



Bi Monthly Supervisors' Briefing



WELCOME

This supervisor briefing is designed to tell you what is most relevant to you and your teams right now. As the change programme spans a three-year period, we don't expect people to understand it all at once - bite-size chunks are best!

To join up the changes with your world means we need to talk more. We are one organisation and we want to engage with everyone to get this right - both operational and enabling teams. It is important that you and your teams are involved in the discussion whether we are planning to make decisions, trying something new or implementing something.

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TOWARDS 2025

The full programme information can be found here: [Towards 2025 - The Road to Improvement](#). This tells you about the programme, what, when, why and who. This link will take you to support, guidance and also includes the latest progress reports on where we are.

There are two workstreams that at this time are a priority that we need to really embed across all operational teams.

Later in the newsletter, there are also opportunities to tell us your thoughts before we make some decisions on other parts of the programme. Everyone can contribute to help us understand the pros and cons before decisions are made.

VULNERABILITY WORKSTREAM



Problem solving and prevention is a core part of what we do in every team. It's not just about Neighbourhood Policing, it's a Force-wide responsibility and should include departments that perhaps haven't previously been exposed to this way of working. We have some great examples of people that do this well, but it's not everyone - we need to get everyone to really understand this and apply it every day.

Things to speak to your team about:

- Who in your team understands what problem solving is? If you have people who are experts, how can we maximise their knowledge and support with others so we make it work for everyone?
- Are you using [IMAP](#)? Do you know how this will help you? We want to get to a point where IMAP is used consistently across the force and exploit the benefits.
- Do you understand your ward profiles and how they can assist your engagement?

- Do you need any support with problem solving plans (PSP)? What does a good PSP really look like? Have you spoken to any of the Problem Solving Co-ordinators for any guidance?
- Do you have a wider role for problem solving and prevention that can assist?

Advice and support is available and the Service Improvement Team (SIT) are working across teams providing focus groups to help you with embedding the knowledge. Your line manager should also be able to help.

Feedback has been welcomed on the training - we have contacted another Force who have a three-day approach resulting in accreditation. We are working on getting this set up - keep your eyes peeled for updates.

We understand how being abstracted from the day job is an issue when you are also expected to be effective in problem solving and prevention. To help you manage abstractions we are introducing methods to accurately record them as well as guidance on when it is appropriate for an officer to be abstracted.

RAISING INVESTIGATIVE STANDARDS



In Cleveland we deal with varied and often complex crimes and we are privileged to have some exceptional investigators. We want everyone to attain and maintain the highest standards of investigation and we know we've got a lot of work to do to get this right. It's vital that we all do what we can to help and support this.

We will be attending Continuing Professional Development (CPD) days to give you and your team updates, signposting to support and promote changes that we are embedding.

RAISING INVESTIGATIVE STANDARDS (RIS) - CONTINUED

Things to talk about with your teams:

- How are you using the new dedicated [RIS SharePoint site](#)? It includes everything you should need to get you or others up to speed and test your knowledge.
- Maximise expert knowledge and advice - have you booked onto a [Crime Clinic](#)? They are there to offer individuals advice and support with their case loads.
- How well does your team understand the [Crime Investigation 8 Point Plan](#)? All Incident Resolution Team officers will receive a laminated copy of the plan to keep in laptop bags.
- Maximise the knowledge on your team. Tell us who the go-to people are on your shift, who do you approach for help with the different types of crime investigation? We need to play to our strengths!
- Advice and support is available. The SIT are working across teams and running focus groups to assist you embedding the knowledge. Your line manager should also be able to help.
- Give us your ideas on [Idea Drop](#) on how you think we can raise our investigative standards - help us to help you.

YOUR BURNING QUESTIONS ANSWERED!

We talk to a lot of people in our work so we have tried to look at the top five things that everyone seems to be talking about or raising with us. We can't fix everything but keep the feedback coming and we can keep improving!

- Q** Why do we have to complete Crime Assessment and Allocation Framework (CAAF) on occasions where we attend an immediate, arrest, interview, release and No Further Action (NFA) and we then have to do a CAAF?
A A new process is in place that removes the need for this process - a template stating 'NO CAAF REQUIRED' has been added.
- Q** Can training be made fit for purpose? There is a large input on littering and terrorism and half a day on case files.
A Changes have been made to MOD 3 and this has been rectified for future training. Also, the Learning and Development team are in the process of reviewing what and how they provide a service. This is a huge piece of work and recommendations should be developed in the new year.
- Q** There is a misunderstanding of stop and search and knowing what our rights are and some people are nervous searching.
A More training is to be provided. In the meantime, you can watch this [video from West Midlands](#) for a refresher on current guidelines.
- Q** Please can we have guidance on crime investigation and easier access to 'aide memoirs'.
A The [Crime Investigation 8 Point Plan](#) has been made into a new document. This can be printed and laminated and all officers are to be given one to keep in their laptop bags as a tool to use at any crime.
- Q** We need support with case files from trained detectives.
A New [Crime Clinics](#) are now in place to book onto where specialists are there to support you.

THINGS WE ARE MAKING A DECISION ON - TELL US YOUR THOUGHTS



T/Inspector Richie Hodgkinson – Vulnerability Lead:

- Looking at more ways to engage with all community groups – how do we fill any gaps? Do you or any of the communities you engage with have any ideas?
- Single Online Home and Social Media – how can we exploit these more to assist with our engagement?

T/Inspector Mark Doherty – Missing Lead and Resource Management Development Lead:

- Determining how we train the workforce on Niche Missing From Home 2 (MFH2) – how can we grow our superusers?
- What are your top five issues with using Oracle or the processes that surround being accurate and up-to-date?

Inspector Roger Whiteley – Integrated Offender Management (IOM) lead:

- Developing a bid for additional Government funding for Serious Violence for next year.
- Looking at demand for IOM and the use of Civil Orders.
- We are seeking to reshape our Learning and Development service – what do you think should be considered?

Chief Inspector Glen Ward:

- Looking at the demand and resourcing for Specialist Operations and Learning and Development.

T/Inspector Sue Mills:

- Deciding on where we can better support victims e.g. Track My Crime, increasing options to engage.
- Future developments of the Vulnerability Desk.
- Options to improve the CAAF.
- New Victims First Policy and Victim Risk Assessment Matrix (VRAM) changes are currently going through approval.

EMBEDDING THE CODE OF ETHICS

Force Ethics Lead

The Force Ethics Lead, Sergeant Neal Gillson is here to help the organisation in ethical issues. Neal commenced the post in September 2021, continuing the good work of the previous Ethics Lead. Neal will be the Single Point of Contact (SPOC) and Subject Matter Expert (SME) for ethical issues and welcomes queries, suggestions and discussions over ethical matters.

Ethical Dilemmas

Are you unsure if you or your team can accept a gift or gratuity? Want to ensure your actions and decisions are as ethical as they can be? We all face decisions, competing demands and deciding where we focus our attention. This can be in a quick-time environment, often in the face of danger and in time of crisis. Ensuring your actions and decisions are ethical is key.

The Ethical Dilemma process provides a discussion forum where a dilemma can be reviewed. The discussion will be structured and will bring several perspectives to the topic providing a clear rationale for the conclusion. If you raise and submit an ethical dilemma, you will be helping shape the future of the Force. If anyone has an ethical dilemma, please contact Neal who will provide advice and guidance.

Ethics Advocates

We have a group of Ethic Advocates working across the organisation, providing guidance on ethical dilemmas and processes to have them resolved. This isn't a disciplinary process, it's about making sure we get it right and learn how we can take things forward. For more information on the Ethical Dilemmas, Advocates (including becoming an advocate), or anything else Ethics related please contact Neal or visit the [Code of Ethics - Home website](#).