EVIDENCE-BASED PROBLEM SOLVING IN NORFOLK CONSTABULARY

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EVIDENCE-BASED POLICING SYMPOSIUM CAMBRIDGE (UK), JULY 2014
MEETING THE POLICING CHALLENGE

- 26% reduction in budget
- Changing face of crime
- Retaining public confidence
NORFOLK CONSTABULARY: AN EVIDENCE BASED ORGANISATION

- Adoption of evidence based strategies
- Investment in academic partnerships
- Academic scrutiny
Hot spots policing effects on crime (Braga et al.)
Campbell Collaboration systematic review, 2012

• Significant reductions in crime owing to targeted policing action in an area of high crime, whilst not necessarily displacing crime.

• Analyses find that problem-oriented policing interventions generate larger mean effect sizes when compared to interventions that simply increase levels of traditional police actions in crime hot spots.
EBPS IN PRACTICE

• £250,000 EBPS fund available within the Force

• Allocated on a bi-monthly basis

• The application can be submitted by any area within policing and is scrutinized by a panel

• Evaluation and assessment of outcomes built into the process
BID EXAMPLES

- **Example 1:** Breathalysing on entry to nightclubs. £7,300 allocated
  
  - 28 venues in Norwich issued with handheld breathalysers in an effort to inform them of the intoxication of their patrons to make decisions about their admission into the venue
  
  - 33% reduction in violence and sexual violence offences in Norwich night time economy during the pilot period
  
  - 60% reduction in arrests for offences of drunk and disorderly
  
  - Home Office also evaluating as an operating model of best practice in licensed premises policing. Data collection ongoing.
BID EXAMPLES

• Example 2: Great Yarmouth - £15,000 allocated to part fund partnership based project

• Provision of bicycles to target individuals in the IOM and Family first cohort. Three week intensive cycle workshop within a community workshop.

• Benefits in targeting high deprivation communities with opportunities to learn new skills, improve health and reduce criminality in key cohort of prolific offenders
BID EXAMPLES

• Example 3: Rural Crime – Target Hardening. £10,000 allocated

  • Rural crime disproportionately affected by burglary

  • Evidence based assessment from other Forces using target hardening Selecta DNA kits and alarmed padlocks, showed marked reduction in crime located in hotspot areas

  • Appropriate marketing campaign and signage alongside kit deployment

  • Analysis of rural crime rates for burglary being assessed from comparison data set
WHY DO AN EVALUATION?

• A lot of money is being spent

• If we are asking officers to show evidence for their problem solving efforts, would be good to have evidence that EBPS “works”

• Independent evaluation is unbiased
WHAT DOES THE EVALUATION INCLUDE?

PROCESS
• Review initial documents (proposal, marketing, etc.)
• Interview stakeholders
• Observe implementation process
• Review bids

IMPACT
• Pre- and Post-surveys of constables
• Crime and call data around problems
PRELIMINARY SURVEY

- Evaluation questions included as part of larger survey on evidence-based policing
- Email with link to survey sent out in April
- Questions...
  - Are you familiar with the Norfolk Constabulary's EBPS Model
  - Have you submitted an EBPS bid
  - Rating of process from submitting to implementing a bid
  - Knowledge of who/where to go for further info
  - Helpfulness of info on The Beat
  - Are you working with partners on your project
SURVEY RESULTS

• 209 Norfolk personnel responded

• 6 respondents had submitted bids
  • Half or more had a very good/good experience with submitting, communicating with panel and implementing response
  • Half worked with partners outside the Force
REVIEW OF BIDS

• 29 bids have been submitted as of 06/06/14
  • 3 have been rejected
  • 20 different officers submitted bids
  • Variety of problems: alcohol, CCTV, vulnerability, theft

![Bar chart showing approved bid amounts]

- Number of bids:
  - under 1,000: 10 bids
  - 1,000-5,000: 9 bids
  - 5,001-10,000: 7 bids
  - over 10,000: 6 bids

- Amount in Pounds:
  - under 1,000
  - 1,000-5,000
  - 5,001-10,000
  - over 10,000
PRELIMINARY OBSERVATIONS
THE POSITIVES

• Large amount of work went into preparation/implementation of EBPS.

• For those involved, there is a great deal of support
  • including constables from lower through higher ranks as well as JPAD personnel.

• EBPS has been well documented with several means to market it Force-wide.

• Panel meetings are well organized with a welcoming but still very professional atmosphere.
PRELIMINARY OBSERVATIONS

THE CHALLENGES

• There may be additional ways to market EBPS.
• Discussion of evidence-base/in-depth analysis is weak in many bids.
• JPAD could be overloaded if everyone asked for more analysis and evaluation.
• Follow-up/accountability after bid approved is inconsistent.
PRELIMINARY RECOMMENDATIONS

- Utilize officers who have done bids to write articles for the Beat.
- Determine where in the Force that may need some extra marketing/guidance.
- Assess the role of JPAD for each bid in terms of amount of time and work; expand JPAD’s role to assist officers with gathering evidence-base and fully analyzing the problems.
- Implement a means of follow-up for each bid.
- Separate the funding into two categories (EBPS & Innovative ideas).
WHAT’S NEXT?

• Continue to review submitted bids
• Attend 1 more Panel meeting
• Interview additional stakeholders
• Review before and after crime/call stats
• Complete final report
THANK YOU.

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