and the amount of council tax that you have to pay.

We can also help with money towards your rent – we can work out how much you can get off your rent and council tax at the same time.

## You can contact us in the following ways:

- **Telephone** us on our Freephone - 0808 178 7143;
- **Visit** our office in Swan Lane, Long Stratton – we have a helpdesk in reception where your enquiry can be dealt with;
- **On line** - check out the Advice and Benefits page on our website – **[www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)** - where there is an online calculator; OR
- **Complete** and return the request on the page opposite and we will contact you to discuss this further:



Full Name \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Number \_\_\_\_\_

Email Address \_\_\_\_\_

Council Tax Account reference \_\_\_\_\_

I would like to claim Council Tax Benefit and/ or Housing Benefit  
Please contact me to work out an estimate

Signature \_\_\_\_\_

Date \_\_\_\_\_

## You may be entitled to an exemption from council tax if your property is:

### Unoccupied

- empty and requiring or undergoing major repair works and structural alterations to render it habitable (exemption up to 12 months only)
- empty and owned by a charity (exemption up to 6 months only)
- empty and unfurnished (exemption up to 6 months only)
- left empty by a person in detention
- left empty by a patient in a hospital, hostel, nursing or care home
- left empty following the death of the owner or tenant
- dwelling where occupation is prohibited by law, a planning condition or an Act of Parliament
- empty and held for occupation by a minister of religion from which to perform his/her duties
- left empty by people receiving care
- left empty by people providing care
- left empty by a student who owns the property
- unoccupied and in the possession of the mortgagee (lender)
- left empty by a bankrupt
- empty caravan pitch or boat mooring
- unoccupied and unused annexes unable to be let separately.



### Occupied

- halls of residence
- occupied by students
- occupied by the Ministry of Defence for armed forces accommodation
- occupied and owned, solely or partly, by a member of a visiting force
- occupied only by persons who are under 18
- occupied only by persons who are severely mentally impaired
- annexe or similar self-contained property occupied by certain dependant relatives of the resident(s) living in the main dwelling
- dwellings which are the main residence of a person with diplomatic privilege or immunity.

Please call us on freephone  
**0808 178 7141** for fuller details if  
you think any of these may apply.

The full council tax assumes there are two or more adults living in a dwelling. If only one adult lives in a dwelling, the council tax is reduced by 25%.

The Council needs to know about adult residents in the following groups, although they may not be liable for Council Tax, and may not count towards the number of adults living in the property:

- full time students and non-British spouses of students, student nurses, apprentices and Youth Training trainees.
- patients resident in hospital
- people who are being looked after in care homes
- people who are severely mentally impaired
- people who are staying in certain hostels or night shelters
- 18 and 19 year olds who are at or have just left school
- certain types of care workers, usually working for charities
- people caring for someone with a disability who is not a spouse, partner or child under 18
- members of religious communities (monks and nuns)
- people in prison (except those in prison for non-payment of council tax or a fine)
- people with diplomatic privileges or immunities
- members and dependants of International Headquarters and defence organisations
- members and dependants of visiting forces

## Circumstances where other discounts may apply

- The council tax bill for a furnished dwelling that is no-one's main home is reduced by 10%.
- Where no-one lives on a pitch occupied by a caravan, or on a boat occupying a mooring, a 50% reduction will apply
- Some job related dwellings receive a 50% reduction
- Properties which are unoccupied and unfurnished receive a 10% discount after a period of six months exemption has expired.
- A person may also be eligible for a discretionary discount under certain circumstances.

## Reductions for the disabled

The council tax bill may be reduced for dwellings which have a special room set aside for the needs of a resident disabled person. An extra bathroom or kitchen required by the disabled person or extra space to allow the use of a wheelchair indoors may also qualify.

The relief is equivalent to reducing the valuation band to the one below and ensures that disabled people do not pay more because of a need for extra space. The reduction includes band A dwellings.

If you think any of these may apply, please contact the council tax section on freephone **0808 178 7141**

**Paying your bill – how we can make it easier**

If you sign up to pay by Direct Debit we can take care of your payments for you.

Payments can be made in all the following ways:

- Monthly over 12 months
- Monthly over 10 months
- Weekly (on a Friday)
- Fortnightly (on a Friday)
- Four-weekly (on a Friday)
- Quarterly
- Half-yearly

For those customers that prefer monthly payments we can offer the following days of the month for payment:

- 1st of the month
- 5th of the month
- 15th of the month
- 25th of the month



Direct debit helps us keep our costs and your bill as low as possible. Nowadays there isn't even any paperwork to complete, please sign up by:

- filling in the online form at [www.south-norfolk.gov.uk/direct\\_debit](http://www.south-norfolk.gov.uk/direct_debit)
- or call us on freephone **0808 178 7141**

If Direct Debit's not for you and you have an internet connection, please pay us from the comfort of your home via the secure online payment facility at:

**www.south-norfolk.gov.uk**

Or call our card payment hotline on **0808 178 7146** to make payments 24 hours a day 7 days a week.



**Online Billing**

To sign up to obtain your bill by email in future, or to register to receive your individual secure password to view your account online please:

- visit our website (address below) and follow the link to Council Tax or Business Rates online, or
- email [revenues@s-norfolk.gov.uk](mailto:revenues@s-norfolk.gov.uk) and tell us you want your bill by e-mail (please quote your account reference).

If you are in debt and having difficulties in making payments to your creditors remember the golden rules:

- **Don't ignore the problem** – it won't go away and the longer you leave it the worse the problem gets
- **Don't keep the problem to yourself** – if you have a partner be open with them and make them aware of it
- **Get in touch with all your creditors** and explain your difficulties. Go and see them, write or telephone
- **Make sure you tackle your priority debts first** – the debts which can mean you losing your home, having services cut off or going to prison.
- **Don't borrow money to pay off your debts** without thinking carefully and taking advice. If you have to borrow go to a reputable company, or consider the Norfolk Credit Union whose head office is in the South Norfolk Council office building in Long Stratton (telephone 01508 533842).
- **Don't ignore letters or telephone calls from creditors or those acting on their behalf** – try and reach an agreement for payment even if you feel their demands are unreasonable
- **Get help** – if you feel unable to cope help is available

You can seek independent advice free of charge from:

- your local Citizens Advice Bureau (CAB), offices in  
Wymondham           01953 603977  
Diss                     01379 651333  
Norwich                01603 660857  
or

- Community Legal Advice Centre offering debt, welfare and benefits advice on 0845 345 4345, or
- South Norfolk Welfare Rights and Debt Advisor, Gill Abbott on 01508 533617

### IT'S NEVER TOO LATE!

If you have problems paying your Council Tax or Business Rates bill please contact the Debt Recovery team immediately on 01508 533878 or email [recovery@s-norfolk.gov.uk](mailto:recovery@s-norfolk.gov.uk). We may be able to reschedule your payments or advise you of any reductions or discounts you may be entitled to, including Council Tax and Housing Benefit.

The earlier you contact us, the sooner we can help you, and by contacting us when you first experience problems we can ensure that you don't have to pay any additional costs.



# Contact points for help and advice

## South Norfolk Council

General Council enquiries council@s-norfolk.gov.uk	<b>Freephone 0808 168 2000</b>
Council Tax queries counciltax@s-norfolk.gov.uk	<b>Freephone 0808 178 7141</b>
Benefit queries benefitsmailbox@s-norfolk.gov.uk	<b>Freephone 0808 178 7143</b>
Business Rate queries nndr@s-norfolk.gov.uk	<b>Freephone 0808 178 7142</b>
24 hour telephone payments	<b>Freephone 0808 178 7146</b>
South Norfolk Budget enquiries financialservices@s-norfolk.gov.uk	<b>01508 533981</b>

### Helpline

For independent and confidential advice on Benefits, or if you are in debt contact the Welfare Rights and Debt Advisor on 01508 533617

Website [www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)

Write to us at: South Norfolk Council, Swan Lane, Long Stratton, Norwich, NR15 2XE

Opening hours 8:45am to 5:00pm Monday to Thursday, and Friday  
8:45am to 4:15pm

## Norfolk County Council

Contact us about services throughout Norfolk, including children's services (such as schools), adult social services, highway maintenance, waste disposal, libraries, museums, fire and rescue, economic development and business advice.

Website [www.norfolk.gov.uk](http://www.norfolk.gov.uk) General enquiries 0344 800 8020

Email [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk) Fax 0344 800 8012

Address County Hall, Martineau Lane, Norwich, NR1 2DH

See page 20 for our main phone numbers and details of the places across the county where you can speak to us in person.

## Norfolk Police Authority

If you want more information about the Police Authority, or you would like the information in another language, on tape or in large print, please contact us at: Chief Executive to the Police Authority, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW

Telephone: 01953 424 455

Fax: 01953 424 462

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

Website: [www.norfolk-pa.gov.uk](http://www.norfolk-pa.gov.uk)