

NEIGHBOURHOOD POLICING STRATEGY

2023-2025

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Assistant Chief Constable's FOREWORD

Neighbourhood policing has never been more important. It's our visible officers on the street, it's what helps our communities feel safe and it underpins a huge amount of what we do as a police force.

As a county, Staffordshire is unique in many ways, which acts as both a challenge and a source of variety. We have a diverse mix of town and cities, each with their own levels of affluence and we have a diverse geography too, with high density urban areas sitting next to rural communities. All of this makes policing in the county a complex challenge.

The nature of policing is changing across the country as a whole. In Staffordshire, we share many of the same challenges as other forces around the country, most notably that levels of crime are increasing, which in turn is putting additional pressures on us as a police force.

The strategy supports our commitment to provide the best service possible to victims of crime and to bringing offenders to justice. We want to ensure a safe and confident Staffordshire; something that can only be achieved through an outstanding local police force, following a robust and thorough Neighbourhood Strategy. We recognise that there are still challenges ahead, particularly when working with hard to reach demographics. To recognise this, community engagement is one of the most important elements of our new strategy.

We have carefully considered how best to structure the strategy in a way that is meaningful and logical to implement and deliver. We have based it around eight distinct 'Strands', which cover all elements of neighbourhood policing and align closely with our force-wide brand of quality, transparency and authenticity. These Strands have been socialised internally within Staffordshire Police, externally with other forces, with Staffordshire Commissioner's office and other key stakeholders. The strategy also aligns closely with the Police and Crime Plan set out by our commissioner, and also the National Policing Vision for 2030. We are confident that what we've produced will be effective in use and be reflective of the ever-evolving policing landscape.

The new Neighbourhood Strategy has been developed in tandem with our updated Policing Plan, Plan on a Page, Vision and Values. This sets out our vision for policing in Staffordshire and gives every officer and member of police staff the context they need to come into work every single day and focus on their contribution; supporting their colleagues and delivering for their communities. This updated Policing Plan, along with the new Neighbourhood Policing Strategy, will be critical in ensuring that we fulfil our vision of being an outstanding local police service that cares.

Stuart Ellison
Assistant Chief Constable



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Assistant Chief Constable

WHAT IS THE ROLE OF NEIGHBOURHOOD POLICING IN STAFFORDSHIRE IN 2023-2025?

Neighbourhood policing remains an essential element of modern policing, however it is evolutionary and requires the need to periodically review and redefine how we deliver policing in our communities.

Neighbourhood policing in Staffordshire, is the style of policing we adopt within our communities at a local level and every member of our organisation has a role to play in how we deliver this. It is not the sole responsibility of our dedicated local teams, but the wider organisation all have a responsibility to ensure that we deal with what matters most to our communities.

For those dedicated Local Neighbourhood Teams, our focus is on what those people do and how they are equipped and enabled to perform their role to the best of their ability.

When implemented effectively, the benefits of neighbourhood policing, whether directed at geographic communities or communities that share an interest, can include:

- providing a capacity to identify the root cause of issues and respond to on-going problems rather than just reacting to incidents.
- an understanding of the issues, risks and dynamics of communities and places
- a flow of vital community intelligence on a range of issues, from neighbourhood to national security
- promoting community safety and feelings of safety prevention of crime, disorder and antisocial behaviour
- protecting the vulnerable and reducing repeat demands
- the opportunity to create resilient communities, less reliant on police support
- the legitimacy necessary to enable policing by consent

- ability to involve others in delivering creative, innovative, collaborative and preventative solutions and to develop relationships with local people and businesses, as the basis for influencing decisions.
- evidence based practice reviews to inform what works well and to build on this

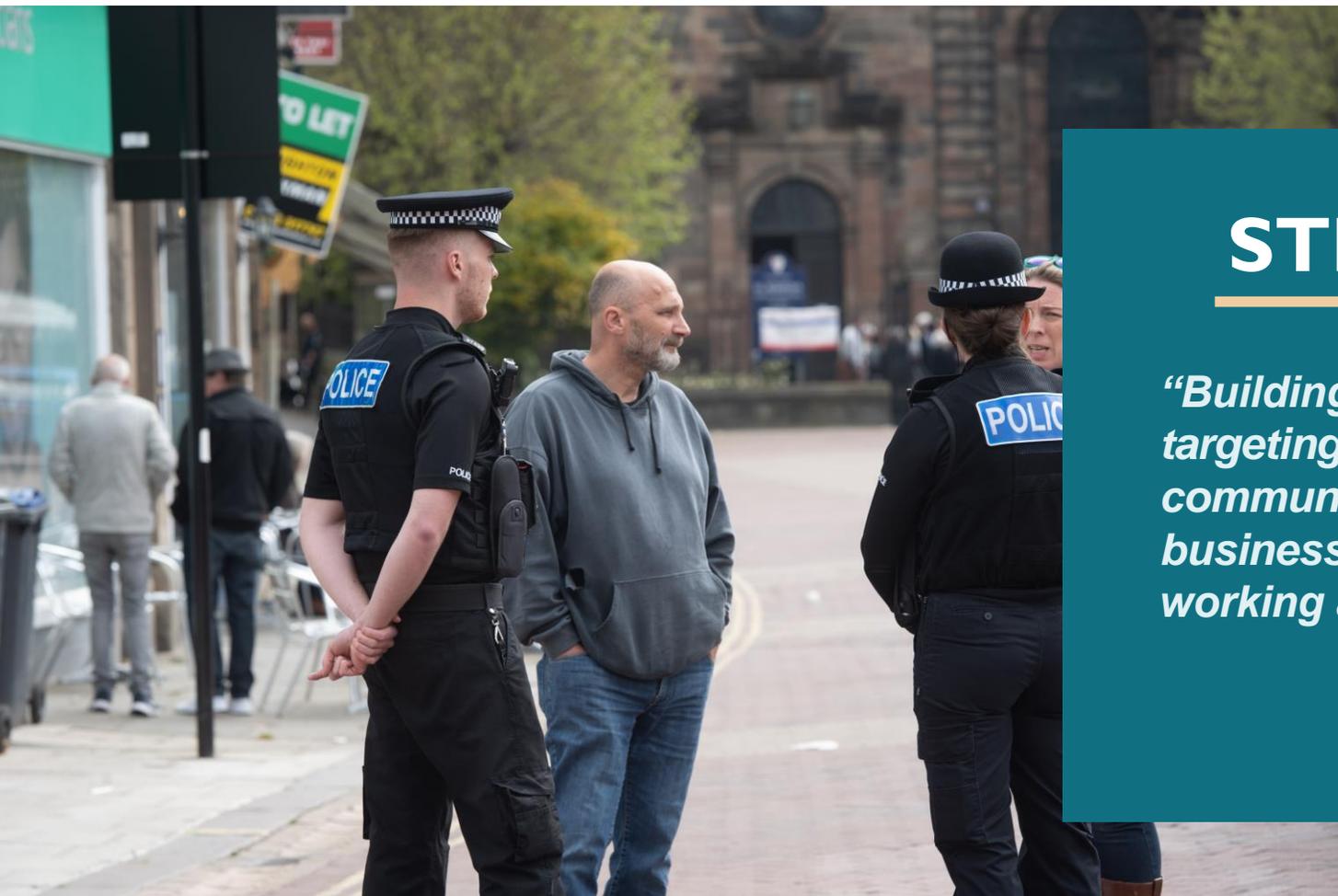
However, demand on policing continues to increase and diversify, against a backdrop of budgetary constraints, decreasing resources, societal changes, increasing levels of hidden harm and vulnerability and technological advances.

Demand is changing and is, in some areas, becoming more complex and time consuming to resolve.

A partnership and collaborative approach with other public services, statutory and non-statutory partners and stakeholders, is therefore needed now more than ever, to meet all the challenges over the coming years and to find solutions to issues within our communities.

Opportunities and accessibility of engagement continue to grow year on year, with advances in technology, which we will exploit to better connect to our communities, especially those which have been historically hard to reach.

Our vision is for a safe and confident Staffordshire, through Neighbourhood Policing and working with partners, we will contribute towards this.



STRATEGIC AIM

“Building a safe and confident Staffordshire by targeting activity to prevent crime and disorder, protect communities and engage with local residents and business to impact on what matters to them, whilst working alongside partners.”.



THE 8 STRANDS

Our eight strands provide the blueprint for a sustained investment in local policing within Staffordshire.

These strands will define how we police in a locality and will help to build with the development of our local policing operating model. These defining strands outline the ambition of our operating model and provides a clarity of expectation for communities and partners and to shape our policing delivery, decision making and leadership culture.

Policing within Staffordshire will be tailored to the specific needs and expectations of local communities and these strands ensure that there are consistent standards across the county, which underpin local delivery.

It is important that these strands inform policing delivery consistently and are understood by our staff and communities.

NEIGHBOURHOOD POLICING STRATEGY

STRANDS



Embedding the right culture, whilst developing officers, staff & volunteers



Engaging Communities, Visibility & Accessibility



Prevention , Early Intervention & Problem Solving



Building analytical capability

Targeting activity & Place based policing



Ownership & Accountability



Building & maintaining relationships



Developing & sharing learning





Embedding the right culture, whilst developing officers, staff & volunteers

We will embed an organisational culture that encourages the public to participate in neighbourhood policing and one in which all our encounters with the public demonstrate a fair, impartial and universal service, which seeks to build trust and is consistent with procedural justice (fair decision making and respectful treatment).

We will seek to have skilled and knowledgeable staff who are well equipped to deal effectively with the needs of our communities.

We will aim to:

- Have an exceptional, diverse and inclusive workforce, which is representative of the communities we serve and where individuality and difference is celebrated;
- Have a workforce who understands the strategy for Neighbourhood policing and their own individual roles;
- Ensure that our local and specialist teams work closely on local matters in the spirit of a local policing ethos;
- Have engaged, visible leaders and effective supervisors who inspire and motivate empowered and accountable teams;
- Ensure staff have the highest standards of conduct and behaviour in line with our values;
- Commit to the wellbeing of our workforce;
 - Become an employer of choice;
 - Promote procedural justice.

This will be achieved by:

- Encouraging local feedback and scrutiny, giving communities the chance to express their views, which we will listen to and take them into account;
- Making impartial decisions and explaining how they were reached;
- Officers and staff held to account against the Code of Ethics;
- Publishing role profiles to guide and shape consistent activity and behaviour in practitioner, supervisory and leadership roles;
 - Listening to our workforce in order to continuously improve our service;
- Creating a working environment where our workforce feels empowered to make decisions and where innovation is encouraged;
 - Providing our teams with equipment, vehicles, building and technology it needs to improve services, help protect the public and deliver real value for money;
 - Training and accreditation for our Neighbourhood teams, which will professionalise our service delivery and recognise neighbourhood policing as a policing specialism;
- Investment in the continuing professional development of our work force, supplemented by annual personal development reviews to aid and promote excellence.



Engaging Communities, Visibility & Accessibility

In Staffordshire, we serve a diverse range of communities, each with their own specific needs.

As policing becomes more complex, we need to work even closer with our local partners, communities and stakeholders with effective two-way communication and accessibility. This will ensure that we are delivering a service that meets the needs of victims and communities, brings offenders to justice and inspires public confidence.

Every officer and member of police staff at Staffordshire Police has a part to play in that mission. Whilst Local Policing Teams are often the visible representation of the police force in the community, they are supported by wider force resources, including teams such as CID, Specialist Crime Command and Force Contact and Operations.

Across our organisation, every contact count's. Everyone has a role to play in driving community engagement activity, this includes all front-line officers, staff and volunteers.

We will aim to:

- Be visible, accessible and responsive, providing focus on our local communities;
- Be consistent in our commitment to achieve trusting relationships which encourage, support and promote two-way dialogue;
- Be seen and accessible within communities, both in person and via digital means;
- Adopt a diverse range of methods to access our services, tailoring our engagement to different communities needs and preferences and seldom heard groups.

This will be achieved by:

- Ensuring that our Force Control Room offers all available methods to contact us, via the telephone, our website and Live chat;
- Providing our teams with an engagement toolkit with a variety of options and approaches available to them;
- Ensuring that each LPT has a dedicated engagement plan which will support officers and staff to engage with all aspects of their communities. These will be reviewed on a quarterly basis.;
- The public knowing their local Police Community Support Officer's (PCSO) name and face and have contact details for them. PCSO's will be there to understand and deal with local issues facing their community and provide consistency in your area. Members of the public will be able to find details of their local policing team on the Staffordshire Police website;

- Ensuring that the teams are led by named leadership teams made up of Sergeant's, Inspector's and Chief Inspector's, who understand local issues and priorities;
- Ensuring that officers are visible and accessible within their local communities, both in person and through digital means;
- Our LPTs will be empowered to draw upon force assets to resolve local concerns, applying a problem-solving approach. This includes the use of specialist Harm Reduction hubs located in each local policing area;
- Ensuring that our teams are regularly visiting and are visible and accessible within school settings and also University and Hospital campus';
- Sustained relationships between ourselves and minority and seldom heard communities, to work together to address local problems such as hate crime;
- Through our community messaging service Smart alert, we will continue to share information in a way that suits you, and to enable you to sign up to tailored neighbourhood alerts and updates;
- Attending a range of larger scale public events within your county, where we will attend to engage with our communities, offer advice and listen to your concerns;
- We will also enhance our use of social media such as Facebook, Instagram and Twitter to further improve our communications with all our different communities and to support local outcomes, including enhancing visibility, facilitating community engagement, informing and reassuring the public;
- We will ensure that we maintain a feedback loop with our communities with regular updates such as 'You said, we did';



Prevention, Early intervention & Problem solving

The prevention and reduction of crime and harm across our communities will be embedded in everything we do. Our local teams will work with communities and partners, supported by our specialist departments, to undertake a public health approach to primary, secondary and tertiary prevention through a consistent problem-solving approach.

Our teams will engage in a problem-solving approach to identify the causes and underlying issues of problems thereby supporting the reduction in risk of a re-occurrence. We will work with communities and our partners to deal with local crime and anti-social behaviour issues, using a recognised problem-solving model to ensure consistency and to keep a record of actions taken and their effectiveness.

We will involve local people in the problem-solving process, empowering communities to create self-sustaining solutions. Neighbourhood officers and staff will engage in a problem-solving approach to identify the causes and underlying issues of problems thereby supporting the reduction in risk of a re-occurrence.

Communities will be actively encouraged to be involved in the problem-solving process, in addition to partners. This will ensure communities are empowered to create self-sustaining solutions and to understand the approach taken and are able to support its delivery.

We will aim to:

- Ensure a problem-solving ethos and processes are prominent in and at the centre of Neighbourhood Policing;
- To understand and address underlying causes of offending behaviour and to break the cycles of crime;
- Work with communities, partners, statutory agencies and the voluntary sector to prevent crime, harm and anti-social behaviour through a consistent problem-solving approach, supported by the Harm Reduction Hubs based in each of the ten local policing teams;
- Support and empower neighbourhoods and communities to create self-sustaining solutions and local programmes;
- To grow our problem-solving tactical advisors to be allocated to police stations to embed problem solving at the heart of all our activity.;
- Identify best-practice and what-works, actively sharing it locally and nationally;
- Recognise success in neighbourhood teams. This will allow us to share best practice and operational activity that has worked well, through our local policing command boards.

This will be achieved by:

- Utilising our established, innovative Harm Reduction Hubs to consistently adopt nationally recognised effective practice, identify, focus and prevent localised problems developing and tackle established issues effectively and swiftly;
- Having integrated and motivated teams and leaders who respond to calls for service in a timely, visible and effective manner which deters offenders and provides reassurance to communities;
- Adopting a problem-solving ethos, working alongside key partners, which addresses root cause, early intervention and prevention and deals with emerging community problems at the earliest opportunity;
- Involving communities in each step of the problem-solving process.
- Ensuring that all of our staff are trained and skilled in identifying the complexities of harm and vulnerability, utilising effective safeguarding opportunities and use an evidence-based problem-solving approach to everything they do, utilising SARA principles (scanning, analysis, response, assessment);
- Holding regular performance meetings to apply the correct level of scrutiny and governance to ensure that problems are identified at an early stage, with ownership and accountability assigned;
- Routinely assessing the impact of responses and sharing best practice through our Early Intervention & Prevention Unit (EIPU), Staffordshire Police Evidence Based Policing board (EBP) and the Local Policing Learning Centre (LPLC) forums;
- Formal structures & processes in place to record, monitor, review & reward problem solving activity



4 Building analytical capability

We will ensure that we think in an analytic way that can help our teams and partners, deal with problems and understand their root cause.

In a world where technology and methods of communication continue to develop, we need to ensure that we have the continued capability, resource and skills to enable our teams to provide an effective and efficient service.

Through analytical opportunities our teams will have data available to them allowing a greater understanding of the area's needs and will also be able to draw from evidence-based policing to provide a more informed policing delivery.

We will aim to:

- Ensure there is an accessible digital policing presence to communicate and engage with our on-line communities;
- Utilise innovative techniques to identify communities and capture the voice of those less heard communities;
- Develop and train our staff to understand and use data to support a targeted approach to patrol strategies and identifying risk in local areas;
- Use data to challenge assumptions about:
 - established ways of working
 - the causes of problems
 - identifying known hot spots
 - identifying victims and perpetrators
- Seek the opportunities to engage with partners, organisations and third sector to identify hidden risk and harm.

This will be achieved by:

- Providing officers and staff with direct access to analytical product through our corporate BRAIN database and Data Enabled Policing software such as Power BI;
- An understanding of current and future demand which informs resource management and prioritisation decisions, by local command teams;
- Enhancing digital accessibility for frontline officers via personal issued handheld devices, so that information can be both obtained and generated real-time, at the point of service delivery in local communities and with local communities;
- Enhancing connectivity between neighbourhood teams and specialist departments to ensure information is shared and diverse skills and experience add value to community-related policing issues;
- Developing relationships and data-sharing processes with our partners in areas of shared priority;
- Ensuring that our people have the capability to independently interpret data and utilise corporate analytical tools with support from skilled analysts, as required;
- Ensuring that our teams have access to a cohort of resilient and highly trained analysts;
- Monitoring performance through a formal governance framework, both at a local and organisational level.



Targeting activity & Place based policing

We will focus and prioritise activity within neighbourhoods according to the needs of communities, considering the people and places with the greatest needs based on an informed assessment of threat, risk, harm and vulnerability

The concept of place-based policing places the focus on places where crimes or Anti-Social Behaviour (ASB) are concentrated and it begins with the assumption that there is something about a place that leads to crime or ASB occurring there. This is sometimes referred to as 'hot-spots'.

Due to their local understanding, neighbourhood teams and partners, play an important role in this area as well as working with specialist policing teams dealing with issues such as modern slavery, children at risk of exploitation.

Staffordshire Police recognise that the work of volunteers in our communities is vital, providing prevention opportunities through successful schemes such as Smart-alert and Community Speed watch.

We will aim to:

- Conduct our activity based on information provided by our communities and feedback to identify the issues that matter most at a local level;
- To work with partners, responding to emerging threats, risk and harm to facilitate a timely multi-agency response and to reduce duplication;
- Influence resource deployment and prioritisation decisions to ensure we have the right resources, in the right locations at the right time;
- Identify areas for specific focus in community engagement and problem solving;

This will be achieved by:

- Daily briefings to review the previous 24 hours key incidents and to support early identification of emerging issues and to allocate local ownership with local accountability;
- Our teams working closely with partners and being clear about how police and partner responses are coordinated with target locations, victims and offenders identified;
- Our teams will maximise their visibility, accessibility and deployment, to proactively target repeat locations to prevent crime and reduce the impact on local communities. They will ensure that they regularly review seasonal trends, crime and vulnerability patterns to ensure a sustainable patrol plan is in place overlaid with community and stakeholder feedback;
- Use of specially trained officers and teams who are skilled in certain aspects of policing such as Rural Crime;
- Use of new and emerging technology such as drones to expand our ability to deal with any situation quickly and effectively, particularly in rural areas;
- Support community led initiatives such as Smart-alert and Neighbourhood Watch;
- Deterring high-risk offenders and reduce serious criminality through enforcement, awareness raising and provision of alternative pathways.



Ownership & Accountability

Policing by consent requires the police service to act ethically and to be accountable to the public it serves.

Accountability and ownership build legitimacy and trust between the police and our communities.

We will ensure that there is ownership and accountability for delivery at all levels of the organisation, including local ownership and accountability and two-way dialogue at a local level with our communities and partners.

We will aim to:

- Ensure that there are clear policies for the effective management of crimes and incidents;
- Make decisions at appropriate levels and in appropriate areas, having a clear rationale;
- Ensure that the local aims and priorities of neighbourhood policing are defined, understood and monitored by senior leadership teams;
- Construct a neighbourhood profile for each LPT;
- Employ an outcomes-based performance framework, aligned to the delivery of visible, accessible, responsive and community focused policing in the local context and in accordance with these strands;
- Publish local trends and policing plans on our website;
- Employ monitoring of police use of powers, to reinforce the need for procedural justice.

This will be achieved by:

- Providing an effective system for local accountability with two-way dialogue with community representatives at local levels;
- Supervisors ensuring that our workforce carry out effective and high-quality investigations with focus on the victim's code and on those involving high risk and harm;

- Establishing a monthly Local Policing Improvement meeting, which reports into a monthly Local Policing Improvement board
- Command team scrutiny of investigation standards, outcomes (including restorative justice) and victim updates;
 - Requiring our teams to record activity to evidence that the principles are being achieved and this activity will be monitored through the command board meetings to ensure it is meeting the strategic intentions;
- Annual LPT self-assessment surveys;
- Employing an outcomes-based performance framework with KPI's for local policing;
- Utilising our Independent Advisory groups (IAGs) to capture the views of individuals, organisations and communities at both tactical and strategic levels by providing their insight to shape our service for the benefit of our communities,
- Recognising individual and partnership achievements through the internal force awards system and nominations for external awards recognition, for example, the Tilley awards to recognise successful problem-solving initiatives with our partners



Building & Maintaining Partnerships

We aim to work with partners to make our communities safer.

The police have primary responsibility for preventing and detecting crime, and keeping people safe from harm within our communities. We do not always hold all the relevant information about the nature and causes of the problems affecting communities, nor the answers, powers or means to solve them.

A large number of the problems that we deal with, have a degree of complexity and diversity, which requires the need for creative collaborative solutions to address them. This also affords for a holistic approach to problem solving.

We will work together with all our partners to drive a better understanding of our communities and the issues they face, and to deliver collective solutions and better confidence in our policing services.

We will aim to:

- Align ourselves closely with other partners and third sector agencies where appropriate;
- Operate in a collaborative manner by harnessing the collective resources of partners and communities to provide a sustainable approach to problem solving, reducing crime and harm and improving road safety;
- Share information effectively to keep people safe and seek information from others to further this aim;
- Work with partners and our communities to identify and problem solve issues that matter to them;
- Build resilience and preparedness to respond to local emergencies.

This will be achieved by:

- Building and maintaining relationships with our partners and key individual networks (KIN). These relationships will be mutual with shared aims and objectives;
- Working closely with public safety partners through a Community Safety Partnership, to provide the most cohesive and effective response to issues wherever and whenever the opportunities arise;
- Reviewing our data-sharing agreements so that we always 'dare to share' within the boundaries of the law;
- Using innovative analytical tools to draw together data, integrate our knowledge and make better decisions;
- Participating in Staffordshire multi-agency partnership forums;
- Utilise existing and new legislative powers to bring the police, partners and the community together, to more effectively prevent crime;
- Maintaining a partnership and KIN database to ensure that these relationships are recorded and allow for movement of staff without these contacts being lost.;
- Developing links between academia and ourselves, which leads to a better understanding of our policing delivery and allows for support of decision making and application of evidence-based approaches.



Developing & sharing learning

Staffordshire Police will work closely with the College of Policing, the wider police service, partners and academia to identify and share learning about Neighbourhood Policing.

We will identify roles within Neighbourhood Policing Teams as specialisms and provide our staff with nationally recognised accreditation, in order to further professionalise our service delivery.

We will establish a Neighbourhood learning centre and through the strategic neighbourhood policing lead at Chief Officer level, they will champion and promote the neighbourhood function across the Police Service.

We will aim to:

- Promote the value of neighbourhood policing in making communities safer and more cohesive, whilst also increasing support for, and confidence in, policing;
- Develop a clear and defined evidence-base on neighbourhood policing practice;
- Encourage reflective practice as standard in all roles, across our internal commands – to include routine feedback, debrief and scenario planning;
- Work with the NPCC, College of Policing, Home Office, other police services, academia and partners to harness learning and share best practice;
- Ensure succession planning is in place in neighbourhood roles to protect continuity of service delivery and relationships.

This will be achieved by:

- Developing police and academic partnerships at local, regional and national levels;
- Further development and expansion of evidence-based policing champions within our neighbourhood teams;
- Maximise the College of Policing bursary scheme to support study at undergraduate and post graduate levels at an academic institution in the UK;
- Knowledge sharing and best practice forums such as the Evidence Based Policing board and the Learning Centre.

FORCE STRUCTURE



A consistent but bespoke approach to local policing will be achieved by:

Two Local Policing Commands- one for Stoke-On-Trent City, led by a Chief Superintendent and a Superintendent; and one for the County, led by a Chief Superintendent and two Superintendents. Both overseen by an Assistant Chief Constable

Ten Local Policing Teams (LPTs)- each with:

- A dedicated Chief Inspector
- Local neighbourhood officers and PCSOs
- Dedicated local response officers
- Bespoke Harm Reduction Hubs

Two local Criminal Investigation Departments (CID)- Responsible to the two Chief Superintendents leading Stoke-On-Trent City and County commands

Public Protection Unit and Specialist Crime Commands- supporting all local areas, ensuring a professional approach to safeguarding and public protection. Both overseen by an Assistant Chief Constable

A Force Contact and Control Centre- ensuring both a locally responsive service and improved and varied channels of public contact

NEIGHBOURHOOD POLICING STRATEGY

2023-2025



CARING, COLLABORATIVE & ACCOUNTABLE