

Police and Crime Panel
1 December 2017
Report of the Police and Crime Commissioner

UPDATE ON NEIGHBOURHOOD POLICING REVIEW

1. Purpose of the report

- 1.1. This report provides the Police and Crime Panel with an update on the work being carried out by Devon and Cornwall Police to review neighbourhood policing (Project Genesis). Assistant Chief Constable Andy Boulting who is leading this work will attend the meeting to inform the Panel further about this work.
- 1.2. This review is ongoing and it is expected that there will be more detailed discussions in the New Year as work develops. However, due to the importance of this matter to the Police and Crime Panel, an interim update is being provided here, which sets out progress against the project milestone and activities which were sent to the panel at its July 2017 meeting and provides further information about what steps are being taken to manage transition.

2. Background

- 2.1. 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 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. As part of this work the Chief Constable also announced his intention to reduce, over time, the number of PCSOs and to review existing neighbourhood policing structures and activity (named Project Genesis).
- 2.2. At its July 2017 meeting the Police and Crime Panel received an update on Project Genesis. That update provided further information to the Police and Crime Panel on the review process and the key areas of work and milestones.

3. The Commissioner's overview

- 3.1. The Commissioner has supported the Chief Constable in his plans to transform the workforce to ensure he is able to meet the demands placed upon the police service.
- 3.2. This transformation includes the work on Project Genesis as well as wider workforce initiatives, including the creation of new police staff investigator roles, increasing police officer numbers and piloting new ways we can reduce demand on the front line, such as the new Enhanced Record Taking Team at Camborne, which is working across Devon and Cornwall to offer a remote statement taking service over the phone.
- 3.3. A number of PCSOs have already moved on to different roles within Devon and Cornwall Police, either as police officers, or into other staff roles such as police staff investigators or professional problem solvers. These individuals will be actively working in these new positions for the benefit of our communities, bringing their PCSO skills and experiences into their new roles.
- 3.4. The emphasis of Project Genesis will be on designing an approach for future neighbourhood policing as a specialist capability within the broader policing services. The Commissioner recognises that the development of a sustainable and evidence based neighbourhood model will take some time to put in place but communities and staff need to be kept informed as arrangements change in local areas and future plans emerge.
- 3.5. The Commissioner recognises that there is considerable uncertainty at this moment within communities with regard to the future shape and make up of neighbourhood policing teams, and how specialist neighbourhood capability will be deployed and directed. These issues are regularly raised with the Commissioner by councillors across Devon and Cornwall at meetings and through correspondence into her office.
- 3.6. Given the uncertainty and concern felt by communities, it is vital that good communications are in place, to ensure that they are kept informed of work to review neighbourhood policing and understand how neighbourhood policing is operating in their area during transition. The Commissioner is seeking regular reassurance from the police service about how those changes are being managed and communicated locally.
- 3.7. Similarly communication and engagement with police personnel is very important and a significant programme of engagement and discussion is in place, including neighbourhood conferences, monthly communications and surveys.
- 3.8. The Commissioner also considers that greater progress now needs to be made to encourage the public to get involved in neighbourhood policing activity. This includes the scope for neighbourhood special constables and the introduction of new volunteering roles to support community engagement and connectivity.

4. Project Genesis update

4.1. The July 2017 report to the Panel explained that seven workstreams had been set up to take forward the review, and identified a series of key activities and milestones up to March 2018.

- Demand modelling
- Connectivity
- Activity analysis
- Problem-solving
- Training
- Futures group
- Tasking

4.2. An update on progress within the workstreams against the milestones set out in the July 2017 report to the Police and Crime Panel is provided below for the Panel's information.

Month	Activity	Progress
June, July, August	Initial staff engagement	Completed – see paragraph 4.10
	Update of all neighbourhood websites	Completed – see paragraph 4.3
September/October	Community profile pilot	Completed – see paragraph 4.3
	Demand modelling completion	Ongoing – see paragraph 4.5
	External engagement plans	Further action required – see paragraph 4.11
	HMIC inspection	HMICFRS inspection completed. Report awaited.
November	Implement problem solving structure	Completed – see paragraph 4.4
	Develop training plan for 2018/19	Ongoing. See paragraph 4.6
December	Analyse initial results of NH policing activity analysis	On track. See paragraph 4.7
	Tasking products to support NH teams	On track
	Review national College of Policing guidelines	Publication of draft guidance still awaited
March	Develop future approaches and implementation planning	Ongoing – see paragraph 4.8

4.3. *Connectivity*

- Development of the connectivity framework is progressing well and was presented to the Police and Crime Panel, at its October 2017 meeting, by the Chief Constable. It is expected that this framework, once signed off, will become operational in the New Year – with connectivity plans being put in place.
- A review and update of neighbourhood websites across the force area was completed in July 2017, to ensure that websites provide accurate and current information to inform and support their communities. Regular checks are being carried out to ensure websites remain a useful tool to communities. Additional work has also taken place over the summer to raise awareness of local websites as a source of information, including a pilot using Facebook advertising which saw a five-fold increase in hits to the sites covered by the pilot.
- New community profiles have been piloted to improve understanding of local areas and their particular needs and wider roll-out is currently being considered.

4.4. *Problem solving*

- Following the Police Community Management Officer pilot, which completed earlier in 2017, a team of new Professional Problem Solvers have been recruited. Seven of the nine posts have been filled and further recruitment will be undertaken for the two remaining (West Cornwall and North Devon).
- These specialist resources sit in the geography (aligned with community safety partnerships) and work closely with community safety partners and local teams. The Professional Problem Solvers will play an important role in assisting neighbourhood policing teams to keep our communities safe.

4.5. *Demand modelling*

- A new demand modelling tool, which will inform future deployment, has been developed and is currently under discussion within Devon and Cornwall Police.

4.6. *Training*

- The development of a specialist training programme for neighbourhood teams is progressing with plans to launch a new neighbourhood academy in 2018. More immediate bespoke training is being provided at the neighbourhood conferences.

4.7. *Activity analysis*

- The design of the future model will be informed by significant analysis, to understand and explore the current breadth of neighbourhood work.
- Over 750 activity audits have been completed with neighbourhood teams (500+ from PCSOs and 225 neighbourhood police officers). The team have also carried out 239 role surveys – seeking information from both PCSOs and police officers in neighbourhood teams, and analysed attendance data based on over 250,000 incident logs.

- The findings from this analysis will be examined further over the next two months to support the development of the future model.

4.8. *Futures*

- Work is progressing in this area. A new sub group has been set up to specifically explore rural issues for neighbourhood policing, which includes representatives from the OPCC and the special constabulary's rural engagement team.

Staff and stakeholder engagement

4.9. A significant focus has been placed on engagement with staff and with partners over the past three months. Further work is required in this area going forward, in particular around transitional arrangements in local areas.

4.10. Staff engagement

- 33 focus groups with staff were held over the summer which were attended by a total of 265 staff. In addition, four neighbourhood conferences took place which were attended by 300 staff.
- Monthly forcewide communications have been put in place to keep staff informed about the progress of Project Genesis.
- Three PCSOs now sit on the Project Genesis project board along with staff unions and the police federation.

4.11. Stakeholder engagement

- A focus group session was held with CSP Managers across Devon and Cornwall, in September, to discuss the work of Project Genesis and connectivity plans.
- Local Policing Area Commanders are leading communications with key local stakeholders and materials have been provided to them to ensure consistent communications. A presentation was provided to Devon County Council Scrutiny Committee and further presentations are planned for the South Devon and Dartmoor CSP.

5. Devon and Cornwall Police's approach to managing local resources during Project Genesis development and transition

5.1. Assistant Chief Constable Boulting will present to the Police and Crime Panel on the actions being taken to manage local resources during the neighbourhood policing review and future transition. Central governance and assurance arrangements are in place to understand the distribution of assets at a local level and ensure that the police service are actively managing any risks to staff and communities if there are capacity or capability challenges.

5.2. Specific measures being taken include:

a. Management of PCSO resource availability:

Devon and Cornwall Police are actively monitoring the numbers of available PCSOs across the force area. The project is providing monthly data to assist with tracking the numbers across a BCU, accepting the reductions are not proportionate within the local teams.

The changes in PCSO numbers that have been seen to date are in line with the projected path of reductions that were set out in the Medium Term Financial Statement for 2017/18. As of November 2017 the total number of PCSOs working within geographic commands is 280. A number of PCSOs who have been successful in recruitment processes for police officers, police staff investigators and professional problem solvers and therefore have left the neighbourhood environment, although they remain within Devon and Cornwall Police.

The responsibility for managing changes in local resources during the development of Project Genesis, and through transition, sits with the local police commanders who regularly review their resources and take mitigating action on how changes in PCSO availability could affect local service delivery. An escalation process is in place, where local areas face significant challenges or gaps in service due to PCSOs moving to take on new roles.

b. Flexible resource management and allocation:

People services (human resources) are part of the Project Genesis Board, and are providing guidance on the scope for moving PCSOs around an area, so that Local Policing Areas can understand how they are able to adapt or change areas of responsibility to address specific priorities or gaps that emerge due to PCSO availability.

The overall distribution of local policing assets, including officers, staff and all specialists delivering local policing are monitored locally and centrally by local commanders and Chief officers to ensure capacity and capability is deployed across all our communities to ensure a rational distribution against the threat, risk and harm experienced in our communities.

Local tasking and intelligence management approaches are being used to task wider local policing assets into our communities where risk and harm is present. This includes the increase in the distribution of police officers with specialist skills across the geography of Devon and Cornwall, including armed response and Force Support Group who are currently being deployed and tasked as a local policing resource.

c. PCSO core duties and responsibilities:

It has been identified during the review's analysis phase that PCSOs are filling numerous roles that deviate, in places, from defined core activities and delivery standards for the role. There is a clear direction from the Chief Constable that PCSOs should focus on their already identified core roles and responsibilities in order to help minimise the impact of resource changes.

d. Engagement and communication:

Engagement and communication with external stakeholders is led by local commanders, supported by the central Project Genesis Team. An updated communications plan and powerpoints are provided centrally to support this engagement work. The Project Team is preparing some key messages to deliver to members of the public, keeping them up to date with the totality of the local policing offer and proposed changes in the way local policing is resourced and delivered. These key messages will be shared with staff to provide them with some detail to share, and assist with maintaining a consistent message

across the social media platforms. The Commissioner and the OPCC Team are also engaging with key stakeholders to ensure they are kept informed.

Achieving more through local partnerships and encouraging wider public participation:

Creating new partnerships and encouraging wider public participation (through existing and new programmes) in the delivery of neighbourhood policing. This includes maximising opportunities to involve the public in areas like community engagement, through the Citizens in Policing programme, as well as opportunities for integrating services locally. New neighbourhood support volunteering roles have been signed off and are available for recruitment where a local need is identified and further recruitment into the special constabulary is planned for 2018.

e. Exploiting new and specialist capabilities being developed by the Force and OPCC:

Engaging with and exploiting the opportunities provided by new and specialist roles put in place by the Force and OPCC, which can help during the transitional period. These include assets already in operation, such as the new network of specialist problem solvers, the Enhanced Records Taking Team, the expanded police staff investigator cohort and the OPCC engagement workers.

Contact for further information

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Report prepared 20 November 2017