

# 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**

# EVIDENCE BASED PROBLEM SOLVING WORKS

*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

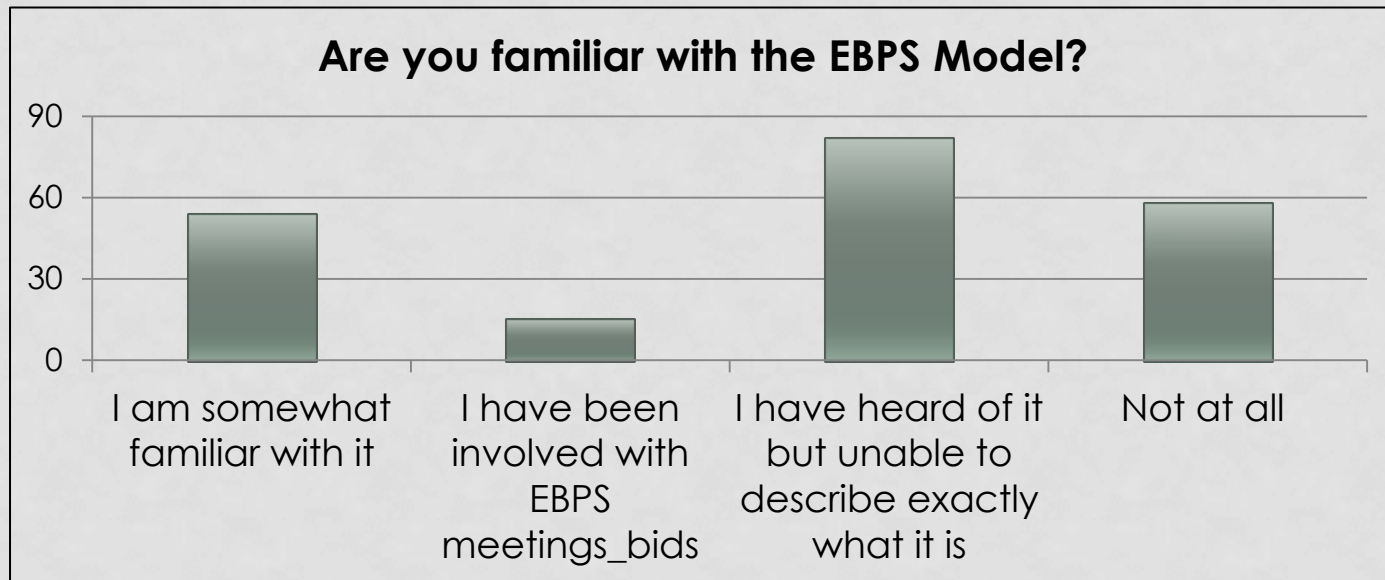
- Pre- and Post-surveys of constables
- Crime and call data around problems

# 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

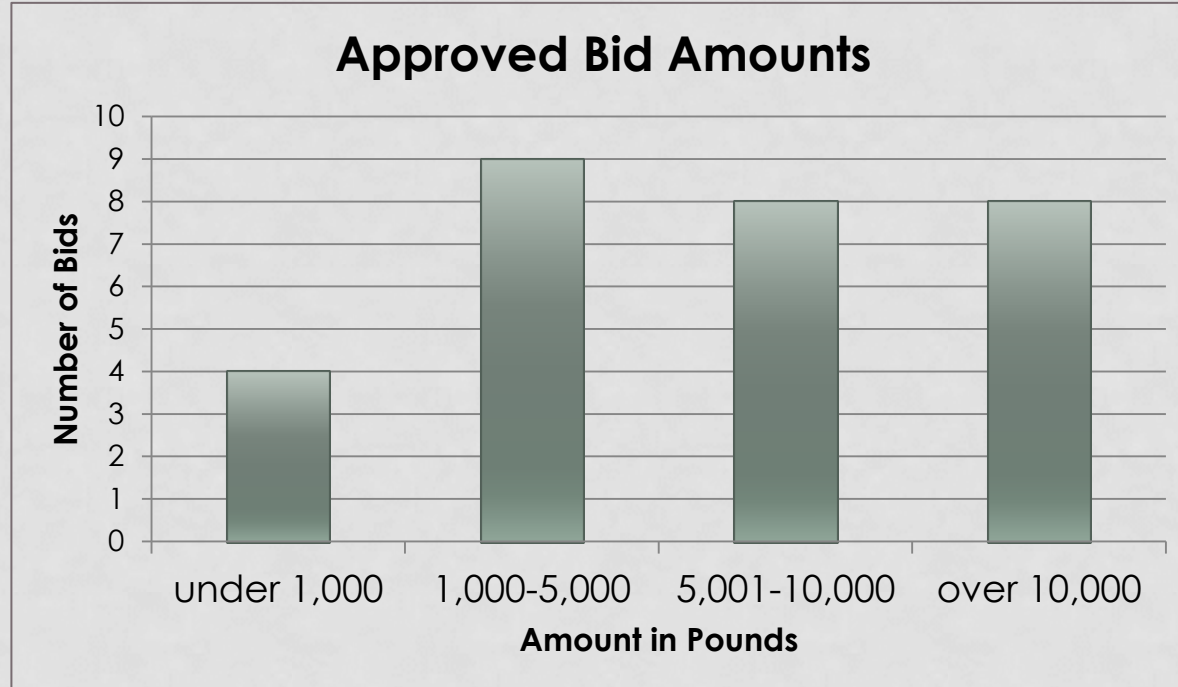
- 209 Norfolk personnel responded



- 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



# 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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