

NOTES - SCRUTINY MEETING (NEIGHBOURHOOD POLICING - NPG ACTIVITY AND ROBBERY) - 24 JUNE 2026

Question	Brief Summary of Evidence	Decision of PCC
1. Since the Scrutiny Meeting on 25 June 2025, what measurable progress has the Force made in implementing the Neighbourhood Policing Guarantee (NPG), and what evidence demonstrates consistent and sustained delivery across all neighbourhoods?	• Key elements of the Neighbourhood Policing Guarantee (NHPG) and its delivery are monitored through local performance frameworks. Scrutiny and accountability are embedded through structured performance conversations at both team and individual levels. • Delivery is overseen through the following thematic groups: • Tactical NHPG Delivery Group, chaired by the Local Policing Chief Superintendent • Antisocial Behaviour (ASB) Delivery Group (added/refreshed June 2026), chaired by the ASB Lead • Engagement Delivery Group (added/refreshed June 2026), chaired by the Local Policing Chief Superintendent • These three delivery groups report into the Confidence and Legitimacy Governance Group, chaired by the Assistant Chief Constable. The Confidence and Legitimacy Governance Group provides a key layer of strategic oversight, reporting directly into the Force IMPACT Board, the organisation's central performance forum chaired by the Deputy Chief Constable. This ensures that neighbourhood policing delivery is subject to regular performance scrutiny, challenge and direction at a senior level. The Force IMPACT Board, in turn, reports into the Executive Management Board, chaired by the Chief Constable, providing a clear line of accountability at the highest level of the organisation. • In addition, the Force has established the following groups, both reporting directly to the Force IMPACT Board: • Robbery Suppression Group (introduced June 2025), chaired by the Assistant Chief Constable • Neighbourhood Crime Suppression Group, chaired by the Assistant Chief Constable. • Since June 2025, enhanced oversight from the Police and Crime Commissioner (PCC) has been introduced through: • Monthly NHPG updates to the PCC provided by the Assistant Chief Constable (Local Policing) • A bi-monthly NHPG agenda item at the Joint Strategic Board • Quarterly input to the Safer Cleveland Board • Attendance at various Force governance meetings • High-level progress has been made in implementing the NHPG since June 2025. The Force has moved from an initial mobilisation phase to a more structured	Assured <i>The PCC was assured by the evidence submitted by the Force and recognised the positive work undertaken to meet national standards for visibility, accessibility, responsiveness, and problem-solving. However, the PCC will revisit the issue of personal robbery in a year's time to ensure that the Force's activity and interventions are effectively reducing offending rates.</i>

	approach to delivery, underpinned by a clearly defined delivery plan, bespoke governance arrangements, and a supporting performance framework. • Workforce uplift commitments are progressing to plan. The Force successfully delivered the first year's uplift of 20 additional officers and remains on track to deploy a further 20 officers into neighbourhood policing by the end of March 2027. Progress against this commitment will be reviewed in September 2026. • The Force continues to utilise complex demand modelling to balance the requirements of response policing and specialist functions alongside its NHPG commitments. While this remains a significant challenge, the demand modelling approach provides valuable operational insight into threat, harm and risk, enabling informed decision-making. This analytical capability supports strategic planning by presenting options and ensuring the Force maintains a strong understanding of current and future demand pressures. • Progress against the key deliverables within each pillar of the NHPG is outlined below: Pillar One: Police Back on the Beat • Significant progress has been made in strengthening neighbourhood policing visibility and capacity. The Force has successfully delivered a 20-officer uplift and recruited Police Community Support Officers (PCSOs) to full establishment. This uplift has ensured dedicated neighbourhood teams are in place across each town centre, with a named PCSO allocated to every ward and a consistent neighbourhood policing presence across all areas. • Officers and PCSOs are undertaking visible, intelligence-led patrols in town centres and identified crime hotspots. These patrols are actively monitored through Power BI dashboards, supported by robust local scrutiny arrangements to ensure effectiveness and accountability. • The abstraction policy has been reviewed, with a revised version published in April 2026. Following the release of draft national abstraction standards in June 2026, a further review will be undertaken to ensure full alignment with national expectations. • Abstraction data is now being systematically captured and monitored. However, further work is required to improve the quality, consistency and transparency of this data before it can be fully utilised to support decision-making. Pillar Two: Community-Led Policing • The Force has made strong progress in embedding community-led policing approaches. A neighbourhood dashboard is now in place, and contact details for neighbourhood teams are routinely published on the Force website alongside ward priorities and details of forthcoming community meetings. • Engagement levels remain high, with 96% of wards having held community meetings in the past three months and 90% scheduled to hold meetings in the next	
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	quarter. These meetings provide an important opportunity to validate and refine ward priorities, ensuring they reflect the real concerns of local communities. • Feedback from confidence surveys indicates that communities generally feel their issues and concerns are understood. However, there remains a perception gap regarding whether those concerns are consistently acted upon, highlighting an area for continued focus and improvement. Pillar Three: Clear Performance Standards and Professional Excellence • Local performance monitoring arrangements are aligned with the national NHPG Performance Framework. While national reporting is currently limited to the publication of information on force websites, internal monitoring is more comprehensive, incorporating data on abstractions, visibility, and engagement activity to support effective performance oversight. • Specialist training is delivered through the College of Policing, with strong compliance. Current compliance rates are as follows: NPP1 - 95% complete; NPP2 - five courses delivered with a further four scheduled for September and October; and NPP3 - materials to be released in mid-June, with completion to follow. Continuing professional development (CPD) is supported through a blended approach, including e-learning, classroom-based training, and portfolio work. Pillar Four: Crackdown on Antisocial Behaviour • The Force has strengthened its approach to tackling antisocial behaviour (ASB) through improved processes that support the targeted deployment of resources to areas of highest demand. • A dedicated ASB lead has been appointed and is responsible for delivering a force-wide ASB Strategic Delivery Plan. This plan underpins the development of tailored tactical activity and location-specific problem-solving plans, ensuring a focused and consistent response. It also supports the increased and more effective use of civil orders, including initiatives such as the “Not on Our Streets” campaign targeting the criminal use of bikes. • The Force is also working closely with the Office of the Police and Crime Commissioner (OPCC) to support the development and rollout of a new local ASB survey, which will be launched in July 2026. Pillar Five: Safer Town Centres • The Force has strengthened its focus on safer town centres through the visible presence of neighbourhood policing teams, within key locations. Officers and PCSOs work closely with local authorities and town centre managers to develop a shared understanding of emerging issues and priorities. • Partnership working remains central to this approach, with continued collaboration to address crime and antisocial behaviour, particularly retail crime. Targeted initiatives in areas such as Middlesbrough and Hartlepool are contributing to early positive outcomes, although the Force recognises that further work is required to	
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	sustain and build upon this progress. Recent performance data indicates encouraging trends, with recorded crime reducing by 1.5% and antisocial behaviour decreasing by 22.35%. In addition, solved crime rates have improved to 24%, demonstrating increased effectiveness in outcomes. • In recent months, neighbourhood teams in Middlesbrough have increased both their visibility and proactive enforcement activity within the town centre. This targeted approach has led to 18 Criminal Behaviour Orders being issued alongside eight closure orders. The Town Centre Crackdown initiative has also strengthened the focus on retail theft. While reductions in retail crime are yet to be fully realised, the initiative has contributed to a notable 30% reduction in antisocial behaviour incidents, demonstrating early positive impact.	
2. What impact has this uplift had on visibility, responsiveness, problem-solving activity and community engagement to date?	• The impact of the NHPG to date is not simply reflected in an increase in activity, but in a fundamental improvement in how neighbourhood policing is delivered, targeted and understood. While elements of this impact are difficult to quantify, a more qualitative assessment demonstrates clear progress across several key areas. Visibility • Clear expectations have been set around visible policing, supported by an increased use of hotspot patrols. • Resources have been aligned to specific ward areas, enabling supervisors to better manage and protect dedicated patrol time. • Proactive teams have been deployed more effectively, including coordinated days of action under Operation Artemis. Response • A more collaborative approach has been established, with shared responsibility across teams and closer partnership working to address issues such as ASB and retail crime. • A more structured and consistent approach to problem-solving has been adopted, ensuring that repeat issues and locations are addressed systematically through the use of analytical insight and evidence-based methods. Problem-Solving • The Force has developed a stronger understanding of demand, enabling more effective and targeted deployment of resources. • A more structured and consistent approach to problem-solving has been embedded, ensuring that repeat locations are addressed systematically. • Enhanced use of performance tools and data has improved the identification and management of emerging issues through more effective monitoring. Engagement • Community relationships have been strengthened by providing greater clarity about local officers and how their activity aligns with local priorities.	

	• Public access and reporting channels have improved through enhanced online functionality. • Community engagement and two-way communication have increased through the rollout of Cleveland Connected, which now has over 14,000 registered users.	
3. What governance and audit arrangements will ensure the revised abstraction policy provides an accurate and transparent picture of neighbourhood policing capacity and visibility?	• The revised abstraction policy, published in April 2026, provides clear definitions and guidance on what constitutes an abstraction and when it should be recorded. Importantly, it clarifies that certain activities undertaken within an officer's own local policing area should not automatically be classified as abstractions. The policy has been benchmarked against other forces, including West Midlands Police, to ensure alignment with recognised good practice. • Since the publication of the revised policy, draft National Standards for the Abstraction of Neighbourhood Policing Officers and Staff have been released, although these are yet to be formally ratified by the National Police Chiefs' Council (NPCC). Once approved, the Force will review its policy to ensure alignment with national guidance. • The Force has developed a strong understanding of abstraction demand, however, the approach remains reliant on officers and staff accurately recording their time. As such, ongoing efforts are in place to upskill staff and improve the consistency and accuracy of recording practices. This is supported by strengthened audit and assurance processes, including the monthly review and scrutiny of abstraction cases (a minimum of 5 per district), which is helping to build confidence in the data at a local level. These audits assess the accuracy of recorded information, the appropriateness of deployments, the validity of time recorded, and identify both good practice and areas for improvement. • Greater visibility of abstraction data has been achieved through Power BI dashboards, with oversight provided by the Confidence and Legitimacy Governance Group. • A further review of neighbourhood policing roles and responsibilities is underway, which will support a more comprehensive understanding of abstraction data and strengthen compliance with the policy. • The Force is also exploring opportunities to better utilise technology to support monitoring and compliance. This includes the development of an audit tracker using geo-fencing technology to provide insight into the time officers spend within specific ward localities.	
4. How does the Force ensure neighbourhood teams are protected from being routinely pulled into response work and diverted away	• In terms of managing abstractions and protecting neighbourhood resources, the Force adopts a structured approach that combines clear policy direction, robust performance oversight, and effective operational demand management. • Daily demand is reviewed locally through daily meetings at 7.30a.m., 8.30a.m. and 9.30a.m. held in each policing district. The 8.30a.m. meetings involve multi-agency partners and provide a structured forum where demand is assessed and allocated	

from their core neighbourhood policing responsibilities?	by supervisors to the most appropriate resource. Neighbourhood officers may be tasked with appropriate follow-up activity, such as locating wanted individuals or conducting scene guards, helping to preserve response capacity for emergency incidents. • A balanced THRIVE assessment underpins decision-making, ensuring that threat, harm, risk, investigative opportunities, vulnerability and engagement are proportionately considered when prioritising incidents and deploying resources. • Abstraction rates are monitored through local performance frameworks, with scrutiny and strategic oversight provided through established force governance structures. This approach supports the protection of neighbourhood policing capacity while ensuring the Force can respond effectively to competing operational demands. • It is recognised that evenings and weekends present the greatest challenge in managing abstraction pressures, with neighbourhood officers more likely to be diverted from ward-based activity during these periods. These pressures are expected to increase over the coming months as part of Operation Ivy, the Force's response to heightened seasonal demand during the summer period.	
5. How will the Force measure and demonstrate the success of the NPG and what will that success look like?	• The Force will measure and demonstrate the success of the Neighbourhood Policing Guarantee (NPG) through a combination of quantitative performance data and qualitative outcomes, aligned to clearly defined success factors. • Success will be reflected in a consistent and visible neighbourhood policing presence across all wards, supported by targeted patrol activity in town centres and identified crime hotspots. Local priorities will be clearly defined, regularly reviewed, and delivered in line with community needs. • A key indicator of success will be a reduction in overall demand and repeat victimisation, driven by more effective, structured problem-solving approaches. This will be complemented by improved levels of public confidence, supported through transparent communication, meaningful engagement, and stronger community relationships. • Progress will be monitored through a robust performance framework, including data on workforce establishment levels and the delivery of the planned uplift of 40 additional officers by March 2027. Additional measures include neighbourhood abstraction rates, time spent on visible and purposeful patrol, engagement activity, and crime and antisocial behaviour rates and outcomes. • Together, these measures provide a clear view of NHPG effectiveness, demonstrating success through improved outcomes as well as activity. • The current performance snapshot indicates that the Force is operating close to full strength, with 270.57 officers and PCSOs in post against an establishment of 276, representing a low vacancy rate of 2.0%. Abstraction data shows that 1,150 hours have been diverted from core duties, alongside attendance at 970 incidents as first	

	responders. Officers and PCSOs are spending 36.4% of their time on visible patrol in key locations, supporting the delivery of NHPG objectives. In terms of engagement, 364 activities have been carried out over 1,074 hours, demonstrating sustained community interaction. Performance outcomes show reductions in vehicle crime, burglary and antisocial behaviour, although increases remain in robbery and theft, however, knife-enabled personal robbery is decreasing. Public confidence currently stands at 59%, with 62% of respondents feeling the Force understands community issues, but only 38% believing these issues are effectively dealt with (Crime Survey for England, year ending December 2025).	
6. What are the key issues, locations and cohorts driving personal robbery in Cleveland, and how is neighbourhood policing activity helping to reduce personal robbery, improve community safety and build public confidence?	• Over the past 12 months, personal robbery rates have increased across most districts, with the exception of Hartlepool, which has seen a slight decrease. Levels are highest in Middlesbrough, followed by Stockton, contributing to Cleveland having one of the highest rates nationally. • More than 70% of offences occur within Middlesbrough and Stockton, with Newport and Central wards, alongside Stockton Town Centre, identified as key hotspots. • Robberies predominantly take place in high-footfall public spaces (around 70%), such as streets and footpaths, and most commonly involve the theft of cash, mobile phones and jewellery. Knife-enabled offending remains a significant concern, with around 29% of incidents involving the use or threat of a knife or other sharp instrument. • Victims are most likely to be male (72%) and white (79%), while suspects are also predominantly male (81%) and white (83%), with youth-on-youth offending presenting a particular issue. There are clear vulnerability and criminality links, with 10% of suspects identified as victims of criminal exploitation and 8% linked to serious and organised crime. An emerging association with sex work has also been identified in Middlesbrough. • Offending patterns indicate links to wider criminal behaviour, with one in four suspects having a history of drug offences and three out of five previously involved in shop theft, a recognised precursor offence. • Neighbourhood teams are being utilised as a key component in reducing personal robbery through a coordinated approach encompassing proactive activity, targeted interventions, structured problem-solving, partnership working and robust enforcement. Preventative efforts are being strengthened through initiatives such as the Knife Crime Concentration Fund, precision policing, and the peer review of problem-solving plans to ensure consistency and effectiveness. This approach aims to deliver improved outcomes, including reductions in offending, enhanced public safety and increased community confidence. • Personal robbery is a complex issue that requires a coordinated, force-wide response, underpinned by strong partnership working. Addressing it effectively goes beyond enforcement alone and relies on collaboration with partners to tackle the	

	underlying drivers of offending, such as vulnerability and exploitation. By working collectively, the Force and its partners can share intelligence, align resources, and deliver targeted prevention and intervention activity, ensuring a more sustainable and long-term impact on reducing personal robbery. • The Robbery Suppression Group has been established to strengthen strategic and tactical oversight, with a focus on reviewing 20 priority robbery suspects at each meeting. This aims to support targeted intervention and prevention activity.	
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Action

1.	That the PCC revisits the issue of personal robbery in a year's time to ensure that the Force's activity and interventions are effectively reducing offending rates.
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