

# **PCC Candidate Briefing – Summary of the Norfolk Constabulary Local Policing Model**

## **Introduction**

This document has been produced in order to brief candidates on the Norfolk Constabulary local policing model which consists of two core commands that provide the Norfolk based response to calls for service from the community;

- **The County Policing Command** – which includes the Contact and Control Room, Uniformed Response, Neighbourhood Policing Teams, Community Safety and those officers who work with partners such as councils.
- **Safeguarding and Investigations** – which includes the detective teams that deal with the more serious or complex investigations, and those specialist officers and staff who deal with preventing or risk managing the harm caused to the most vulnerable in society.

Both commands are led by chief superintendents who report into Assistant Chief Constable Nick Davison who leads on Local Policing.

To assist candidates in understanding how Norfolk policing synchronises their joint working with Suffolk Constabulary, there is a short overview of the collaboration arrangements provided in Section 3.

The collaborated work area is led by Assistant Chief Constable Simon Megicks.

## **Section 1 – County Policing Command**

### **The Contact and Control Room (CCR):**

Based in police headquarters in Wymondham, with just over 150 switchboard and communication officers, the CCR is usually the first point of contact for dealing with all emergency and non-emergency calls as well as dealing with online enquiries.

In a 12-month period, the constabulary receives in excess of 120,000 emergency calls. The aim is to answer 90% of these within 10 seconds.

All other routine calls (in excess of 297,000 a year) will first come to a member of the switchboard team. Recent investment has increased the team size to reduce waiting times and provide more opportunity to try to resolve a call earlier with the right advice or guidance.

Where switchboard cannot resolve a call, they can transfer the caller into a priority-based queue for a CCR communications officer to respond to. This is based on an initial risk assessment.

All contacts passed to the CCR from switchboard are then further risk assessed in more detail with the highest priority calls being actioned first. The CCR communication officers deal with in excess of 156,000 routine telephone calls from the public across a year.

The CCR is contacted around a very broad range of topics, not all of them policing matters. This assessment cannot be made until the call is risk assessed. For reference, only around 60% of contacts turn into a police attendance.

Categories of calls dealt with by the CCR include, but are not limited to; road policing matters, concern for safety, mental health issues and for administration purposes. Only 12% (or roughly one in eight) of the calls into the CCR relate to crime.

Where the report appears to indicate a crime and the circumstances are appropriate, the team will book an appointment for a call back from "Operation Solve" which is a desk-based team of police officers that investigate crime.

If a call or report of a crime is turned into an incident report, it will be graded according to the identified risks and be passed over to a dispatch team who will look to ensure the closest, most appropriate, police resource is tasked with attending. The speed of the attendance depends upon that risk assessment.

In addition, a small team of registered nurses support our response to the significant numbers of mental health related matters that are reported to police.

Since 2019, the Norfolk Fire and Rescue Control Room has been co-located within the CCR. This has offered added benefit when both emergency services work together at complex incidents.

### **Geographic Operational Policing Commands**

The county of Norfolk is divided into four frontline uniform operational policing areas, working to existing district boundaries;

- Norwich
- North Norfolk and Great Yarmouth
- King's Lynn and Breckland
- South Norfolk and Broadland.

The policing areas share co-terminus boundaries with district councils in order to assist joint working to address public safety, anti-social behaviour and crime. The four commands can be further divided into a total of 17 local policing commands (LPCs) for the county, each led by an inspector. The inspector leads a management team that will look to respond proactively to issues in partnership with other local agencies.

Across the four geographic areas, there are a number of dedicated response bases. 520 Safer Neighbourhood Team Patrol constables, led by 117 sergeants, work out of these locations, responding to emergencies, attending enquiries and investigating local crime as well as supporting local problem solving.

The four operational policing command areas are further supported by the following resources:

Safer Neighbourhood Areas:

The county is divided into 49 Safer Neighbourhood Areas (co-terminus with LPC and district boundaries), each with a minimum of one beat manager. This role is responsible for understanding and setting neighbourhood priorities as well as leading and supporting problem solving. The beat managers within a district are grouped together and led by dedicated sergeants.

Neighbourhood Policing Teams:

There are a number of dedicated Neighbourhood Policing Teams consisting of a sergeant and five officers. These teams, exempt from normal police duties, are able to move dynamically around their area, or indeed the county, to problem solve and combat crime such as county lines or anti-social behaviour incidents affecting communities.

Early Help Hubs/Operational Partnership Teams:

Each district has an Operational Partnership Team led by a police sergeant. They work with partners including the district councils, focusing on early intervention, vulnerability and anti-social behaviour.

Safer Schools Partnership:

An inspector-led team of 14 officers, with support staff, provide a service to the secondary schools across Norfolk. Their focus is on where there is the greatest opportunity to address issues in partnership with the school and other agencies.

Operation Moonshot:

There are three Moonshot teams, one in the west of the county, one in the east of the county and one in the city of Norwich which proactively target criminality as it uses the road network. The impact of these new teams, as a part of the new Norfolk 2020 policing model, has been extensive with thousands of arrests, seven figure sums of recovered property, years of sentencing, and a World Class Policing Award. This has been particularly effective in tackling burglary, drug related crime and low-level organised crime.

Community Safety Department:

While the neighbourhood policing function is led locally, as above, there is a community safety department which underpins and supports the delivery. Within Community Safety is the Neighbourhood Policing Strategy and some key additional functions including diversity liaison, Design Out Crime officers, drone support, problem solving tactical advisers and, very shortly, a dedicated Community Policing Team. The Community Policing Team will be a sergeant and six officers who will

deploy across the county to deliver high impact, high visibility engagement and proactive policing using specially trained skills for identifying criminals.

## **Section 2 – Safeguarding and Investigations**

The two elements of the Safeguarding and Investigations team are both led by a detective superintendent.

### **Investigations**

Crimes of a more serious, harmful or complex nature require a detective constable to investigate. These constables have an enhanced level of training and expertise in investigations. This covers a wide range of offending including rape, child abuse, adult abuse, as well as robbery, domestic burglary and serious assaults.

Norfolk Constabulary is mid-way through a transformation of the investigations command. Detective Constables in the recent past have been located in multiple stations across the county. The new operating model will see the detectives brought back together into two new police stations. Swaffham was completed and operational in November 2020. Broadland Police Station is currently in the tender phase.

By bringing the detectives together, there are improvements in efficiency and effectiveness. In addition, the necessary skills and specialist support staff can be brought alongside the detectives. This has been exemplified by the introduction of the police digital investigator role and will be further enhanced shortly when the police digital downloader posts are introduced. These roles provide the skills necessary in the modern world of investigations to tackle the complexities of digital data that are present in the vast majority of today's investigations. By providing the skills at hand to the detectives, it frees the detectives to focus on their core skills of following the lines of enquiry. To date, the police digital investigators have assisted the constabulary's efforts in investigating rape, burglary and fraud to name only a few.

The Broadland Police station is currently scheduled to be complete in 2022.

The Investigations teams carry out all of the serious crime enquiries in Norfolk but are supported in their work by specialists including the joint Norfolk and Suffolk Major Investigations Team and the Cyber Crime Team.

There is also a dedicated, newly formed team, which targets organised crime, including a focus on combatting county lines drug dealing.

### **Safeguarding**

The Safeguarding teams deal with preventing harm caused to the most vulnerable in society, like domestic abuse victims, or perpetrated by the most harmful, like registered sex offenders.

There are a wide range of specialist police officer and police staff roles within Safeguarding, often working in partnership. For example, the officers and staff within the Multi Agency Safeguarding Hub, based at the County Council, work with partners to assess and safeguard victims and families with regards to domestic abuse. There are also specialist teams which tackle child sexual exploitation, modern day slavery, and oversight of the registered sex offenders at liberty within the county.

### **Section 3 – Short Note on Collaboration**

As recognised by the HMIC, the force has been ‘outstanding’ in its ability to improve efficiency and importantly, offer the taxpayer value for money.

Collaboration with Suffolk has achieved savings so far in excess of £30m.

Many back office/support functions of the organisations are now collaborated alongside some of the operational business areas.

Norfolk has a significant number of officers and staff working within this collaborated space.

The following departments are collaborated:

- ICT
- Corporate Communications
- Human Resources
- Estates and facilities
- Learning and Development
- Finance Services
- Information Management
- Strategic, Business and Operational Services
- Joint Justice Command
- Protective Services (Roads and Armed Policing Team (RAPT)/Dogs, Major Investigations Team (MIT), Cyber Crime Team)
- Professional Standards Department
- Transport and Uniform Services

Further detail will be provided at the candidates briefing day.

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