

For Information	
Public	
Report to:	Strategic Resources and Performance meeting
Date of Meeting:	10th May 2019
Report of:	Chief Constable Guildford
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Agenda Item:	3

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Neighbourhood Policing – Engaging Communities

1. Purpose of the Report

- 1.1 The purpose of the report is to update the Strategic Resources and Performance Meeting about the Force's progress in relation to the Modernising Neighbourhood Policing (NHP) agenda and the implementation of the College of Policing NHP principles.

2. Recommendations

- 2.1 It is recommended that the contents of the report are noted.

3. Reasons for Recommendations

- 3.1 To ensure that the Nottinghamshire Police and Crime Commissioner (NoPCC) is briefed on the outcome of the gap analysis that was conducted in October 2018 against the College of Policing (CoP) NHP standards and associated timelines.
- 3.2 To also ensure that the NoPCC is up-to-date with regards to the Nottinghamshire Police NHP model as well as police officer and front line staff numbers and public engagement findings.

4. Summary of Key Points

Gap Analysis Outcome

- 4.1 In May 2018 the College of policing circulated guidelines on neighbourhood policing for service-wide consultation. In October 2018 those guidelines were ratified and circulated to all forces for their implementation. These guidelines identified seven inter-dependant thematic success factors, which the locality Chief Inspectors used to conduct a gap analysis against current provision.

This was completed by carrying out a self-assessment of each area, along with an overarching force wide assessment against the seven identified success factors outlined below:

- Engaging communities
- Problem solving
- Target activity
- Promoting the right culture
- Building analytical capacity
- Developing staff and volunteers
- Developing and sharing learning

4.2 The outcome of the gap analysis will inform our approach to NHP in the future. Four principal areas for development were identified, which are:

- Engagement
- Problem solving*
- Developing staff and volunteers
- Developing and sharing learning

**Keynote:* Problem solving incorporates key elements of building analytic capacity and targeting activity themes.

4.3 For each of the areas listed above a Chief Inspector (CI) has been appointed as the thematic lead to take forward these areas of business. Good progress has been made in each of these key areas as outlined below;

Engagement

- Thematic working group led by CI Stapleford established.
- Consultation with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) regarding best practice. On-going dialogue is in place.
- Engagement with Nottingham Trent University and participation in National pilot of 'Neighbourhood classification and engagement software' to inform Engagement Strategy.
- Bench-marking visits to exemplar forces conducted.
- Audit of force website and introduction of police volunteer roles to provide quality assurance and oversight. Improved the currency of NHP priorities. NPIs fully understand the expectation of them and websites are now fully up-to-date.
- Introduction of bi-weekly partner stakeholder updates for key partners and elected members to update them on NHP activity and priority areas.
- As a result of the above work, the revised approach to NHP profiles and engagement plan templates to adhere to HMICFRS and CoP guidelines.
- An examination of the force engagement cycle and priority setting regime has been undertaken in liaison with the NoPCC (Dan Howett) and other key stakeholders. This highlighted the need to change the way this is done to ensure a joined up approach is achieved across the city and the county. The proposed approach seeks to retain current good practice, achieve corporacy and sustainability by "operationalising" the PCC's survey. This product has been developed to drill down to Neighbourhood Policing Area (NPA) level and will act as the touchstone, informing and influencing priority

setting and local accountability. This will be complemented by other forms of engagement delivered at NPA level as part of engagement plans.

Problem-solving (including building analytical capacity and targeting activity)

- Thematic group led by CI Craner established.
- Consultation with HMICFRS regarding best practice. On-going dialogue taking place.
- Engagement with national problem solving programme and audit of problem solving in Nottinghamshire police undertaken.
- Bench marking visits to exemplar forces conducted.
- ECINS (system for sharing information with and from partners) review commission aimed at maximising use.
- Development of NoPCC funded researcher roles in conjunction with the Chief Executive of Mansfield District Council (DC), the Safer Nottinghamshire Board (SNB) and NoPCC.
- Revisions to problem solving governance, commissioning, resourcing and the link to force tasking processes currently being implemented to place OSARA (objective, scanning, analysis, resolve, assess) methodology at the forefront of NHP delivery.

Developing staff and volunteers and developing and sharing learning

- Thematic group led by CI Rooke established.
- Audit against CoP Guidelines completed and delivery plan agreed.
- Survey activity undertaken with PCSOs and police officers in Nottinghamshire (cross referenced with national survey activity).
- Peer to peer support established with Leicestershire police (CI Jed Keen).
- Recommendations/options report submitted detailing the requirement for formal induction training, accreditation and Continued Professional Development (CPD) for all NHP practitioners.
- NHP Intranet portal is currently under construction to maximise internal engagement between NHP management and operational practitioners in order to share good practice internally and externally.

Much of the preparatory work and tactical decisions around this area of business have already been undertaken at the appropriate level. Key recommendations and resourcing requirements will be presented in a report to the Deputy Chief Constable (DCC) in May 2019 for Chief Officer and stakeholder consideration. Once direction is received, and if necessary resourcing is approved, then structured implementation will accelerate significantly.

- 4.4 Update and oversight is undertaken as part of established reporting mechanisms within the local policing command via the Chief Superintendent (Ch Supt) and Assistant Chief Constable (ACC) Operations. Specifically, governance of the NHP work stream is as described below at *tables 1 and 2*;

Table 1: Quarterly – Strategic Group

Frequency/Chair	Purpose	Attendees
Quarterly - NHP Lead	<ul style="list-style-type: none">Review Action Plan/MilestonesConsider policy and procedural changeHMIC ActionsRisks/Issues	<ul style="list-style-type: none">City/County CICity/County NPI RepMedia/CommsExternal stakeholders as required e.g. CoP, HMIC

Table 2: Monthly – Thematic Operational Delivery Group

Frequency	Purpose	Attendees
Monthly – CI Thematic lead	<ul style="list-style-type: none">Review progress Against PlanReview risks/issuesProvide consolidated “Highlight report” to NHP Lead	<ul style="list-style-type: none">City/County RepsCity/County RepsExternal stakeholders as required.

- 4.5 From this work the force developed its NHP Principles document which received Chief Officer Team sign off in November 2018. In addition to the submission of the report referred to at the end of 4.3 the NHP lead has also invited HMICFRS into force in July 2019 to review the proposed plans and progress this in order to obtain guidance and feedback on our approach. HMICFRS will then return to the force in the autumn to assess the progress that will have been made at that point.

Neighbourhood Policing Model

- 4.6 The force operating model is still in its implementation phase having been introduced in April 2018 and will take time to mature. From an NHP perspective a number of key areas have been a focus of activity since go-live in April 2018. These areas are;
- i. *Achieving co-location with partners* – Complementary existing partnership hubs at Broxtowe, Mansfield and Byron House, NHP and response resources are now co-located in Ashfield DC and Queens Buildings at Newark. In line with the National Police Chiefs Council 2025 policing vision this will enhance data sharing and partnership working to address vulnerable people and locations underpinned by problem solving methodology.
 - ii. *Implementing a revised PC shift pattern to support the night time economy (NTE)* - After formal review considering demand, threat, harm, risk and wellbeing of staff. A revised shift pattern will ensure proportionate resourcing in key locations within the /county NTE. Importantly, and in line with the Chief Constable’s directive, this shares the resourcing of the NTE across

the NHP portfolio equitably and ensures communities across the City/County are not unduly diluted of NHP resources.

- iii. *Recruitment of beat managers to bring the force up to establishment* – At the time of writing the response NHP functions are up to or over establishment due to the uplift in recruitment. Whilst this will reduce to NHP funded establishment levels over the next 12 months the net benefit is a fully staffed and stabilising complement of NHP practitioners. Public and partners alike will see the benefit in increased capacity and stability in terms of postings which is critical in the partnership arena.

- 4.7 The current NHP establishment is shown below at table 3. The planned increase in establishment funded by the increase in precept will see NHP police officer post grow to 196.

Table 3: Current NHP Establishment

Role	Funded Posts	Planned growth 19/20
Insp	13	0
Sgt	33	0
PC	163	33
PCSO	200	0

- 4.8 A proposal to conduct a review of the PCSO role was approved at the Annual Departmental Assessment (ADA) process in autumn 2018 to support the new NHP model. The review is nearing completion and was presented to the Futures Board in April for consideration and direction. The key themes of the report centre on; re-alignment of the role back to its core duties of engagement, re-assurance and low level problem-solving, training and development, as well as better alignment of PCSOs to demand through changes to shift working.
- 4.9 Following on from the engagement exercise undertaken between January and March 2018 by the Chief Constable in relation to the new operating model. SNB, CDP and DC Chief Executive Officers have been briefed regarding the CoP guidelines and the force’s review of activity. Further communication will follow in due course at key milestones.

Additional points to note

- 4.10 From a regional perspective, we have recently joined the East Midlands regional network for the Modernising NHP project, which is led at a national level by Chief Constable (CC) Gavin Stephens. The purpose of the network is to establish links to share knowledge and best practice in respect of NHP.

- 4.11 The National Problem Solving Programme is led by South Yorkshire police on behalf of CC Stephen Watson (NPCC problem-solving lead). This has a dedicated, Home office funded programme seeking to work with other forces to develop an understanding of problem solving and enhance the capacity and capability to deliver it across the service. The programme team visited Nottinghamshire Police in December 2018 and February 2019 to carry out a base-line assessment of its problem solving capacity, capability and methodology. Formal assessment is pending but early feedback is shaping the thematic lead's proposals on the force's future approach to problem-solving and training.
- 4.12 Our participation in the National Problem Solving Programme attracts expert guidance and consultation at nil cost as well as access to networking, good practice and shared learning.

5. Financial Implications and Budget Provision

- 5.1 Development and delivery of any additional review/implementation work is undertaken in addition to daily duties by those involved in the NHP portfolio. The financial cost to the organisation cannot therefore be quantified meaningfully. There is however an opportunity cost as officers and staff are diverted from core duties to progress this agenda. Should recommendations contained within the COT report scheduled for discussion with the DCC in May 2019 be approved then there may be budgetary implications to consider in relation to media and marketing.

6. Human Resources Implications

- 6.1 Capacity to deliver change is a challenge from a HR and resourcing perspective, however there is mitigation in place to ensure that this is managed appropriately.

7. Equality Implications

- 7.1 Explicit within the revised engagement approach and Neighbourhood profile products will be a strand which considers the imperative on "engaging to recruit". This will strengthen the link between the drive to increase the recruitment of under-represented groups and the approach to engagement undertaken by NPIs.

8. Risk Management

- 8.1 Risks associated with delayed delivery of outcomes in this area of business will be managed through the corporate risk management process led by the Deputy Chief Constable. Appropriate mitigation will be put in place where appropriate.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 This work is intrinsically linked to the Police and Crime Plan Priority Theme 3 - Tackling Crime and Anti-Social Behaviour.

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable

11. Details of outcome of consultation

11.1 There has been no consultation in relation to this update report.

12. Appendices

12.1 No appendices