



# NORFOLK 2020 BRIEF

**EDITION THREE**  
OCTOBER 2017





## Reductions will have to be made and this includes our staff and our estates.



### PLANNED POLICING MODEL

- Invest in Safeguarding & Investigations to match increase in demand
- Increase police officers and pro-active capabilities
- Reduction in neighbourhood resources with removal of PCSO role
- PEO and estate closures

“Back in 2015, I launched the most extensive review in our history focusing on a vision for future policing.

“We’ve had to look at different options for how we respond, investigate, prevent and engage to ensure the Constabulary continues to deliver against the Police and Crime Plan and national policing demands, while prioritising the biggest risks to our community.

“Despite the Constabulary already achieving £30m in savings, it is likely a further £10m needs to be found by 2020.

“This has led to me having to make difficult decisions around our policing model with our only choice being to adapt to meet the increased demand for our services, whilst acknowledging the impact that austerity has on the force.

“I have always said that adapting to meet the changing demand, combined with budget reductions will impact on uniform visibility on our streets. Reductions will have to be made and this includes our staff and our estates.

“While these proposed changes are subject to staff consultation, it is vitally important that we communicate clearly what these

are and why we need to undertake them.

“Norfolk 2020’s policing model will take time to deliver with different phases taking place over the next couple of years. Work will continue to enable this model to remain relevant and reactive.

“The key message is that I believe Norfolk can still deliver an excellent policing service despite continuing funding cuts, and the Norfolk 2020 changes allow us to take a proactive stance against criminality.”

Simon Bailey  
Chief Constable  
Norfolk Constabulary

# IMPROVING INVESTIGATIONS

By 2019, Norfolk Constabulary will see two new state-of-the-art facilities, equipped with the technological capability and resources to improve investigations: 'a 21st century capability to tackle 21st century crime.'



Norfolk has seen increases in the types of crime which require a detective to investigate. The crimes are of a serious nature; rapes, sexual offences, indecent images, drugs and serious violence. To provide the highest quality service to those victims, we need to consolidate and enhance our specialist trained detective capability.



£1.25m of additional resource would be required to boost our detective capability in the current structure. By introducing the two new facilities, this is reduced to £300k, representing year on year savings of £1m.



The completion of the Northern Distributor Road changes the transport infrastructure of the county. Officers and staff will then be able to travel around the county more easily.



The new premises will become centres of excellence with the necessary equipment and facilities to investigate crime. Having the right capabilities, skills, and resources in the right location will free up both officer and detective time.



**Proposed location**  
Broadland Gate Business Park, Norwich.  
This is north of the new business park, next to the A47 and the proposed Northern Distributor Road.



**Cost**  
£4.7m plus £500k IT infrastructure costs.



**Partners**  
The new premises would provide an opportunity for sharing office space and co-located working with key partners.



**Proposed location**  
Land to be acquired in the Swaffham area.



**Cost**  
£3.5m plus £500k IT infrastructure costs.



**Partners**  
The new premises would provide an opportunity for sharing office space and co-located working with key partners.

# POLICING MODEL

We need a scalable policing service that can deliver and meet the rising demand, especially in Safeguarding & Investigations. The proposed model will see an increase of 68 police officers and staff specialising in complex crimes. The County Policing model will also change as a result.

# ESTATES

In addition, we need to make sure we use our buildings as efficiently as we can to protect frontline officers. Wherever possible neighbourhood resources will be moved into the new centres or will be co-located with partners.



**Re-location**  
 Sprowston  
 Reepham  
 Attleborough  
 Swaffham  
 Gorleston  
 Hurricane Way  
 Holt



**Re-development**  
 Great Yarmouth  
 Bethel Street  
 North Walsham  
 King's Lynn



**Closures**  
 Acle  
 Coltishall (storage)  
 Caister  
 Bowthorpe  
 Tuckwood (specials)  
 Europa Way (storage)  
 North Lynn

**Budget**  
 Local policing pay budget for 2017/18  
**£65.2m**

**Policing model**  
 Our proposed local policing model (see funded posts below) will allow us to respond, engage, problem solve and investigate



SNT Patrol



Scheduled Deployment Officers



Beat Managers / Dedicated Beat Managers



Engagement Officers



Safer Schools



Operational Partnership Team / Early Help Hub



Neighbourhood Policing Teams



Moonshot targets rural and organised crime



Team Investigators



PEOs and engagement surgeries



6  
 C/Insp  
 (+1)



22  
 Insp  
 (0)



133  
 Sgt  
 (+16)



698  
 PC  
 (+64)



0  
 PCSO  
 (-115)

Comparisons between funded posts of financial year 17/18 and 18/19

# PCSOs

PCSOs have given outstanding service to our communities since the creation of the role. Norfolk 2020 proposals include looking at the most effective use of our current workforce mix. We have reviewed everything our frontline officers and PCSOs can deliver, including their powers, duties, entitlements and the average annual cost of both over five years.



Full policing powers to arrest, interview and investigate crime



Limited powers sufficient to deal with minor crime and disorder. Not permitted to arrest, process or interview prisoners

Trained and expected to deal with a full range of confrontational situations and will be equipped accordingly to the threat



Not permitted to be trained or equipped to deploy to any incident where there is a clear likelihood confrontation will arise

Can use police vehicles with emergency lights & sirens



Restricted use of police cars. Cannot use for pursuit or stopping other vehicles

Work shifts to cover 24/7

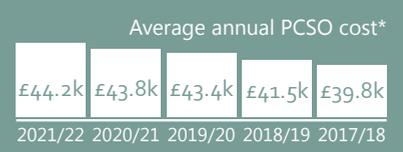
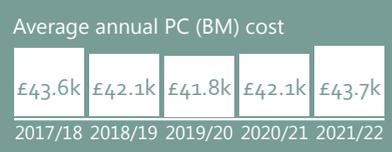


Shifts cover 07:00 - 00:00. Additional hours would accrue additional costs

Provide mutual aid in response to strategic policing requirements

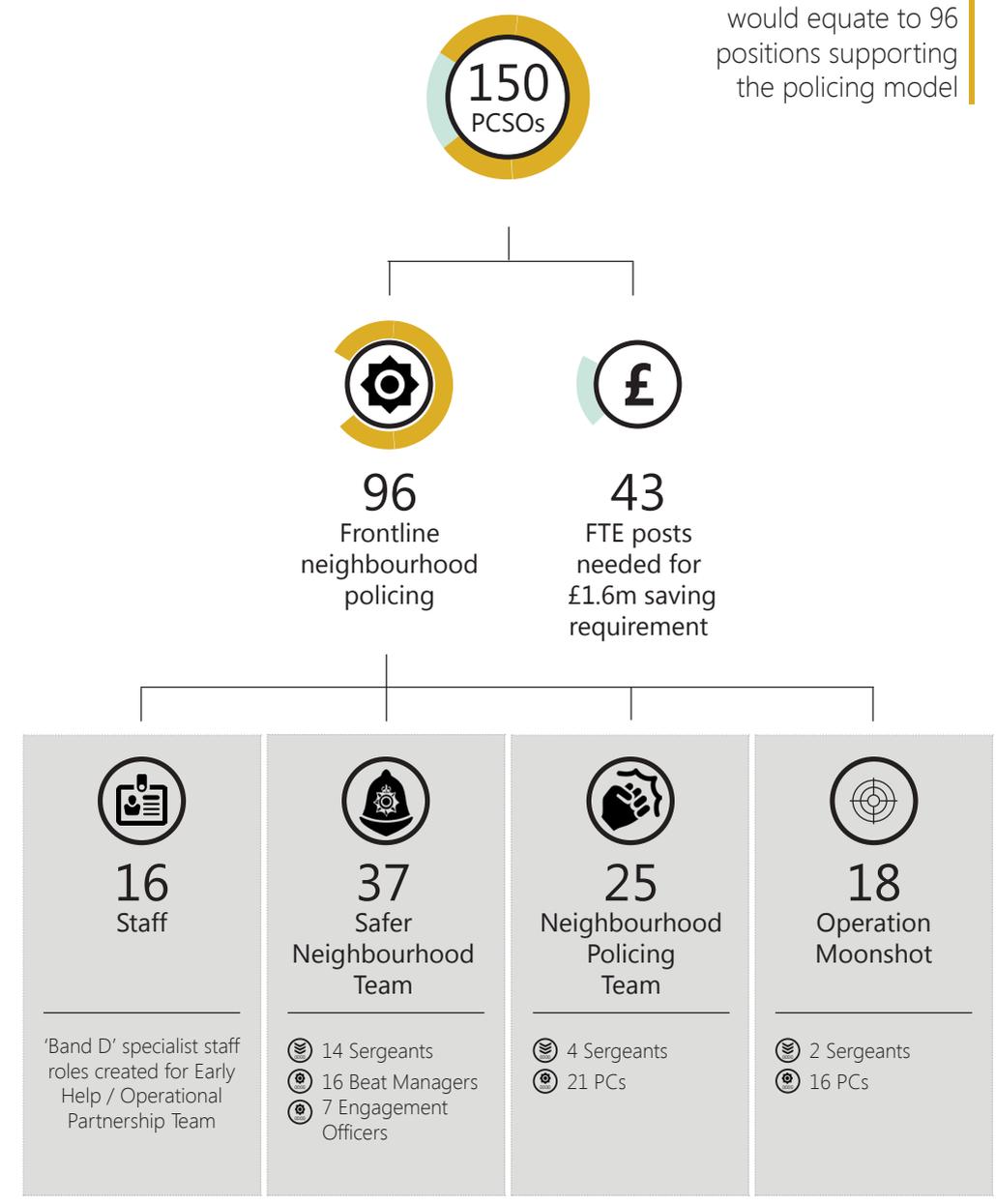


Cannot provide support to strategic policing requirements, enabling community presence



Role comparison for Norfolk Beat Manager on an equivalent shift pattern to a Norfolk PCSO (Band D)  
\*within Band D without further job evaluation

**Planned savings**  
All 150 PCSO roles would equate to 96 positions supporting the policing model



# PUBLIC ENQUIRY OFFICES

Traditionally, our Public Enquiry Offices (PEOs) provided a key contact point for our communities. Following a pilot in Thetford and Gorleston and an in-depth review into how frequently members of the public use them, the proposal is to close 7 out of our 10 PEOs.

Engagement surgeries across the county will provide opportunities for residents to meet their local officers.



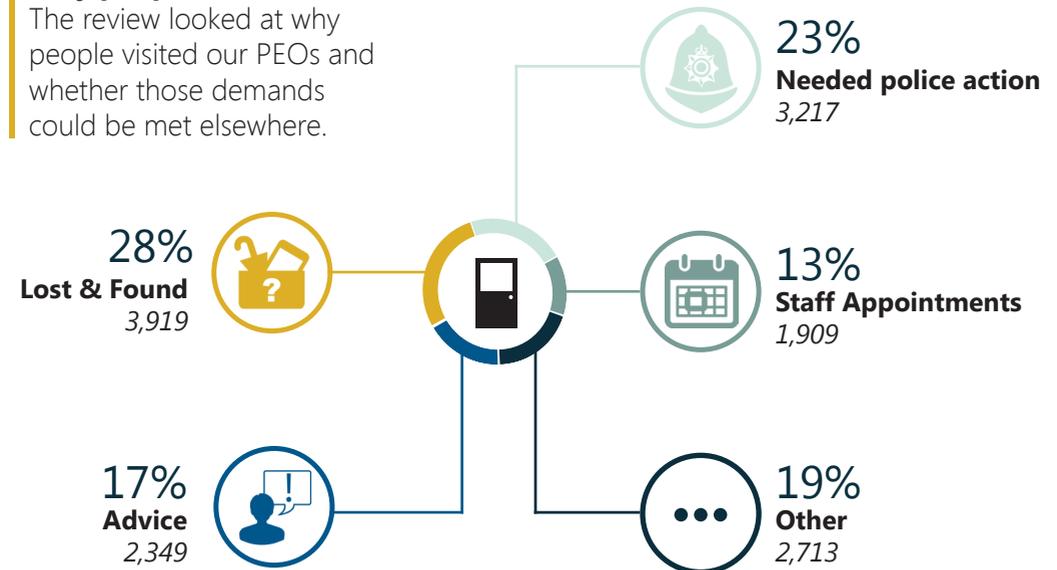
Approximately  
**47,840**  
 members of public visit  
 PEOs per year

**Analysis**  
 Planned proposals following review into the number of people who visited our PEOs



## Why people visit?

The review looked at why people visited our PEOs and whether those demands could be met elsewhere.



# CHANGING FACE OF CRIME

The table (top right) shows the change in crimes between the financial years of 2012/13 and 2016/17.

Crimes typically investigated by Safeguarding & Investigations include adult abuse, child abuse, indecent images, robbery, serious sexual offences, stalking & harassment, serious violence and other serious offences.

As a result, to match this increased demand the constabulary has had to invest significantly in resources. With no growth in available funding these substantial increases in staff must be offset by reductions elsewhere within the constabulary.

# -£22m

Reduction in pay budget since 2013/14

	SAFEGUARDING & INVESTIGATION CRIME		COUNTY POLICING COMMAND CRIMES	
	CHANGE IN CRIME	% CHANGE IN CRIMES	CHANGE IN CRIMES	% CHANGE IN CRIMES
King's Lynn & West Norfolk	753	360%	1,290	22%
Breckland	633	350%	933	20%
South Norfolk	535	465%	610	16%
North Norfolk & Broadland	799	357%	1,139	20%
Norwich	1,399	320%	3,210	28%
Great Yarmouth	842	374%	2,432	43%
<b>Total</b>	<b>4,961</b>	<b>357%</b>	<b>9,614</b>	<b>26%</b>

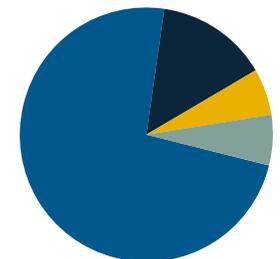


increase in police officers and staff within Safeguarding & Investigations to meet increase in demand



reduction in police staff within County Policing Command, leaving 859 officers in new model

KEY	2013 MODEL	2020 MODEL	DIFF OVER 2013
Response	629 (63%)	631 (73%)	+2
Proactive		53 (6%)	+53
Engagement	343 (34%)	124 (15%)	-219
Early Intervention	26 (3%)	51 (6%)	+25
<b>Total</b>	<b>998</b>	<b>859</b>	<b>-139</b>



An overview of the reasons behind our proposals and **why** we have had to adapt our policing model, the **benefits** in doing so, and the recognised **risks** associated.

## WHY



### Financial

£3.8m reduction necessary in local policing budget  
Need to invest in people not premises.



### National

Police officer's salary rationalised.



### Demands

Keep pace with changing face of crime.



### Tactical

Innovative police tactics successfully trialled (e.g. Moonshot, Gravity) which require warranted powers.



### Geographical

Northern Distributor Road (NDR) will transform Norfolk's infrastructure.

## BENEFITS



### More officers

Increase number of specialised police officers, detectives and staff to match significant rise in demand in Safeguarding & Investigations.



### SNT Patrol

Increase in Safer Neighbourhood Team patrol numbers with two more officers per shift.



### Prevention

Increase preventative and proactive policing resource (e.g. Moonshot, Neighbourhood Policing Teams, Early Help & ASB (Operational Partnership Teams)).



### Innovation

Exploit technology (e.g. mobile working, Body Worn Video, drones).  
Engagement Officers support local communities using digital platforms.  
New self-service website.



### Estates

Invest to save (long term savings through reduced maintenance costs). Estate modernisation enables the constabulary to be 'fit for the future' and work with our partners.

## RISKS



### Financial

£3.8m reduction in budget. Transition monies required.



### PCSOs

The impact of the proposed removal of all 150 Police Community Support Officer roles.



### PEOs

The impact of the proposed reduction in Public Enquiry Office (PEO) capacity with closure of 7 front desks.



### Estates

Estate developments with 13 stations shared, refurbished or closed.



### Service Levels

Reduction in overall resources.

Produced by Corporate Communications

This booklet has been produced to provide a summary of the key findings of the Norfolk 2020 review and the plans for Norfolk Constabulary's policing model.

