



Police and Crime Panel

7 July 2017

Report of the Police and Crime Commissioner

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This report draws the Police and Crime Panel's attention to a number of matters. The Commissioner would be happy to expand upon any of the issues covered, if helpful to Panel members.

- **Policy developments**

Police Funding Formula Review

Following the general election it is unclear whether the Police Funding Formula Review will continue according to the challenging schedule originally set out. The Commissioner and her team continue to support the review process and in particular to challenge the Home Office to ensure that the additional costs associated with delivering policing services in rural areas and the additional demand generated by large volumes of seasonal visitors are reflected in any emerging formula.

The future funding landscape for policing is also uncertain. It is still possible that the Treasury may take the opportunity to undertake a further Comprehensive Spending Review or that the Autumn Statement may make adjustments to the current spending plans on policing. The volume of evidence already collated to support the funding formula review represents a real opportunity to inform the Treasury about the increasing volume and complexity of demand on the police service as a whole. The Association of Police and Crime Commissioners is collating additional evidence which will be provided to the Treasury to inform their thinking over the summer and to make the case for investment in policing. The Commissioner and her team are actively engaged in this process, contributing strong evidence from our work on the funding formula to make a clear case for investment in rural policing and tourist areas.

Pathfinder - Delayed Charge Scheme

The Commissioner has provided previous updates to the Police and Crime Panel on plans to develop a Delayed Charging and Diversion scheme in Devon and Cornwall as part of our enhanced focus on prevention. Under the scheme, now named Pathfinder, some offenders (subject to strict eligibility criteria) have the opportunity to undertake victim led reparation as well as an agreed programme of rehabilitative work during a four month period as an

alternative to a criminal charge. The Commissioner has secured significant funding of over £750,000 from the Home Office to support this pilot.

Since the last update to the Panel in February, 14 Pathfinder co-ordinators have been recruited and trained and completed their initial assessments. The scheme manager has also been appointed. In addition, new services have been commissioned to provide women-only provision and Restorative Justice facilitation grants have also been provided to coordinate over 50 engaged partners to provide interventions. Pathfinder went live for referrals on 12 June.

CCTV Strategy

The Police and Crime Plan sets out a commitment to support local authorities that wish to invest in CCTV systems. This commitment is part of the 'Supportive' element of the Local Policing Promise. The Plan sets out the Commissioner's broad approach to CCTV investment and includes a commitment to publish an overarching CCTV Investment Strategy.

The Commissioner has pledged to provide up to £200,000 of extra funding, from previous years' underspending, over the next three years to increase CCTV capacity and to encourage the development of monitoring 'hubs'. The Commissioner believes that high quality and interconnected CCTV can play a major role in helping to keep people safe. It is also an invaluable resource for the police to investigate crime and enable emergency services to find and help vulnerable people. The Commissioner's CCTV Investment Strategy was agreed in February 2017.

The first phase of the project has been focused on:

- Scoping the provision of sufficient monitoring hub capacity in Devon. There are a number of CCTV control rooms in Devon and the OPCC is exploring with each of them their appetite and suitability for offering a monitoring service to authorities which do not have the resources to monitor their own systems. The same exercise will be carried out with any potential new hubs.
- An Expression of Interest exercise has been carried out to enable an assessment of potential demand for funding support to authorities which may wish to connect into the hubs. There has been a significant level of interest and discussions are taking place with a number of authorities to facilitate scoping and costings exercises, supported by the OPCC, which will enable councils to decide whether they wish to apply for capital funding support from the Commissioner.

During the second half of 2017 decisions will be taken on how to allocate the Commissioner's capital funding to ensure sufficient monitoring capacity is created to enable all authorities in Devon and Cornwall who wish to connect into a region wide network of inter-connected hubs can do so.

- Decisions will also be taken on the level of funding support which can be given to authorities to facilitate connection into the network.

- Development, in conjunction with CCTV practitioners across the two counties, of common standards regarding access to CCTV footage for operational purposes.
- Scoping future opportunities provided by advancing technology to aid dynamic use of CCTV.

For the full PCC CCTV Investment Strategy document please follow this link:

<https://devonandcornwall.s3.amazonaws.com/Documents/Our%20information/Key%20document/CCTV%20Strategy-Website.pdf>

Workforce Transformation

- *PRISM Transformational Change Programme*

PRISM is the name of the portfolio of change across Cornwall, Devon and Dorset. PRISM stands for Policing Response Investigation and Safeguarding Model.

The PRISM portfolio of change puts the victim at the heart of our service, supports delivery of the respective Police and Crime Plans and aligns with the two force missions. The PRISM portfolio of change will look at how the policing response, investigation and safeguarding model can be used for both Devon & Cornwall Police and Dorset Police to deal with calls from the public in a very different way. This is a five year portfolio of projects – bringing existing change activity, including the development of the Strategic Alliance and planned ICT convergence, together with new areas of change.

There are nine programmes of work which will come under the PRISM portfolio of change. These are:

- Lead employer
- Digitalisation
- Workforce
- Integrated services
- Demand management
- Contact
- Prevention and partnership development
- Victims and witnesses
- Strategic alliance

The PRISM Programme is still being established and detailed programme briefs are under development for each of the nine areas, including resourcing requirements and prioritisation. The OPCC CEO and the OPCC Treasurer sit on the PRISM Transformational Board and OPCC leads have been established for each of the 9 programmes. Some programmes are more advanced than others, and a briefing note on progress of the Strategic Alliance is attached at Annex A.

The Commissioner would be happy to arrange a half day briefing session for Police and Crime Panel members at Middlemoor to learn more about the PRISM programme and perhaps to visit a live operational Alliance Department if that would be helpful.

- Project Genesis

In February 2017 the Police and Crime Panel considered the Commissioner's proposed budget for 2017/18 and a four year Mid Term Financial Statement. In that documentation the Commissioner announced an additional £24million investment available to the Chief Constable over the next four years. The Chief Constable – in a public letter to the Commissioner, set out his plans to invest and to reshape the police workforce to ensure it is able to meet the demands placed on the police service. This included investing in additional police staff investigators, additional police officers and a new remote record taking team. The Chief Constable also announced his intention to reduce, over time, the number of PCSOs and to review existing neighbourhood policing structures and activity.

Local policing and connectivity are at the heart of the Commissioner's Police and Crime Plan and the Commissioner and her team will be closely engaged with the Chief Constable's work on reviewing neighbourhood policing to ensure that it enhances connectivity and that communities, partners and the public are engaged in this work.

The Chief Constable has established a project team for neighbourhood policing. Project Genesis is intended to improve local policing within neighbourhoods as part of the Force's Workforce Transformation portfolio under the PRISM transformation programme. The project will look at how we police our neighbourhoods and engage and connect with local communities; make sure our work is aligned to our mission; deliver the required outcomes from the PCC's Police and Crime Plan and HMIC recommendations; be sustainable in terms of the medium term financial strategy; align to evolving national advice and best practice; while at the same time respond to the challenges of emerging threats and evolving crime types; and do so in a way that improves staff wellbeing and support.

The Commissioner fully appreciates that the review has created uncertainty and concern within local communities and with staff. The hugely valuable contribution that PCSOs make to communities is clear. As this review is taken forward the Commissioner is focused on ensuring that staff and communities are supported, are kept well informed and are able to contribute to the review.

A fuller Briefing Note on Project Genesis from Devon and Cornwall Police is included at Annex B.

Police and Fire Service collaboration

The emergency services in the South West have always worked well together. The government is committed to driving collaboration between the emergency services to deliver more effective and efficient services to the public

Closer collaboration between the police and local fire and rescue services is specifically highlighted in the Police and Crime Plan. There are already numerous examples of where

joint blue light services are collaborating well across Devon and Cornwall including Fire/Police Community Support Officers and tri-service officers. These arrangements have now been enhanced and strengthened with the signing of a Memorandum of Understanding (MOU) between Devon and Cornwall Police, Devon and Somerset Fire Service and Cornwall Fire Service.

The MOU confirms the already excellent working relationship between the police and fire service and how communities will receive greater benefit from further collaborative working on safety initiatives. For example, shared intelligence will assist in reducing the risk of deliberate fire setting and anti-social behaviour. It will also allow a better coordinated response to calls from the public and enable a comprehensive use of our data to identify and help those most vulnerable in society.

In particular, the MOU makes arrangements for

- **High risk missing person searches**
This will allow the police to use fire service resources (Urban Search and Rescue team – USAR) to assist in searching for high risk missing people. This includes using different search techniques depending on the missing person condition i.e. Dementia, possible suicide, etc. There has already been significant success with both fire and police being deployed.
- **Fire station access**
A pilot is taking place in 17 fire stations within rural communities in Devon for the police to use the welfare facilities and to use the fire station to interview members of the public who prefer not to visit a police station. This allows for greater community engagement, resilience, flexibility and financial savings to both services. It will also allow the community to have more opportunity to contribute and receive information on safety in their local areas.

Estates

The Commissioner is committed in the Police and Crime Plan to working with partners to broaden the police footprint and to looking at how we can use the estate to enhance connectivity. The Commissioner has instigated a review of the police estates strategy to ensure that the strategy supports the delivery of the Police and Crime Plan. The Estates Strategy has been reviewed but the Commissioner wishes to understand any additional requirements that might emerge from the Chief Constable's 'Connectivity Plan' which will be formalised in the next few months. The revised Estates Strategy will be presented to the Police and Crime Panel in due course.

- **Appointments**

Deputy Police and Crime Commissioner

The Police and Crime Commissioner is delighted to propose to the Police and Crime Panel the appointment of Mark Kingscote as Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly.

The Police and Crime Panel's confirmation hearing for the proposed Deputy Police and Crime Commissioner takes place at this meeting.

Chief Executive

In June, the OPCC launched a recruitment campaign for a new Chief Executive following the departure of Andrew White. The recruitment has been supported by a specialist recruitment agency to ensure a wide field of quality candidates is attracted. The closing date for applications was 19 June. Assessments, selection and interviews will take place in July with an announcement expected towards the end of the month.

Duncan Walton has been appointed as Interim Chief Executive while a replacement is recruited. During this period the section 151 responsibilities of the OPCC Treasurer will be discharged by the Force director of Finance and Resources, Sandy Goscomb until a new OPCC Treasurer is appointed.

OPCC Treasurer

The existing OPCC Treasurer, Duncan Walton, announced earlier this year his intention to retire. As a result of this, a recruitment exercise was carried out to appoint a successor. The Commissioner is pleased to propose Nicola Allen to the position of OPCC Treasurer. Nicola brings with her a wealth of experience and expertise having served most recently as Assistant County Treasurer at Devon County Council. The Police and Crime Panel's confirmation hearing for the proposed OPCC Treasurer is on the agenda for this Panel meeting.

Deputy Chief Constable

In May, Devon and Cornwall Police announced the appointment of Paul Netherton to the post of Deputy Chief Constable. Paul was a former Assistant Chief Constable and most recently served as temporary Deputy Chief Constable for the Force.

Deputy Chief Constable Netherton's key role will be in managing the transformational change programme for the police alliance between Devon and Cornwall and Dorset police forces.

• **Legislative developments**

On 21 June, the Queen announced the new Government's two-year legislative programme. The Speech included a number of important policing and community safety announcements and the Commissioner will be working with MPs and other PCCs to influence the shape of these legislative measures as they are developed.

➤ Draft Domestic Violence and Abuse Bill

Legislation will be brought forward to protect the victims of domestic violence and abuse, including through the Draft Domestic Violence and Abuse Bill. The Draft Bill aims to ensure that victims have the confidence to come forward and report their experiences, in part

through giving the justice system greater guidance and clarity about the devastating impact that domestic violence and abuse has on families.

➤ Counter-terrorism

A commission for countering extremism will be established to support the Government in stamping out extremist ideology in all its forms, both across society and on the internet, so that there is no “safe space” for extremism to ferment. This will include working internationally and encouraging tech companies to do more to remove harmful content. In the light of the recent terrorist attacks in Manchester and London, the Government’s counter-terrorism strategy will be reviewed. The review aims to ensure that police and security services have the powers they need to deal with terrorism, and also consider whether tougher prison sentences are necessary for those found guilty of terror offences.

➤ Tackling Discrimination

The Government has committed to make further progress to tackle discrimination against people on the basis of their race, faith, gender, disability or sexual orientation.

➤ Foreign affairs (Modern slavery)

The Government will continue with efforts to reform the international system to improve the United Kingdom’s ability to end modern slavery. This will involve advocating for better international coordination to deliver commitments made and ensure governments and international agencies prioritise interventions and resources to tackle modern slavery, bring perpetrators to justice and support victims.

➤ Mental Health Reform

The government will consider what further reform of mental health legislation is necessary, including changes in how the Mental Health Act is implemented on the ground. Working towards a new Mental Health Act, the government will publish recommendations on where new policy could provide greater rights for those experiencing mental health problems. The government’s considerations will include looking at why rates of detention are increasing, examine why disproportionate numbers of those from certain ethnic backgrounds (in particular black people) are detained under the MHA, and also review whether Community Treatment Orders remain fit for purpose.

➤ Data Protection Bill & Digital Charter

A new law will ensure that the United Kingdom retains its world-class regime protecting personal data through the Data Protection Bill. The Bill will aim to ensure that UK data protection is suitable for the ‘new digital age’, whilst also modernising and updating regimes for data processing by law enforcement agencies. Additionally, proposals for a new Digital Charter will be brought forward to ensure that the United Kingdom is “the safest place to be online”. The Digital Charter will aim to create a new framework balancing users’ and businesses’ freedom and security online. The Charter will be developed alongside technology companies, charities, communities and international partners, and the government will aim to ensure that it is underpinned by an effective regulatory framework. In its efforts to tackle harmful behaviours and harmful content online, the government will

make sure that technology companies do more to protect their users and improve safety online.

➤ Courts Bill

Legislation will also be introduced to modernise the courts system in the Courts Bill. Main elements of the Bill include putting an end to the direct cross examination of domestic violence victims by their alleged perpetrators in the family courts. In order to free up court time for more serious cases, the Bill will also aim to enable those charged with some less serious criminal offences to opt to plead guilty, accept a conviction and pay a statutory fixed penalty online.

• **Government Appointments**

The new Minister in the Home Office for Policing and the Fire Service is Nick Hurd MP, with Brandon Lewis moving to take on the Immigration brief within the Home Office.

Sarah Newton MP (Falmouth) retains her position as Parliamentary Under-Secretary in the Home Office for Vulnerability, Safeguarding and Countering Extremism.

• **HMIC report update**

There has been one Her Majesty's Inspectorate of Constabulary (HMIC) report issued about Devon & Cornwall Police since the last Police and Crime Panel meeting.

Police Effectiveness 2016 - An inspection of Devon and Cornwall Police

As part of the annual assessment of all police forces in England and Wales, HMIC published the second report examining how effective the force is at keeping people safe and reducing crime.

HMIC found that Devon and Cornwall Police:

- 'requires improvement' at preventing crime, tackling anti-social behaviour and keeping people safe;
- 'requires improvement' in how it investigates crime and reduces re-offending;
- is 'good' at how it protects those who are vulnerable from harm, and supporting victims; and
- is 'good' at how it tackles serious and organised crime.

The report reflects the Commissioner's concerns that communities in Devon and Cornwall do not feel as engaged with local policing as they would like. Connecting communities and local policing forms a key strategic aim within the plan, with a local policing promise that focuses on providing an improved service that is accessible, responsive, informative and supportive.

Activity to improve accessibility and contact includes improving contact opportunities, improving physical policing presence and understanding local concerns. A pilot initiative is being tested in Devon & Cornwall introducing specialist civilian problem solvers in local areas. In order to support a service that is responsive spending plans have been re-prioritised to release funding to recruit an additional 100 officers. This will be supplemented by an already well developed program to increase the opportunities for the public to actively engage in policing through the Citizens in Policing initiative.

In order to improve investigation quality and timeliness the Chief Constable has already begun recruitment of 40 dedicated police staff investigators which will supplement the existing provision. A project to implement a more innovative approach to more effective early intervention and offender management will see the development of a multi-agency response to providing offender intervention and support, scheduled to commence in the summer.

Contact for further information

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26 June 2017

Annex A

Strategic Alliance Update

Rationale. In early 2014 the rationale for the Strategic Alliance was set out based on the following key objectives:

- Develop service delivery to the public
- Ensure delivery against the respective PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money.

Guiding Principles.

The following guiding principles have underpinned the work of the Alliance:

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- All other services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or effective to do so
- Single delivery units responsible for shared services across the 2 forces will be co-located where feasible
- Our ambition should not be limited by geography or a previous approach and should focus on continuous improvement
- There is a long term ambition for total convergence of all ICT systems
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities
- Retain the independence of the 4 separate corporation soles who are individually accountable to their local communities
- This will not prevent both forces continuing to explore other collaborative opportunities.

The Journey So Far.

- March –June 2014 Scoping and feasibility phase
- August 2014 Start of design and implementation
- March 2015 Official signing of the Strategic Alliance Overarching Agreement
- March 2015 Official signing of the Strategic Alliance
- March 2018 Delivery of all detailed business cases in scope

Benefits



Financial Picture

- Combined budget £396m and 7394 officers/staff. £145m in scope for the Alliance
- Alliance committed to £12m savings per annum from combined annual budget by end of 2020/21 (D&C £8m based on agreed costs/savings allocation of 70%)
- Savings due to be delivered by Programme up to £4.6m per annum in 2017/18
- By the end of 2020/2021 financial year, the net cash saved will exceed £19m with total savings of around £33m
- Programme Team costs – so far £5.0m from April 2014. These are mainly opportunity costs – with staff taken from other parts of the business to support the Programme.

Current Picture

- 27 business area proposals approved
- 17 business areas live and operating as single business areas
- 11 business area proposals to be presented to the Alliance Executive Board between June 2017 and March 2018.

Devon & Cornwall Police

Project Genesis: Improving local policing for the future.

1.0 Overview:

Local policing within neighbourhoods is one of the most visible forms of policing - and through the Police and Crime Plan we are determined to form ever closer links with our communities whilst we change the workforce mix to meet both the current and future challenges of changing patterns of crime and harm. Devon and Cornwall Police currently describes neighbourhood policing as:

Policing delivered within local neighbourhoods is focused upon protecting the public and keeping people safe from harm. We deliver this through a one-team approach, including dedicated, named officers and staff assigned to every neighbourhood - employing evidence-based problem-solving to reduce risk and harm, prevent crime and catch offenders - enhanced and supported by police response, investigation and other specialist services drawn-in according to need. Neighbourhood officers and staff work closely with communities (identified geographically or otherwise) and with our partners and other agencies, sharing information with a whole place approach, in order to understand communities' needs, intervene early, proactively prevent crime and harm, and help build more cohesive communities. Our approach is underpinned by effective community engagement. This keeps people informed and able to contact us easily. It enables people to both volunteer and get more involved in policing and prevention, and strengthens the relationship between the police and the public we serve. The organisational strategy is therefore to provide the right people, with the right skills, in the right place, doing the right things.

The Police & Crime Plan 2017-2020 sets out the PCC's vision for policing and refers to changing working practices to provide better more responsive local services.

The Chief Constable has said "Together, we consider the connectivity with our communities as the bedrock of how we operate, delivering both public legitimacy and support to what we do. This must, however, be rationalised along with the totality of local policing resources to focus upon threat, risk and harm whilst also managing the tension of ensuring that our response times and critical operational capability is retained."

The requirement to meet these challenges is felt across all Forces, and the College of Policing have now launched a review of neighbourhood policing, with the intention to provide guidelines to Forces - reporting in December 2017. These guidelines will be primarily be aimed at Forces, but may also be of relevance to local authorities and other statutory partners as well as voluntary organisations and local community groups who support community safety. A member of the Force has been invited to join the national committee.

From 2014-16 Dorset Police undertook a review of neighbourhood policing, although further evolution of their model and resource allocation is now currently ongoing as part of the Forces' Organisational Business Design activity. Devon & Cornwall Police will be using Dorset's experience to learn from in terms of design and implementation, however it is important that local requirements influence the design, and indeed that both Forces take the opportunity to further improve their service into the future.

The changing patterns of crime and harm and the need to continuously improve our service means a refreshed approach to neighbourhood policing is needed, irrespective of resourcing requirements. The workforce mix must evolve to meet the capability and capacity requirements of the future. Our local policing service can be more connected, tasked and better focussed on vulnerability and preventing crime, and there are significant opportunities to provide integrated services with public, private and voluntary sectors that would improve community safety and value for money.

2.0 Project Genesis:

Launched in March, the aim of Project Genesis is therefore to improve local policing within neighbourhoods as part of the Forces' Workforce Design portfolio under the PRISM transformation programme. The project will look at how we police our neighbourhoods and engage and connect with local communities; make sure our work is aligned to our mission; deliver the required outcomes from the PCC's Police and Crime Plan and HMIC recommendations; be sustainable in terms of the medium term financial strategy; align to evolving national advice and best practice; while at the same time respond to the challenges of emerging threats and evolving crime types; and do so in a way that improves staff wellbeing and support.

The emphasis of Project Genesis will be on designing an approach for future neighbourhood policing which will be effective and sustainable. What is not intended to change is the essential structure of a local policing team – namely a PCSO, a volunteer, local officer and Sergeant, supported by specialists and other locally or central based resources, all delivering a service to the local community according to local need.

The project will seek to identify and progress a range of actions to help neighbourhood policing going forward, and in the short term, readiness for the HMIC inspection in September 2017.

Design assumptions:

- That the future approach maintains the ethos of neighbourhood policing, ensuring connectivity with communities, providing reassurance, intelligence gathering, engagement, problem solving and safeguarding.
- That the 'principles and effects of neighbourhood policing' are maintained, in line with the Policing Vision 2025.
- That the distribution of resources is consistent with the risk, harm and threat within communities, acknowledging the different challenges of urban, rural and coastal communities. Local consultation and professional judgement will be key.
- That shared learning is achieved across the strategic alliance, ensuring that Project Genesis is developed across both Forces.

- That the management of threat, risk and harm and visible policing in neighbourhoods and communities will be conducted and delivered by skilled, knowledgeable, and empowered staff – supported by trained volunteers and partners, with delegated powers where required.
- That local policing services are delivered by a range of roles, including specialists where necessary.
- There will be dedicated professional problem solving/prevention roles to build community resilience and work with partners.
- That communities are not seen solely as geographic in nature.
- That alongside the PCSO role, a number of other roles will be scoped in terms of their contribution to neighbourhood policing, their capacity, capability and distribution.

The work is overseen by Assistant Chief Constable Andy Boulting, and led by Superintendent Matt Lawler (Head of Prevention) with a dedicated project team. Governance is in place through the Forces PRISM programme and a range of ‘task and finish groups’ have been formed, each led by a senior officer or member of staff. The OPCC has representation at the Project Board and within the task and finish groups.

3.0 Current activity:

The project team have brought together a number of pieces of work, and, in making rapid progress, is operating through 7 current task and finish groups. The project activity is currently as follows –

Demand Modelling – a number of models to enable the future allocation of local resources to neighbourhoods or groups of neighbourhoods have been developed. These models include analysis of crime and anti-social behaviour data, social deprivation, and models including predictive demand. Following approval of a single resource allocation model, neighbourhoods will then be profiled to develop an evidence-base to inform local professional judgement around the mix of resources deployed at local level. It is not intended at this stage to produce an ‘urban-rural’ model, but a more sophisticated understanding of neighbourhoods that can then lead into appropriate tasking and staff training according to those local needs. It will also allow distribution of the range of specialist and other resources that support dedicated neighbourhood teams.

Connectivity – in line with the Police and Crime Plan, the role of local teams in connecting with communities is essential to public reassurance, identifying risk and harm, community impact and developing problem solving and local legitimacy. This will feed into the wider Connectivity strategy. In conjunction with Dorset Police, a community profile template is being prepared that will help local teams understand the make-up of the local area and be a means of devising and recording local engagement plans and activity. It is planned to test this with our teams in September. A review of all local policing websites is well underway to ensure they are all updated in line with newly developed OPCC service standards.

Activity analysis – led by a senior officer, work is underway in conjunction with the Integrated Service Design team to capture the current and future activity of local teams,

supporting future decisions around tasking and deployment, and to safeguard against any future drift in role.

Problem-solving – over the last 12 months the Force has run a pilot to explore options for problem solving. In the last HMIC inspection it was recommended that the Force develops its capability in this area, and the Genesis group are currently writing a new role profile for a dedicated problem-solver role that will work with CSP's and advance partnership problem-solving as a professional discipline across the Force. The investment in approx. 10 staff is within the budget, and will not impact on allocated PCSO or officer numbers.

Training – There is an opportunity to share resources and learning with Dorset Police, and a task and finish group within the project will be making the necessary arrangements for bespoke neighbourhood policing courses in 2018/19.

Futures group – A review has been completed of a number of non-generic PCSO roles that have evolved over time, and this group will also explore learning from the current pilot in Cornwall (Police Community Investigation Officer role), proposed collaboration PCSO-Fire roles, and learning from other Forces around digital engagement and early intervention and prevention.

Tasking – a former Director of the Force Intelligence Centre has been appointed to lead on the development of tasking and support processes for local teams, seeking to enhance the information provided to our local staff to support more targeted activity in neighbourhoods.

All of these current task and finish groups are supported by HR, Finance, ICT, communications and operational support resources, which meet on a monthly basis.

This includes monthly tracking of the turn-over of staff in neighbourhood teams, and in particular PCSO's. In February the Force announced that the number of PCSOs would be reducing to the financial equivalent of 150 by April 2021. As at 1st June 2017 the number of PCSO's stood at 310. This change to the workforce mix is in conjunction with funding of an additional 100 police officers made available by the PCC. Monthly resource tracking and liaison takes place with local commanders who are managing the interim arrangements locally as numbers naturally reduce. There are currently no plans for redundancy.

4.0 Engagement and involvement:

An internal and external communication and stakeholder engagement plan has been prepared. The transition to a new workforce-mix and focussed approach to support neighbourhood policing will need to take place with full engagement from the public and other key external stakeholders. It is important to understand what is important to our communities and how they connect with us. In this way we can shape a service which can be more connected, even if less visible.

Engagement with our affected staff has begun, with 77 existing neighbourhood staff have attended focus groups in South Devon, with similar events planned for all policing areas

during June, July and August, with external engagement with our partners and the public planned after the summer.

A new forum, chaired by the OPCC, has already been formed with all CSP Managers to discuss problem solving and areas for joined-up work in future, and workshops will be scheduled to consult on future changes. These workshops are capturing our staffs' and partners ideas for future priorities and opportunities, and are thereby informing the external consultation that will follow as part of the wider engagement with the public around the Prism transformation the Force is undertaking.

5.0 Time scales:

Whilst reviewing neighbourhood policing is too important to rush, the Genesis project is making rapid progress, and will be finalising work in stages, and has already engaged with large numbers of staff to help shape the future approach.

Whilst the Dorset review took 2 years to complete, it is intended to deliver plans by the end of this financial year, to allow for consultation, development and implementation in line with the Medium Term Financial Strategy.

Month	Activity
June, July, August	Initial staff engagement Update of all neighbourhood websites
September/October	Community profile pilot Demand modelling completion External engagement plans HMIC inspection
November	Implement problem solving structure Develop training plan for 2018/19
December	Analyse initial results of NH policing activity analysis Tasking products to support NH teams Review national College of Policing guidelines
March	Develop future approaches and implementation planning