



Neighbourhood Policing Minimum Standards Procedure

Supporting Documents

[App Community – Communication/Engagement](#)

Policy

[Neighbourhood policing | College of Policing](#)

Procedure

1. Introduction

1.1 Surrey Police will establish and maintain close working partnerships and initiatives aimed at creating Safer Neighbourhoods.

1.2 We will do this by following the close links to Our Plan:

- Preventing crime and solving problems
- Pursuing criminals relentlessly
- Providing outstanding victim and witness care and core neighbourhood policing areas of:
 - Engagement
 - Problem Solving
 - Targeting activity

1.2 While it is recognised that there needs to be flexibility to allow for the needs of individual boroughs/districts, a set of minimum standards is required to provide consistency across the force, the resilience to deliver to wider force performance plans, and to ensure that Safer Neighbourhood Team police officers and staff understand what is required of them.

2 Statement

2.1 Minimum Resourcing Levels and Shift Patterns

2.2 Neighbourhood police officers and staff are expected to work at times and places to meet the demands of their area and deal with specific, locally agreed chronic and repeat issues. Officers and staff show considerable flexibility in this area which must be encouraged and supported while acknowledging their rights under the Police and Staff Regulations.

2.3 There is also a need to ensure we have the ability to respond to incidents with significant community impact. A set of minimum standards have been agreed that can be adopted according to borough/district demand needs.

3. Borough/District Requirements

Rosters must ensure that as far as possible:

- A member of the Safer Neighbourhood Team is rostered to work within the borough each day, their tour of duty covering a period between the core operating hours of 0800hrs-2200hrs Monday to Saturday. Each Division must ensure that there is some resilience on Sundays and on bank holidays commensurate with the demand needs of the borough/district covering a period between the core operating hours. Working hours will be tailored to suit individual borough/district needs. There is an expectation that where a chronic/repeat issue demand need arises outside of core operating hours, the SNT working hours will be flexible with agreement from the Borough Commander to ensure an appropriate response.
- SNT Sergeant cover must be planned to maximize supervisory cover during core operating hours.
- SNT Office Managers must be scheduled to work appropriate times to ensure the effective administration of the Specialist Neighbourhood Team.
- Subject to Force or Divisional requirements as outlined in the Safer Neighbourhood Teams – Abstraction Policy, ensure that the overwhelming majority of the NSO/PCSOs time is spent within their Borough addressing locally agreed chronic and repeat issues, monitored by supervisors as part of the Focus review process; and maintain an overall abstraction rate in accordance with said policy.
- Each Specialist Neighbourhood Area (SNA) will retain an identified SNT officer (PC or PCSO) that will act as the point of contact for that community. However, SNT officers' responsibilities will be Borough/District wide, and effort focussed on the issues that cause disproportionate threat, harm and risk to communities or the vulnerable; or repeat demands on Surrey Police.

4. Shift Pattern Requirements

Actual working hours will be tailored to suit individual borough/district needs within the core operating hours of 0800-2200 hours.

- Shift patterns should conform to the following:
 - Be forward rotational i.e. earlies and lates.
 - Contain a minimum of 11 hrs between shifts.
 - Rest Day patterns to be in blocks with no isolated RDs (unless subject to flexible working requests)
 - Working weekends to be determined by Borough/District needs taking into consideration that weekend working arrangements attract unsocial hours payments for PCSOs and the allocation of these duties must not financially disadvantage PCSOs across the Force.
 - Shift pattern for SNT Sergeants must provide visible leadership and adequate supervisory cover for the area
 - Borough Commanders will predominantly work Monday to Friday office hours with flexibility to cover the needs of the Borough/District and show visible leadership. There may be a requirement for abstraction for secondary skills (i.e. Public Order Silver) or Duty Officer cover and these should be kept to an agreed minimum.
 - All shift patterns for Borough/District PCSO, NSO and SNT Sergeant must be agreed by Divisional SMT in line with the above minimum standards to meet the local policing requirements.
 - An equality impact assessment must be conducted on any change to shift patterns. Equality Impact Assessment
 - Please refer to for further Information Overtime, Public (Bank) Holidays, Rest Day Working/ Unsocial Hours and Temporary Duty Allowance and Overnight (Away from Home) Guidance – Police Staff - Survey

5. Tenure

All Neighbourhood Officers (Insp, PS and PC and PCSOs) will be subject to a minimum two year tenure during which they cannot self-initiate a move. There is no maximum tenure and continuation of role will be subject to Focus meetings and Future Focus reviews, where appropriate.

6. Community Engagement and Communications

6.1 The Borough Commander is responsible for keeping their respective borough profile, general engagement, and Race Action Plan, plans up to date via the central borough profile and engagement site Community Engagement in Surrey (sharepoint.com). Within the profile and plan pages are guides in relation to key groups, strengths weaknesses opportunities and threats, and the need for quarterly reviews of these by Neighbourhood Chief Inspectors.

6.2 Delivery of the plans is the responsibility of the Borough Commander, the borough Specialist Neighbourhood Team, the divisional Community Safety Team and other officers and staff where appropriate.

6.3 The plans and engagement site include:

- The ability for SNTs to record their engagement and key community contacts
- Upcoming neighbourhood engagement events

6.4 In addition, engagement and communication will also include other activities that can be regularly carried out providing transparency. These activities could include:

- Keeping the website up to date with the details of the identified SNT officer for each area
- Promoting “In the Know” to communities
- Provide and monitor communication channels – through the borough email box and social media accounts. These communications channels must not be used as an alternative to contacting the Force to report crime or incidents.
- Send regular dynamic updates to the public via appropriate communications channels.

6.5 Corporate Communications will support the plan by:

- Maintaining the online systems and channels used by the team.
- Providing training for all users
- Contribute to the borough profile from evaluation of communication channels and their effectiveness.

6.6 Update the website with neighbourhood priorities where appropriate and in line with Our Plan and team members as detailed within the Borough Community Engagement and Communications Plan.

7. SNT Workloads

The SNT will consist of a number of police officers and police community support officers (PCSOs) who will proactively address and concentrate effort on resolving the locally agreed chronic and repeat issues, with assistance from the community or partner agencies. The SNT will conduct problem solving activities in order to develop long term and sustainable solutions to chronic/repeat issues in order to prevent their recurrence and minimise their adverse impacts on local communities. NSOs and PCSOs will carry workloads around the chronic and repeat issues on their Borough. These will be recorded on NICHE as Neighbourhood Issues (NIs), ASB occurrences or problem-solving occurrences, as detailed below.

NSOs do not routinely carry crime investigations however there are times when certain crime types, such as shop theft, that will be allocated to SNTs to investigate. NSOs will continue to support neighbourhood issues which are repeat or chronic in nature..

It will remain the responsibility of the Neighbourhood Sergeant to ensure sufficient support for NSOs, and that investigation workloads are being managed both diligently and expeditiously.

Criteria for Allocation

The following will be considered as suitable for allocation to NSOs:-

- “NN” Neighbourhood issues, ASB occurrences or problem-solving occurrences which are repeat or chronic in nature.
- Self-generated crimes.
- Self or direct line manager selected Crimes.
- Responding to directed taskings from the Safer Neighbourhood Team Office.
- Crimes types that are approved as the force operating model develops.

Nothing in this policy precludes Neighbourhood supervisors or officers identifying particular crimes and requesting that they be allocated to them for investigation. Such crimes may fall outside the criteria above but represent an opportunity to have a positive local impact (crime reduction/detection/community confidence).

SNTs will link in with Child Exploitation teams on a regular basis to support the disruption of those being exploited and those young people who are repeatedly going missing and having an impact on police resources.

Any child deemed to be at Emerging Risk of Child Exploitation will be considered for allocation to the relevant Borough YEO via the SNT Sergeant and the relevant SNT Niche Inbox. The Child Exploitation Team (CET) DS will provide summary updates and list of advisory actions and tasks on the OEL of the CCE/CSE Risk Management File. The YEOs will hold a maximum of 6 children at any one time. The CET DS will meet with the

YEO/SNT Sergeant on a fortnightly basis to discuss the children allocated to the YEO and review their plans.

8. Borough/District Priorities

8.1 In accordance with the Force Chronic/Repeat Issues Standard Operating Procedure outlined below, chronic/repeat issues will be identified by the Borough Commander, assessed and prioritised locally and where appropriate raised, noted and agreed at the Tasking Coordination Group (TCG) meetings. All chronic/repeat issues will be recorded on NICHE as a 'Neighbourhood Issue' or problem-solving occurrences.

8.2 To ensure consistency around the recording and monitoring of problem-solving activities aimed at resolving the chronic or repeat issue, officers and staff must adhere to the established recording framework set out in the Problem Solving Guide (available on the Information Hub).

9. Chronic/Repeat Issues Standard Operating Procedure:

9.1 the Force will concentrate most effort and resource on the policing issues that cause the greatest threat, harm and risk to communities or the vulnerable.

9.2 Police activities will be targeted and specific; aimed at addressing the problems that cause the most disproportionate or adverse impacts on the public, or the issues that cause substantial repeat demand on Surrey Police. The primary focus of effort will be to prevent recurrence first and foremost. It is imperative that all Surrey Police officers and staff consider how they can address the 'root cause' present in the agreed neighbourhood priorities in order for the Force to truly protect the vulnerable and achieve our demand reduction strategy. Information and data must be used where possible e.g. Niche Portal and performance pages.

9.3 The disproportionate, pervasive and entrenched issues that are present within our communities will be termed 'Chronic and Repeat Issues'. They will be recorded on NICHE as Neighbourhood Issues (NI) problem solving occurrences. All problem-solving activities must be undertaken with the objective to negate the need for deployment of police resources or assets in the future.

10. Determination of Chronic & Repeat Issues

10.1 Potential chronic/repeat issues should be identified by the Borough Commander, assessed and prioritised locally and where appropriate be raised at the fortnightly Divisional Tasking Coordination Group (TCG) meeting where they will be tabled by the Borough Commander for the area in which the issue is present. Prior to tabling this,

where appropriate, the Borough Commander must discuss the issue with the Intelligence Manager in order to record and consider scoring the issue against the Management of Risk in Law Enforcement (MoRiLE) matrix. Where an issue is agreed locally by the Borough Commander that it should become a chronic/repeat issue it will necessitate recording on NICHE and allocation to a member of the Specialist Neighbourhood Team (SNT) to begin problem solving activities. SNT Sergeants have responsibility for allocating and supervising Neighbourhood Issue workloads of their team.

10.2 Where applicable based on an assessment of the chronic/repeat issues threat, harm and risk to the community or the vulnerable, the Borough Commander must present chronic/repeat problem and its impacts to date during the TCG process and identify the activities that the police and partners have already adopted in order to address the problem and resolve it to date. This includes an assessment of whether the issue could turn into a critical incident. The Divisional Senior Management Team (SMT) will consider whether the matter should become a local policing objective and assist with its prioritisation based on an assessment of its threat, harm and risk to the community or the vulnerable. The SMT will ensure that appropriate interventions, support, oversight and resourcing are being allocated to deal with the problem effectively. The SMT will decide whether the chronic/repeat issue may be managed locally or should be tabled as an agenda item for regular progress updates depending on its threat, harm and risk impacts or prioritisation. Where it is decided a chronic/repeat issue should return to the TCG meeting until such time as it is discharged, this chronic/repeat issue may only be finalised or closed with the approval of the Divisional SMT. Otherwise this may be determined by the Borough Commander as recorded on the relevant NICHE report.

10.3 There is no limit on the number of Neighbourhood Issues that the SNT can have open or 'active', so long as the team has sufficient capacity to dedicate to addressing the problems with a view to their resolution. Neighbourhood Issues raised at the TCG process will be prioritised at the meeting based on an ongoing dynamic risk assessment as to their threat, harm and risk impacts on the community or the vulnerable. This will be assessed through the MoRiLE matrix or in line with Divisional priorities but can be dynamically adjusted by the Borough Commander in between TCG meetings. Effort will be concentrated against the Neighbourhood Issues determined as causing the most disproportionate or adverse impacts on that Borough. It is a local management decision for the Borough Commander and SNT Sergeants to coordinate the activities of their team in addressing these issues on a day-to-day basis in line with TCG priorities.

10.4 An identified chronic issue may be identified as being dealt with better by a partner agency, but this should not inhibit the initial police work undertaken to get to this point.

Partnership work must include referral to Joint Action Group or Community Harm and Risk Management Meetings, if required.

11. What constitutes a Chronic/Repeat Issue?

11.1 Chronic/repeat issues may be location, event or person based and can be reactive to a problem or proactive to prevent a perceived problem before it becomes entrenched in an area. Chronic and repeat issues must be those problems that cause disproportionate threat, harm and risk and must not therefore be slight or transient in nature unless exceptional circumstances apply. Chronic and repeat NIs may be identified through the follow means:

- Local Management decision based on Team/local knowledge or via the TCG process
- Intelligence, Crime/Incident demand profiles
- Environmental Visual Audits
- Raised by external stakeholders (i.e. partner agencies, Members of Parliament, etc.)
- Raised by a public source (e.g. community group, resident's association etc.) as an issue, that can be corroborated by independent data or profiling.

11.2 Low level anti-social behaviour will ordinarily be dealt with by the Neighbourhood Policing Team as business as usual and supported by the Safer Neighbourhood Team as directed by the Borough Commander.

12. Communication of Chronic & Repeat Issues

12.1 The aim of raising chronic & repeat issues at the fortnightly TCG meeting is to ensure that the Safer Neighbourhood Teams are dealing with those issues deemed as causing the most disproportionate threat, harm or risk to the community or vulnerable people. Moreover, it allows other Divisional resources to be made aware of local priorities to ensure they can also support in terms of policing interventions.

12.2 Neighbourhood Issues will be communicated for wider awareness as part of the Force Briefing and Tasking process. Officers attached to the Neighbourhood Policing Team (NPT) will be made aware of locally agreed Neighbourhood Issues via their start of shift briefing. Each NI will have an assigned SNT owner who may be a police officer or Police Community Support Officer. This is to encourage ownership and sharing of information between teams in support of problem-solving activities to resolve the chronic and repeat issues. NPT officers are expected to specifically target locally agreed policing objectives at relevant times.

12.3 Progress towards resolving an NI must be regularly fed back and reviewed as part of the TCG process to identify additional interventions or measures that may be taken, or to determine their discharge.

12.4 It is also essential that communication as to the actions that the police and partners are taking to address and resolve chronic and repeat issues within neighbourhoods is regularly fed back to local communities and the public kept updated of progress, interventions and successes. This approach, encapsulated within the Borough Community Engagement and Communications Plan, emphasises to local communities how seriously the Force commits to addressing chronic and repeat issues; preventing crime and disorder, protecting vulnerable people and in support of reassuring communities and addressing their fear of crime. Local officers will be best placed to communicate these update messages to their local communities through appropriate channels and assistance can be sought from Corporate Communications.

13. Closure of Chronic and Repeat Issues

Chronic Issues will be reviewed by the Borough Commander before closure. If it has been decided during the TCG process that a specific chronic/repeat issue must be brought back to the meeting for regular progress updates, then the matter must be raised at the next TCG for closure which must be approved by SMT before it can be formally finalised on NICHE. This is to ensure a senior level of oversight and to encourage the sharing of best practice to both safeguard the public and reduce demand on the Force. Otherwise, the Borough Commander may endorse a chronic/repeat issue's closure by endorsing so on the relevant NICHE report where the issue is being locally managed.