

Zoë Billingham BA Hons (Oxon)
HM Inspector of Constabulary, Eastern Region

3 September 2014

Mr Simon Bailey
Chief Constable – Norfolk Constabulary

Dear Simon

Core business: An inspection of crime prevention, police attendance and use of police time

Between January and April 2014, HMIC carried out inspection fieldwork across all 43 forces in England and Wales. This inspection, called 'Making best use of police time' (now known as 'Core business: An inspection of crime prevention, police attendance and use of police time') assessed three areas of police work. These were:

- how well forces are preventing crime and anti-social behaviour;
- how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- how well forces are freeing up the time of their staff so they can focus on core policing functions.

Attached is an embargoed copy of the national thematic report for this inspection which will now be published by HMIC on Thursday 4 September 2014 at 00:01. This must not be published until this date and time.

The findings that specifically relate to your force are included in this letter. The initial findings were previously sent to you for factual accuracy checks and, where appropriate, have been amended following your response.

The majority of the inspection findings contained in the national thematic report do not identify individual forces. However electronic versions of the national report will link to the HMIC website where data on each force can be viewed.

We will revisit some of the evidence gathered during the 'Core business' inspection as part of the crime inspection for HMIC's Police Efficiency, Effectiveness and Legitimacy (PEEL) interim assessment.

All forces will be given the opportunity to provide an update. This updated evidence will be considered as part of the PEEL interim crime inspection, which is due to be published at the end of November.

Findings that specifically relate to your force are:

Preventing Crime

- The force has a strong culture of preventative policing and it has a written prevention strategy for some crime types including homicide and rape.
- HMIC found some good examples of where the force has undertaken long-term crime prevention initiatives. The daily management meetings in the force are being used well to direct staff towards crime prevention activity.
- The force has a database to assist officers and staff to solve problems that support neighbourhood prevention activity. We found clear evidence that this is regularly and consistently used to record activity undertaken to resolve and prevent community issues. The inspection also identified that some evaluation and sharing of good practice takes place.
- The force has trained some officers and staff on crime prevention, but not all those who regularly deal with victims of crime and anti-social behaviour.

Attendance at crimes and incidents

- The force is clear about how it will respond to calls for service from the public. It is one of the few forces in England and Wales with a policy that requires an officer to attend all reports of crimes.
- The force has clear policies and procedures to enable call handlers to consistently identify vulnerable and repeat victims of crime and anti-social behaviour.
- Crime is recorded by the force, initially through creating an incident on the command and control system, and then subsequently entering the details onto the crime recording system. The force has systems in place to identify how many crimes that it attends.
- During the inspection HMIC reviewed a number of crime investigations. HMIC found that, in most cases, there was clear evidence of officers recording updates of the progress of the investigation and of effective supervisory oversight.
- The Integrated Offender Management scheme, in place to manage those offenders likely to cause most harm to the communities, is well managed. There are regular meetings with key partners and a structured approach is used to identify and assess risk.
- The force was able to provide HMIC with the number of named suspects that are yet to be arrested or interviewed, as well as those who had failed to answer police bail. The force has clear, robust arrangements to manage its outstanding named suspects and offenders.

Freeing up time

- The force has a very good understanding of demand, and is taking steps to build up a more detailed insight of demand and how its resources are distributed. This includes analysis of different types of incidents and policing activity.
- There is a clear process in place to enable supervisors to assess the workload and performance of frontline officers and staff.
- The force has an understanding of the amount of savings in staff time that has been achieved as a result of changes introduced or as a result of new technology being implemented.

- The use of mobile technology devices, such as tablets and mobile phones to enable officers to access force systems whilst on patrol is limited at the moment.

Yours sincerely

A handwritten signature in black ink that reads "Zoë Billingham". The signature is written in a cursive style and is placed on a light grey, textured rectangular background.

Zoë Billingham
HM Inspector of Constabulary, Eastern Region

Copied to Amie Abbs
HMIC Liaison Officer