

NOTES - SCRUTINY MEETING (NEIGHBOURHOOD POLICING) - 11 JUNE 2024

Question	Brief Summary of Evidence	Decision of PCC
<p>Engaging Communities</p> <p>1. How does the Force engage with the public and other agencies on establishing public priorities to reduce crime and the fear of crime and improve public confidence?</p> <p>2. How does the Force ensure that policing activities within neighbourhoods are targeted according to the needs of different communities, taking into account threat, risk and vulnerability?</p>	<p>The information below was received by the Police and Crime Commissioner for Cleveland (PCC):</p> <ul style="list-style-type: none"> • The Force’s Strategic Plan entitled ‘Policing Cleveland Together’ demonstrates a clear commitment to strengthening neighbourhood policing, understanding communities and community engagement. • The key enablers of the Force focus on strategic direction, engagement, resourcing, training and development, problem-solving and prevention and partnership working. • The Neighbourhood Policing Strategy has been refreshed and aims to improve the neighbourhood policing approach. The strategy focuses on targeted prevention, enforcement activity, collaborative problem-solving, protecting communities, tackling criminals, managing offenders and identifying and addressing problems at a local level. The strategy provides a significant emphasis on the importance of engagement and building effective relationships with community safety partners. • An Engagement Strategy has been developed in accordance with best practice. The strategy focusses on five pillars of engagement: <ul style="list-style-type: none"> ○ Involving ○ Consulting ○ Informing ○ Collaborating; and ○ Empowering. • The Force has an Engagement Team and an Equality, Diversity and Inclusion Manager who work to connect with ‘hard to reach’ groups and maximise engagement with those who have protected characteristics. • A delivery group provides oversight of engagement activity and holds each of the 4 policing districts to account. • The Local Policing Superintendent has identified best practice in West Yorkshire and Humberside and is undertaking work to capitalise on the skills network. • A Community Engagement Survey has been undertaken and 500 responses were received. • A Power App Microsoft 365 pilot has been launched in Hartlepool to record and monitor engagement activity in Hartlepool. • A Stakeholder Newsletter provides information and assurance to communities that work is being undertaken to implement solutions to local problems. • There is a clear drive to improve access and monitoring of social media communications. • The Force attends community drop-ins and meetings, such as meetings of Community Councils. 	<p>Partly Assured</p> <p>Concerns remain regarding the proportion of time Neighbourhood Policing Teams (NPTs) spend responding to emergency calls and servicing other reactive demands, particularly for those NPTs that are located at distance from Response Units.</p> <p>Further information is required in respect of abstractions and the shift pattern review/consultation (see Actions below).</p>

	<ul style="list-style-type: none"> • The Terms of Reference for the Independent Advisory Groups (IAGs) have been refreshed to ensure a standardised approach. The Force is committed to working with IAGs to build insight into the needs, wants and concerns of communities who are under-represented. • The Force uses different forms of engagement to create positive public interaction. • Risks are discussed by Inspectors collectively across key functions, on a daily basis, providing a joined-up approach to protecting communities. • Engagement activity enables the Force to track and monitor community tensions. • The importance of NPTs being aware of offenders, who cause harm in communities, was highlighted. 	
<p>Resourcing and Deployment</p> <p>3. Has a review been undertaken of the Force's neighbourhood policing resourcing and deployment model? What were the main findings of the review and what action is required?</p>	<p>The information below was received by the PCC:</p> <ul style="list-style-type: none"> • For Neighbourhood Policing, there are currently Sergeant vacancies, Constable vacancies and Police Community Support Officer (PCSO) vacancies. • Strategic workforce planning is taking place to fill vacancies and it is anticipated that the NPTs will be working at full capacity by the end of the year. • The Strategic Workforce Planning Board provides oversight of vacancies, and manages police postings, to aid succession planning considering threat, harm and risk. • A HARM Model is used to identify threat, harm, risk and vulnerabilities across Cleveland's wards and resources are allocated on that basis. • A review is being undertaken of the shift pattern of Neighbourhood Policing Teams (NPTs) and staff are being consulted. • A consistent shift pattern is required to identify where resources are at one given time. • Inspectors and Sergeants are deployed based on shift patterns and Constables focus on problem-solving activity. • The proposed shift pattern is reflective of the demand profile. • Depending on the outcome of the review and consultation, this could result in changes to core hours and the staffing structure for NPTs. 	
<p>Challenges and Risks</p> <p>4. What are the current risks and challenges associated with neighbourhood policing and how is the Force responding to these?</p> <p>5. What impact is deployment having on planned neighbourhood policing activity and how are abstractions being monitored and assessed to ensure</p>	<p>The information below was received by the PCC:</p> <ul style="list-style-type: none"> • The importance of managing staff vacancies, managing demand, minimising abstractions, managing expectations and developing links with community safety partners was highlighted. • The neighbourhood policing model is not fully staffed, however, the Force has a clear vision that focusses on building capacity in NPTs. • The Force is faced with an extremely high demand and prevention, problem-solving and proactive policing aims to reduce this demand. • Neighbourhood policing covers a diverse range of demand and a proportion of time is spent servicing reactive demands, which can restrict focus on engagement with partnerships and communities, problem-solving, targeting activity and proactive prevention work. • A trial was undertaken in Redcar and Cleveland, which removed a proportion of reactive work and stopped referrals to NPTs by the Primary Crime Investigation Unit (PCIU), this is 	

<p>they are minimised and managed?</p>	<p>now being rolled out to the other districts. An evaluation of the trial has been undertaken and tangible outcomes/benefits have been reported.</p> <ul style="list-style-type: none"> • The Force is committed to improving its neighbourhood policing approach and minimising the abstraction of neighbourhood officers to support reactive policing. • A Neighbourhood Policing Abstraction Policy was developed and implemented in May 2024. The purpose of the policy is to minimise neighbourhood abstractions and ensure that NPTs remain visible and accessible to their communities. • Although work is being undertaken to minimise abstractions for NPTs, the Force does operate a one team ethos and Command Superintendents are able to deploy resources when necessary. • In future, the Force will undertake work to: <ul style="list-style-type: none"> ○ develop a Neighbourhood Policing Delivery Group and Plan; ○ implement Neighbourhood Alert, which is a secure community messaging system and allows members of the public to stay up-to-date with the latest news in their area; ○ identify sector priorities; and ○ update the Force website to include contact information for the NPTs. 	
<p><i>Training and Development</i></p> <p>6. What training and support is provided to improve the knowledge and skills of officers, staff and volunteers in neighbourhood policing and how is this evaluated?</p> <p>7. What work is undertaken to recognise, reward and promote good problem-solving activities?</p>	<p>The information below was received by the PCC:</p> <ul style="list-style-type: none"> • All neighbourhood policing staff are required to attend a 3 day Protecting Communities course. • A Level 4 Diploma qualification is delivered by Teesside University for PCSOs, which covers the key areas of neighbourhood policing. • There is an annual Problem-Solving Conference, which explores, shares and celebrates problem-solving initiatives. • Problem-Solving Training is delivered by Sylvia Chenery, a Criminologist who specialises in Problem-Solving, and The Police Foundation (Dr Rick Muir). • There are Problem-Solving Masterclasses for operational Sergeants. • In respect of evidence-based practice, the Force has an academic partnership with Teesside University. • Effective problem-solving initiatives and operations are regularly recognised and celebrated. • Sharing problem-solving activities has resulted in the Force receiving national recognition. • Positive impacts in respect of reductions in neighbourhood crime rates are reported to the Force's Impact Board, which provides overarching Force governance. There has been some significant reductions in personal robbery, vehicle crime, burglary and theft from the person. 	

Other areas for consideration:

- To reduce demand, the Primary Crime Investigation Unit (PCIU) being utilised to take statements online and/or via Teams.

- The use of digital opportunities and technologies to improve productivity by allowing police officers to spend less time on administration and more time on frontline duties.
- Assessing the potential impact of the Right Care Right Person (RCRP) approach, which is due for implementation in September 2024 (*The RCRP approach aims to ensure that vulnerable persons who need help get the best possible care from the most appropriate service by reducing the reliance on police as the first responders*).
- The role of Special Constabulary in tackling emerging demands.

Actions

1	That a copy of the Neighbourhood Policing Strategy be received by the PCC/OPCC.
2	That a copy of the evaluation report, following the trial to remove a proportion of reactive work from NPTs in Redcar and Cleveland, be received by the PCC/OPCC.
3	That data comparisons are received by the PCC/OPCC to provide assurance that the number of abstractions is reducing.
4	That the outcome of the review/consultation of the NPT shift patterns be reported to the PCC/OPCC, alongside evidence to demonstrate how the Force will ensure the shift pattern will effectively meet local needs and demands to mitigate threats, risks and vulnerabilities in Cleveland's communities.
5	That a Scrutiny Meeting be held early in 2025 to establish the impact of Right Care Right Person (RCRP) on demand reduction.
6	That the appropriate OPCC representatives be added to the circulation list for the Neighbourhood Policing Stakeholder Newsletter.