



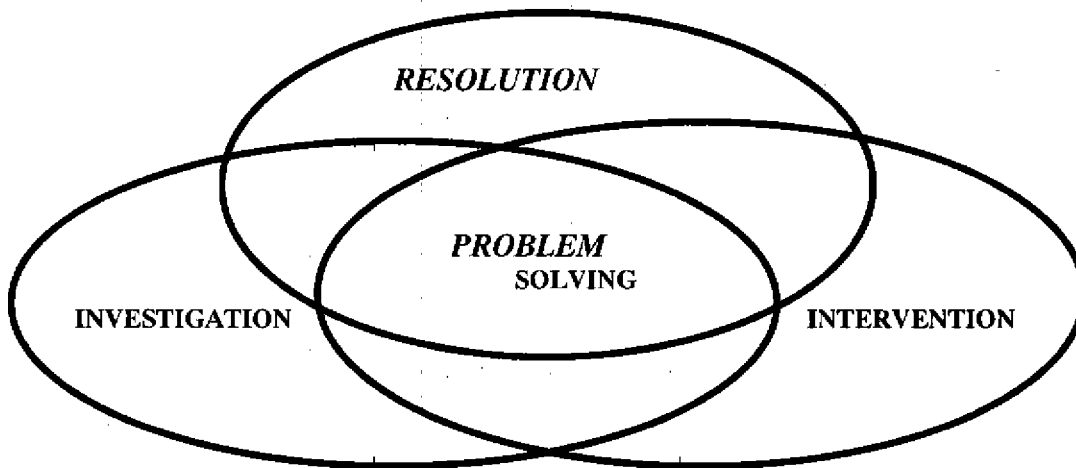
■ SURREY ■
POLICE

PROBLEM SOLVING POLICING IN SURREY

AREA POLICING TACTICS

SECTION 1

INTRODUCTION



This document has been produced to assist managers to successfully introduce Problem Solving Policing. It is divided into three sections which taken together form the Area Policing Tactics required to deliver Problem Solving at a local level. Section 1 deals with Problem Resolution and the system that has been devised to support it. Section 2 covers investigation as an Area tactic. Finally Section 3 is concerned with the tactics of intervention.

Much has been written elsewhere to describe Problem Solving as an ethos and it is not the purpose of this document to replicate these definitions. It will suffice to remember that in the Policing context, problem solving should be given its ordinary everyday meaning. In other words activity that resolves, lessens or neutralises a given problem.

Continually reacting to demands will not do this. We have to change from a predominantly reactive culture to a predominantly proactive one. This cannot be achieved alone and will require all of the aspects of command and patrol working together to achieve the desired state. But by reinforcing the good work that patrol services do and directing them to achieve within the framework of a problem resolution system will make a significant contribution.

As you will see later, successful problem solving requires the correct mixture of intervention, investigation and problem resolution activity. It is also important to remember that the application of these tactics at Area level is a critical element of the overall problem solving process.

PROBLEM RESOLUTION- A PATROL OFFICERS GUIDE

Problem resolution is a concept that helps you prioritise your working day. It will encompass partnership activities and crime prevention. It includes activities such as arresting offenders, writing reports and resolving problems in partnership with others. Surrey Police defines its problem resolution system in the following terms.

"A system for deploying resources in support of the Policing Plan that assists in the identification of local problems and provides a framework around which Area Officers can plan individual workloads in order to target crime and disorder".

Problem resolution tasks are the actions that deal with Crime & Disorder. You the patrol officer will still need to employ good basic policing skills. What the problem resolution system provides is a framework to plan your workload. It also provides discretion. You are accountable for the levels of crime and disorder on your area, so you need the support of a system that assists you in identifying local problems. This is the essence of our policing system, local problems being solved by local officers in partnership with local people. For the purposes of our system the problem solving task is defined below. This definition has been carefully drafted to ensure that our resources are focussed where they are most needed. Ordinarily therefore tasks falling outside this definition should not be included on the problem solving policing database for action.

A Policing problem or demand or potential Policing problem or demand, represented by a person, place or event, which affects or is likely to affect a given locality in terms of crime or conflict and which is capable of being addressed in slow time.

In agreement with Area Inspectors and sergeants you will initiate problem resolution tasks to target identified problems. This actively will support the Force/Division/Area/Community policing priorities.

You will of course have to prioritise such activities against other demands. Responding to incidents as directed by the control centres will always play some part of the daily routine. However, the control centre will support the patrol officer by: -

- Reducing unnecessary deployment (Response).
- Refer slow time issues to other agencies where appropriate.
- Give support to problem solving in terms of recording etc.
- Give intelligence support in both fast and slow time.

You will have heard of the three levels of policing, following, is an explanation of them and how they relate to Problem Solving Policing.

The Three Levels Are: -

Level One — Peacemaking or intervention

This is effective, speedy action, the police imposing the peace. However, we cannot just await the call but should predict and anticipate crime and conflict. The problem resolution system can be used to identify unstable locations, prominent offenders and people at risk. At this level we will predominately use our intervention skills and tactics, followed by investigation and problem solving.

Level Two — Peacekeeping or reduction

This is when we recognise that peacemaking is failing to deal with persistent crime and disorder. This recognition is made by the Problem Resolution System identifying persistent offenders and specific problem locations.

For problem locations the tactic we will employ will be enforcement whilst for individuals it will be disruption of activities. If the problem is of a scale that is too great for local officers to deal, specialist or Divisional resources will be utilised. At this stage we decide as to whether just police resources can

solve the problem. The primary skills and tactics at this level are investigation, followed by problem resolution and planned intelligence driven intervention. For this to succeed patrol officers must develop skills in intelligence driven stop and search.

Level Three – Peacebuilding or Prevention

This is our ultimate aim and it is more than simple crime prevention. It looks to assist the public to become a community which is responsive, self-organising and its individuals responsible for their own obligations as members of that community. The primary skill and tactic here is problem resolution followed by intervention and investigation. This relies on building effective partnerships. For problem locations the main tactic is reinforcement (e.g. deployment of Watch Co-ordinators; Special and Parish Constables and enlisting the help of Caretakers, Wardens and people with influence in the community). For people, the main approach will be the Care-Check. (This is communicating with people you meet during the course of your patrol that are not subject of a pace stop. Especially those who are particularly vulnerable or on the fringe of society). We should be trying to prevent these people from becoming victims or offenders.

Peacebuilding is a long-term activity; we would not expect immediate results from this type of activity.

Therefore, the problem resolution item will consist of a Plan of action. This plan will outline the level of policing activity along with, and where appropriate the particular Police and / or Community Safety Strategy under which the plan operates.

This is a basic guide to Problem Resolution. There are other issues to consider, such as recording and measuring of activity and in depth understanding of the three services. But, remember everything you do should reflect a Problem Resolution item, impacting on the problems you identify on your area, that you are accountable for resolving. It is the collection of information and intelligence and the tasking of good basic policing skills

PROBLEM SOLVING POLICING DATABASE

Intelligence and Information Input

Officers will put submissions of crime intelligence to the central collection point via CISS. On division this will normally be directed to the local intelligence officer in order that intelligence text can be updated. The department nominated to carry out the central collection function (Divisional Intelligence Unit) will become in effect a 'Hopper' and will filter the information and develop it in terms of as far as possible, ensuring its accuracy and assessing whether or not it is actionable. Information that is considered actionable will be placed onto the database. Appendix A displays the information and intelligence flow diagram.

Information of a non - crime nature will be input at neighbourhood level, making sure that the appropriate check box on the database is ticked to indicate direct entry. This action is to facilitate measurement. The control measure here is that any information that related specifically to a nominal, known address or vehicle must go to the central collection point for CISS update.

All information put onto the database will be classified into five categories. This will be achieved by marking one of the five labelled fields. This will prompt a further box to appear asking for the item number to be entered and a further sub category to be selected.

This process will assist with the evaluation of slow time activity and in establishing a form of stability index for the relevant Area. Additionally the headings are will allow potential solutions to policing problems to be found in the future, by allowing a search against category to be made. The submission of information and intelligence is key to the move towards predominantly proactive policing and away from the reactive culture:

1. Criminal Activity.
2. Public Disorder
3. Social Disorder.
4. Community Vulnerability.
5. Traffic

In addition the generic headings will be broken down into codification for the specific purpose of establishing a reference Database of previous solutions. These sub-headings are:

1. Criminal Activity

- a. Drugs
- b. Violence
- c. Burglary
- d. Autocrime
- e. Damage

2. Public Disorder

- a. Drunkenness-public
- b. Drunkenness-licensed premises
- c. Street occurrences
- d. Gatherings-informal
- e. Gatherings-formal (e.g. protests etc)

3. Social Disorder.

- a. Domestic or neighbour disputes.

- b. Truancy and bullying.
- c. Abandoned or obstructive vehicles.
- d. Excessive litter or noise

4. Community Vulnerability.

- a. Businesses-retail
- b. Businesses-non-retail
- c. Public areas (e.g. parks etc)
- d. Town Centres
- e. Residential
- f. Premises associated with young people (e.g. schools or youth clubs)
- g. Travel (e.g. Buses)

5. Traffic

- a. HGV's / PCV's
- b. Drink driving
- c. Speed and Signage
- d. Taxis
- e. Motorways

It is important to remember that the department responsible for maintaining the central collection process (hopper) will only assess the potential for action on information passed to them. It is the areas responsibility to decide whether to action or not.

The data captured as a result of the generic headings will allow evaluation in a number of ways.

• Officer Performance

Examination will allow:

1. Total number of submissions deemed actionable (quality issue).
2. Actionable submissions successfully resolved.
3. Type of submissions (under generic headings).

• Area Performance

Examination will allow:

1. Total number of submissions per Area.
2. Types of submissions under generic headings.
3. Comparative analysis of generic types over given period of time and with other areas to determine trends or persistent problems.
4. Comparison of item 3 set against total number of submissions as a benchmark.

• Performance Within Policing Plan

Examination will allow:

1. The amount of hours spent performing tasks to achieve one of the specific policing strategies.
2. The amount of hours spent within one of the Community Safety Strategies.
3. The shift' from Reactive to Proactive Policing.

Area Action

Surrey Police adopted the S.A.R.A. principle of problem solving some time ago. Managers should now be familiar with the principles that are shown at appendix C. The diagram at appendix B shows the three functional areas of problem solving.

The scanning process will have taken place initially for the information to appear on the database. Therefore the next task is to analyse the information and set about planning a response. The emphasis here is that the system is dealing with predominantly slow time issues, therefore level 2 and 3 responses are what will require planning. However it is still possible that level 1 interventions are required as a tactic to bridge the gap.

It is entirely possible that the area team may choose to do nothing with the information presented. If this is the case the result box must be endorsed accordingly and an Area supervisor, normally the Inspector will then finalise the item.

If the information is to be actioned, then the 'Desired Outcome' box will be filled in. The desired outcome must be thought through very carefully. It will need evaluating and measuring later to assess whether the plan has been a success.

There are two boxes that require completion at this stage. These are the 'Police Strategy' box and the 'Community Safety Strategy' box. The 'Police Strategy' box will allow the officer completing, to identify which one of the 6 Strategies the PSP task seeks to help achieve. Likewise, the 'Community Safety Strategy' box identifies which one of these strategies are being achieved through the task. The latter box will require free text entry and requires the strategy to be coded by using three letters to indicate the local authority and a digit to indicate the strategy number. For example, RAB1 will identify Reigate and Banstead strategy number 1.

By identifying these strategies and recording the time spent on tasks, an accurate picture of costs can be seen, as well as the transition from reactive to proactive policing.

The 'Action Required' box will be completed **in conjunction with the neighbourhood constable(s). This joint approach is desirable to facilitate the ownership at grass roots level.**

The 'Resource Allocation' box will reflect the FIN. No. of the sergeant accountable for overseeing the action. Further allocation will state the FIN. No. of the constable(s) responsible for carrying out the task. The allocation date boxes are self explanatory.

The 'Review date' box must be filled in with a realistic time frame. If no date appears here the 'Over Due' flag will not activate.

Tasking

Before activity commences, consideration must be given to any other department/agency/group who may be required to assist in the resolution of the problem. This could include local supporters such as Neighbourhood Watch, Pubwatch or specialist support departments, MS, TSA, TSK etc. Again the inclusion at this stage of the process will maximise the chances of at least part ownership.

The notification of a tasking can be communicated in two ways. The input screen of the database has a facility marked 'Print Tasking Sheet'. Once activated another box will ask for the item number to be typed. Following this, a preview of the tasking sheet will be displayed. This sheet contains all the information of the input screen but is expanded for ease of reading. This sheet can then be printed using the standard print command. The alternative method is to use the Microsoft Outlook Task feature.

Microsoft **Tasking** is the electronic method by which individual officers and/or specialist departments are assigned identified and agreed menu activities by the neighbourhood sergeant.

The ICAD system will be used to record overall time spent on proactive policing. An 'Out of Service' code will be utilised and patrol staff must book on with the control room and inform them of the commitment and the item number associated with it. The unit is then shown as out of service on problem solving activity and should only be brought back into service if a call for service of a higher priority is received.

Progress

As activity gets underway, there is a text box that allows for the entering of progress reports. This should be updated as regularly as possible in order to provide a history of the resolution.

The result can then be added in a free text box. A comprehensive note should be added here so that a fair evaluation can be made in the future as to whether or not the process worked. This will be invaluable to assist other areas in the problem solving process.

There is also a check box that will indicate whether or not the desired outcome has been achieved. Before this is ticked or not, the area inspector should review the process and judge the success or otherwise.

Finalisation

The ultimate responsibility for the finalisation of the action rests with the Area Inspector. Once he/she is satisfied that there is no further action required and that the text boxes are complete, the item can be finalised. Once this is done, the programme removes it from the active actions list at area level.

Reporting Functions

There are a series of pre determined reports available. These reports will enable the user to review or print a list of active actions, a briefing sheet, look at the number of submissions by officer or department, the amount of hours spent within a specific police or community safety strategy. The other important function here is the ability to interrogate the system to look up potential solutions to policing problems. This is achieved by specifying a category of problem and reviewing the historic information available from across the force area.

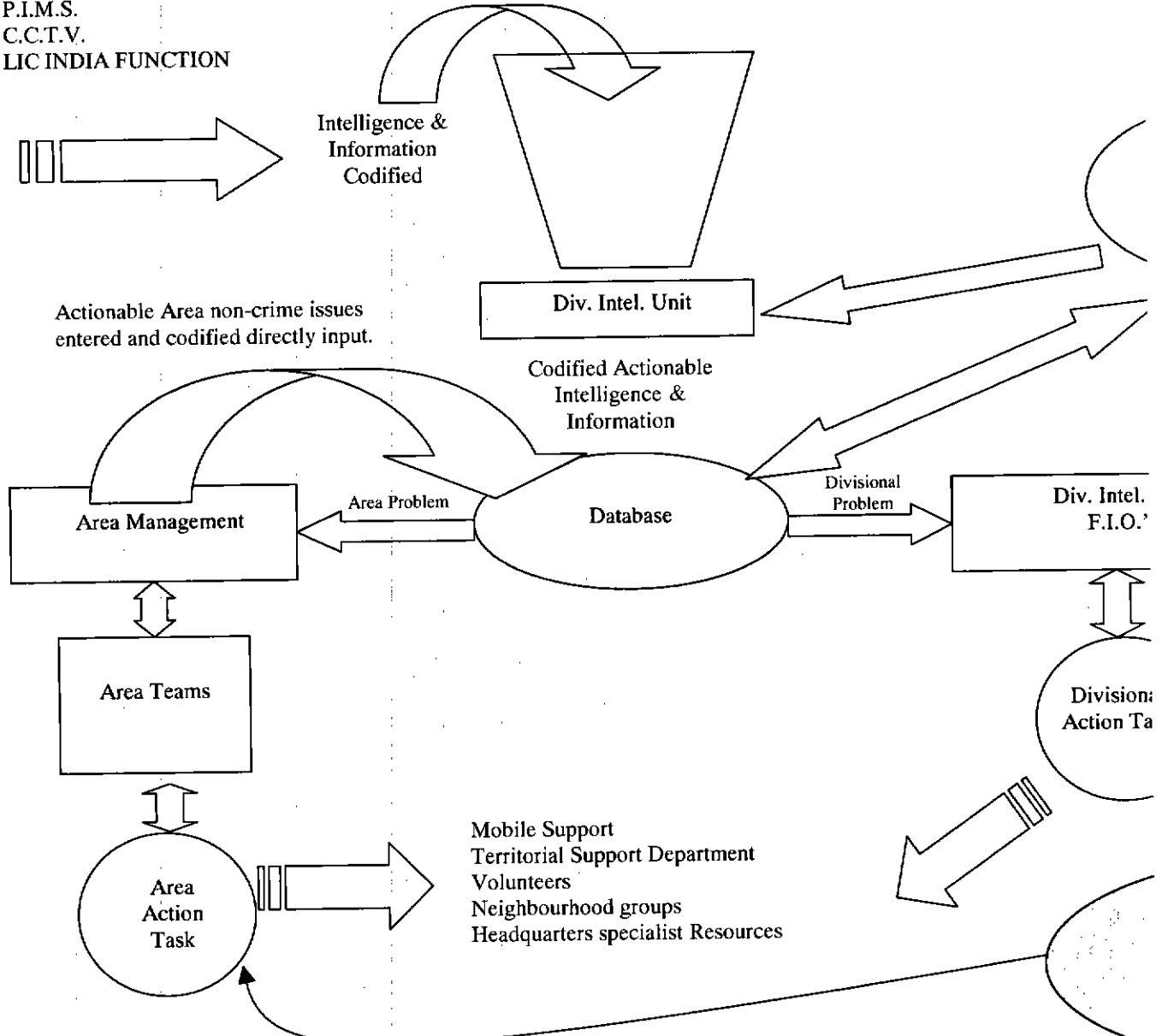
Overdue Items

In order to keep a management overview on activity, the programme will identify those actions that have become overdue and require attention.

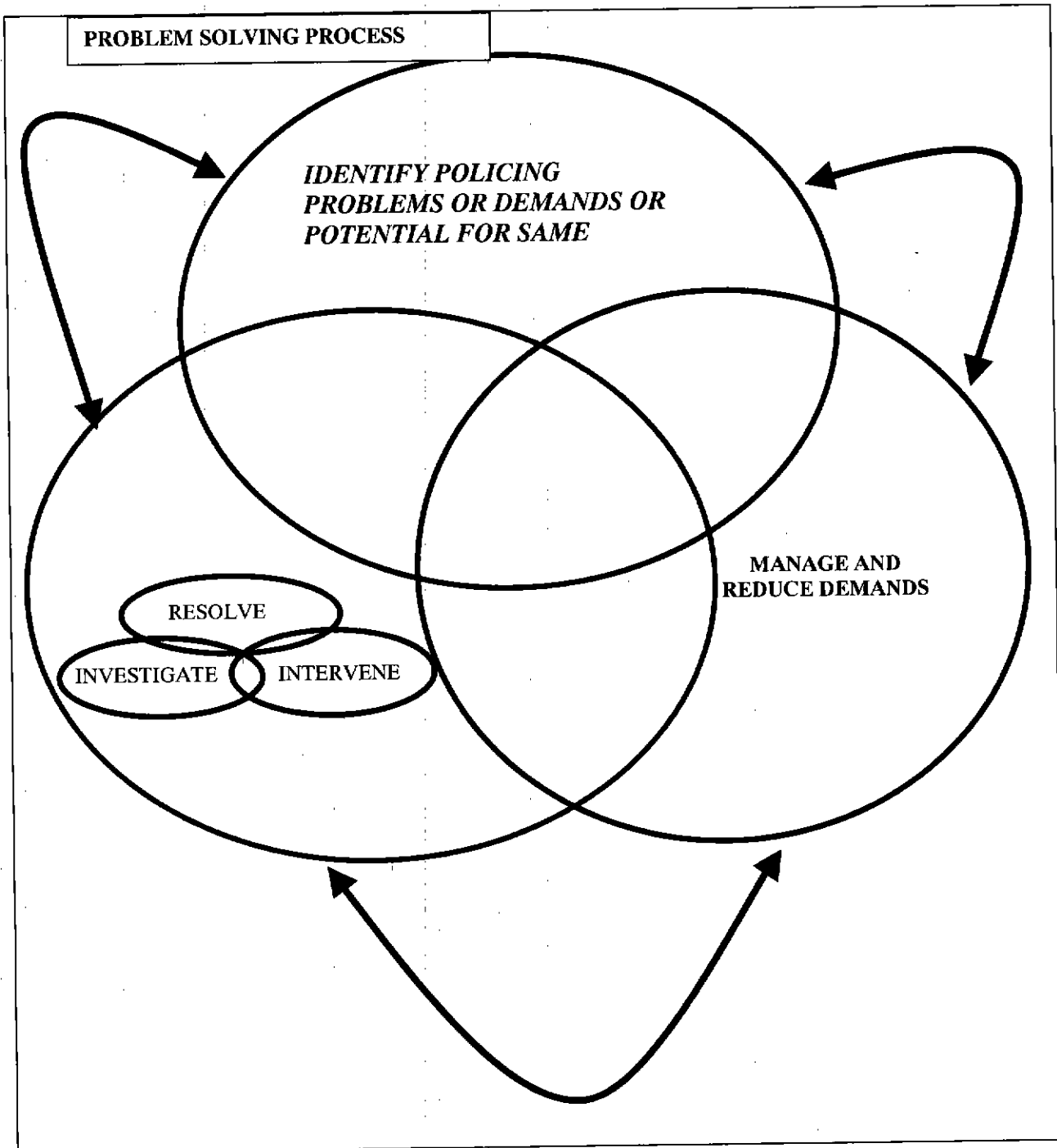
Conclusion

This section of the manual has outlined the ethos supporting Problem Solving Policing (PSP) as well as giving a guide to the use of the PSP Database. A full set of training notes are appended and help is available online.

C.I.S.
P.I.M.S.
C.C.T.V.
LIC INDIA FUNCTION



Area Policing Tactics/MannBristow/040699



PROBLEM SOLVING PATROL S . A . R . A .

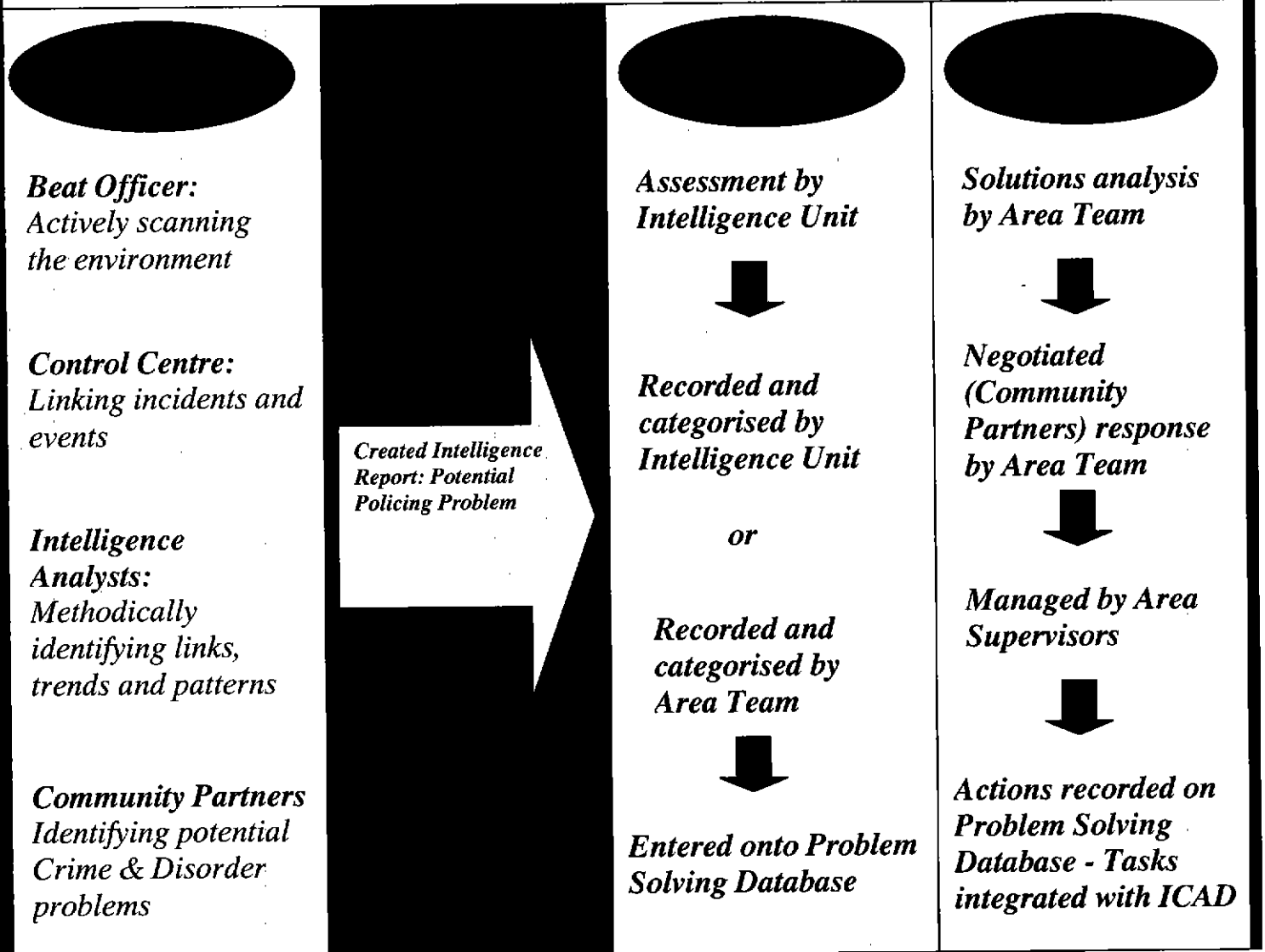


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Introduction To Microsoft Outlook Tasks


How Tasks Are Being Used For PSP Activities

A database has been created to record information and intelligence for area policing problems that are considered to be actionable in slow time. For each of these items, called Problem Solving Policing (PSP) Items, the Area Sergeant, in conjunction with the neighbourhood beat officer, must plan a proactive response detailing the desired outcome and the action required to achieve this outcome.

The Microsoft Outlook Tasks system is the method used by the Area Sergeant to allocate the actions to officers. Once the officer has dealt with the action the task can be updated and an automatic tracking system alerts the Sergeant that the task has been updated.

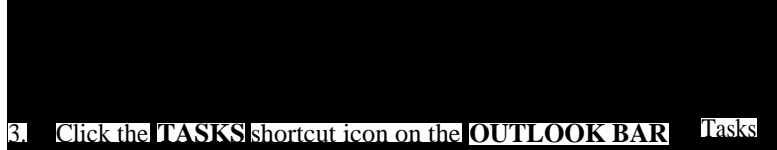
The Sergeant can then update the PSP database with the progress for the Item.

Locating The Task List Within, Microsoft Outlook

1. Click the TASKS shortcut icon on the **OUTLOOK BAR** 
2. The contents of the Tasks folder will be displayed.

Creating Tasks

Locating The Task List Within Microsoft Outlook



4. The contents of the Tasks folder will be displayed.

Opening A New Task

1. Click the **NEW TASK** button . A new blank untitled task form appears.

Entering Task Data

Toolbar And Drop Down Menus

Each task possesses its own toolbar and drop down menus. This is where you access all the commands for the task.

Minimising And Maximising A Task

It is sometimes useful to minimise tasks (to the Taskbar) when you wish to view other programs e.g. the Intelligence Database or CIS.

1. To minimise a task click the minimise button **J** on the resizing buttons within the task (top right hand corner). This will reduce the task to a button on the Taskbar.
2. To return the task to your screen, click the task icon on the Taskbar.
3. To increase the size of the task to fill the whole screen, click the maximise button **Ⓜ**.
4. To restore the task to its original size, click the restore **Ifil**.

Copying And Pasting From the PSP Database

Rather than having to duplicate information between programs, it is possible to copy a specified amount of text from one program and paste it into another. This facility can be used to copy actions from the **PSP** database into a task that can then be allocated.

1. Open the **PSP** database using the Intranet and select the relevant **PSP item**.
2. Choose **EDIT** then **SELECT ALL** from the drop down menus.
3. The tasking sheet will be highlighted.
4. Choose **EDIT** then **COPY** from the database drop down menus or press **CTRL** and **C** down together on the keyboard.

5. Move to the Microsoft Task and place the cursor at the relevant point where you wish to insert the copied text.
6. Choose **EDIT** and **PASTE** from the drop down task menus or press **CTRL** and **V** down together on the keyboard.

Tip

When you copy information from one, program to another, the font type and size is copied as well.

Subject Information

The **SUBJECT** field is used to contain the name of the Task; in relation to **PSP** items the Subject field should contain the item number (from the intelligence database) and the collar number or department name of the Police Officer who will be actioning the task.

1. Click into the **SUBJECT** field and enter the relevant details.

Date Information

The DUE DATE field should reflect the date the task is to be completed by: -

1. Click on the DUE radio button.
2. Enter the date the task needs to be completed in the box, you can either type the date or bring up the picklist and select a date from the calendar.
3. In the START box enter the when the task should be started.

Status Information

1. The Status field should be set to IN PROGRESS to indicate that the task is in progress.
2. The **PRIORITY** field should be completed with the agreed priority of the task.
3. The % **COMPLETE** field can be set to show how complete the task is.



Warning

It is important that the STATUS and % **COMPLETE** fields are not marked Complete and 100% respectively until agreed with the Sergeant.

Setting Reminders For Tasks

The reminder facility allows you to set a reminder at a specified time and date to deal with the task. This does not affect the status of the task in any way.

1. Click to check the **REMINDER** box.
2. Select a date and a time from the relevant pick lists.

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If you don't set a reminder time, the default reminder time (08:00 on the current day) is used.

The OWNER field will always reflect the person dealing with or actioning the task.

Details Of Task

The details of the task are entered in the **TEXT** field. This includes all notes and information relating to the task.

1. Click into the TEXT field and add the relevant details. This will be where you paste in actions from the Intelligence database.

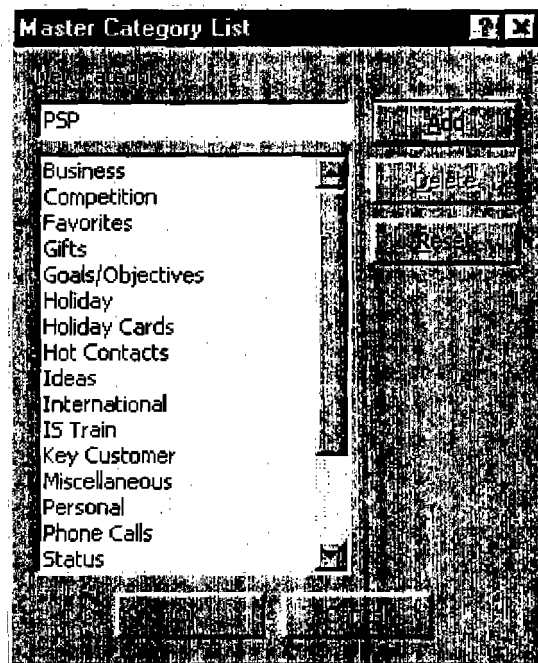
Creating And Assigning Categories

A category is a keyword or phrase that helps you keep track of items within Microsoft Outlook so you can easily find, sort, filter, or group them. All tasks for PSP items should be allocated a category called PSP.

There is no category called PSP within Microsoft Outlook so you will need to add it to the Master Category List before you can assign it to a task.

You will only need to do this once as it will remain in the Master Category List for future use.

1. Click the CATEGORIES button at the bottom of the task.
2. Click the MASTER CATEGORY LIST button. The Master Category List dialogue box will appear:



3. In the NEW CATEGORY field, type PSP.
4. Click ADD and then OK.
5. Scroll down the list of AVAILABLE, CATEGORIES and check the PSP box (you can assign as many categories as you like).
6. Click OK. PSP will appear in the CATEGORIES field at the bottom of the task.

Recurring Tasks

There may be occasions where the task relates to an activity that needs to be performed on a regular basis. Rather than having one task and resetting the Reminder every time it is possible to set the task to recur.

1. On the task icon toolbar click the **RECURRENCE** button
2. Select the recurrence type for the task - Daily, Weekly, Monthly, Yearly.
3. There are different frequency options for each recurrence type, select the appropriate one by clicking on the accompanying radio button.

Do not change the default of the **REGENERATE NEW TASK** field.

4. If you want the task to start on a specific date select the date from the picklist calendar.
5. Select the required end date by checking the radio button. If you choose the second option to end after a certain number of occurrences make sure you enter them in the relevant box. To set a specific end date select the date from the picklist calendar.
6. Click OK. The details of the recurrence type and frequency will be shown as an information tag at the top of the TASK tab.



Warning

If you assign a recurring task, a copy of the task will remain in your task list, but it won't be updated.

Saving And Closing A Task

When you have completed all the information you need to set for the task, you are ready to save and close the task.

1. Click the **SAVE AND CLOSE** button



If you have saved a task and then make changes, you will need to save the changes. Click the **SAVE AND CLOSE** button <••_ - \$, ., . If you close the task before saving it, remember to say YES to the **DO YOU WANT TO SAVE CHANGES?** prompt.

Viewing Tasks


Viewing The Task List



1. Click the **TASKS** shortcut icon on the **OUTLOOK BAR**

The contents of the Tasks folder are displayed in the default view which is the Simple List'. It is possible to change the view and depending on how you wish to display your tasks.

Viewing A Task List by Categories

1. Click **BY CATEGORY** from the pick list in the **CURRENT VIEW** field 
2. All the categories will be displayed, to see all the tasks relating to each category click the plus button associated with the category. To reduce the tasks to the category list again, click the minus button.

Selecting and Viewing an Individual Task

1. Bring up the .Task List.
2. Locate the task within the category.
3. Double-click the task.
4. Once you have finished viewing/amending the task, save and close it.

Assigning Tasks

About Task Assignments

When you send a task request, you give up ownership of the task. You keep an updated copy of the task in your task list and receive status reports, but you cannot change information such as the due date or percentage complete for the task.

When you receive a task request, you are the temporary owner of the task. You can accept the task or decline the task. If you accept the task, you become the new, permanent owner and are the only person who can make changes to the task. If you decline the task, the task is returned to the person who sent you the task request.

If a task is assigned to more than one person, you do not receive updates on any changes made to the task. If you wish to assign one task to more than one person, you would create the first task and then create copies. This is covered in the notes.

Assigning A.Task to Someone Else

1. Open a new task and complete all the fields as per the previous notes.
2. Click the ASSIGN TASK button
3. Select the person to whom you wish to assign the task in the usual way.
4. To keep an updated copy of the task in your task list, make sure the **KEEP AN UPDATED COPY OF THIS TASK ON MY TASK LIST** box is checked.
5. To receive a status report when this task is complete, make sure the **SEND ME A STATUS REPORT WHEN THIS TASK IS COMPLETE** box is checked.
6. Click the SEND button

The task should now appear as assigned in your Task List

Tip



You can cancel a task request before you send it by clicking the **CANCEL ASSIGNMENT** button in the task request.

Assigning the Same Task to More Than One Person

There may be occasions where you wish to assign the same task to more than one person. It is important that you create a new task for each person so that you can keep a track of the updates for each individual.

1. Create, save and assign the task to the first person.
2. Highlight the task in the Task List.
3. Select **EDIT > COPY** from the drop down menus.
4. Select **EDIT > PASTE** from the drop down menus.

A copy of the original task will appear in your Task List and it is a task in its own right. You will note that the indicator will show it as a task [rather than an assigned task].

5. Continue making as many copies as you require.
6. Open and assign each task.

Receiving and Accepting Tasks

Accepting Task Requests

Assigned tasks appear in your **INBOX** as a message.

1. Open the message that contains the task request.
2. Click the **ACCEPT** button
3. Either:
 - a. To accept without comment, click **SEND THE RESPONSE NOW**

Or

 - b. To accept and return a comment, click **EDIT THE RESPONSE BEFORE SENDING** and type your comment in the text box.
4. Click the **SEND** button

Declining Task Requests

1. Open the message that contains the task request.
2. Click the **DECLINE** button
3. Either:
 - a. To decline without comment, click **SEND THE RESPONSE NOW**

Or

 - b. To decline and return a comment, click **EDIT THE RESPONSE BEFORE SENDING** and type your comment in the text box.
4. Click the **SEND** button

Declining Tasks After Accepting

If you accept a task by mistake, it is possible to then decline it.

1. Open the task you already accepted.
2. Select **TASK > DECLINE** from the drop down menus.
3. Either:
 - a. To decline without comment, click **SEND THE RESPONSE NOW**

Or

b. To decline and return a comment, click **EDIT THE RESPONSE BEFORE SENDING** and type your comment in the text box.

4. Click the SEND button

Updating A Task

Task Data

1. Locate and open the task.
2. Make your required changes on the TASK tab including adding any further notes as an update to the **TEXT** field.
3. Save and close the task.

Status Data

The **STATUS** tab can be used to record the number of hours spent on the task along with any relevant contact information. You may find however, that your division has another method for recording the time spent e.g. I/CAD.

1. Locate and open the task.
2. Make your required changes on the **STATUS** tab.
3. Save and close the task.

Tracking A Task

If you have followed the instructions for assigning a task and ensured that the tracking options were ticked, every time the new owner saves and closes the task, a status report will arrive in your **IN\$OX**.

1. Double-dick the message and view the changes. The message disappears from your Inbox when you close it. However, your copy of the task on the Task List will have been updated with the changes.

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You may like to use the copy and paste facility to copy information into the **PROGRESS COMMENTS** field within the Intelligence Database.

Completing A Task

As mentioned earlier in the notes, you should **never** mark a task complete until you have spoken to your Sergeant.

Accidentally Marking A Task Complete

You may mark a task complete by accident and need to retrieve it.

1. Locate the task within your Task List. It will appear in light grey with a line through the middle.
2. Open the task and change the **STATUS** from **COMPLETE** to **IN PROGRESS**.
3. Save and close the task. The completed status should have been removed from the task in the Task List and another update will be sent to the Sergeant.

Printing A Task

Locate and open the task.

2. Select **FILE** > **PRINT** from the drop down menus.
3. Ensure that the selected printer is correct.
4. Choose options as required.
5. Click **OK**.