

“Public Health Approaches in Crisis COVID19” - Paul Netherton OBE, Deputy Chief Constable, NPCC Lead for Civil Contingencies

- Covid-19 is the biggest incident in many years. Major operational policing challenge. Aim has been is to support a public health approach.

Principles of a public health approach to policing

- 1 Seeking to prevent an issue for your population as a whole, and intervening early with at-risk groups to reduce the harm caused by the issue, including by promoting recovery and increasing resilience.
- 2 Developing a detailed understanding of the nature, extent, and impact of an issue – including the evidence of what is likely to cause or prevent it in the short, medium and long term – using shared data and intelligence.
- 3 Understanding that the police, their partners and communities can work together to address the causes and impact of an issue by taking a whole system approach.
- 4 Working with partners to coordinate tailored and targeted action that, together, aims to prevent:
 - an issue emerging in the first place or re-emerging by focusing on social determinants/the causes at a population level (**primary prevention**)
 - an emerging issue from becoming an established problem (**secondary prevention**)
 - an established problem getting worse and becoming a crisis, and mitigating the immediate impact of the problem (**tertiary prevention**)
- 5 Assessing how well interventions are implemented, and how effective they are at preventing the issue for your population and/or reducing the harm to relevant groups.
- 6 Learning from the implementation and effectiveness of actions, and making any changes that are necessary at an individual, organisation or system wide level.
- 7 Building leadership across public services and communities to work together to address an issue, its causes and harms, by aligning strategic leadership and resources.

5C approach within public health used in violent crime.

- 1- Co-production – that we are all on the same agenda
- 2- Collaboration – classic resilience work. Strategic co-ordination. Multi agency
- 3- Co-operation – share data and intelligence. Not siloed. Getting a greater understanding from each other
- 4- Community consensus – think about the public. What is the problem from a public perspective?
- 5- Counter narrative – different strands of approach

Issues to consider

- Placed base funding – over 3-5 year funding for community orgs.
- More partnership work means more information sharing
- Not being led by meeting outcomes has its advantages
- Urgent need for police to re-connect. Social distancing has had bad impact on local policing which needs re-established very urgently.

“International learning for policing from the COVID crisis” - Dr Peter Neyroud, Director of the Senior Leader master’s degree Apprenticeship in Applied Criminology and Police Management, University of Cambridge

Major study looking at a sample of countries all over the world. In June/July 2020- first wave of the pandemic.

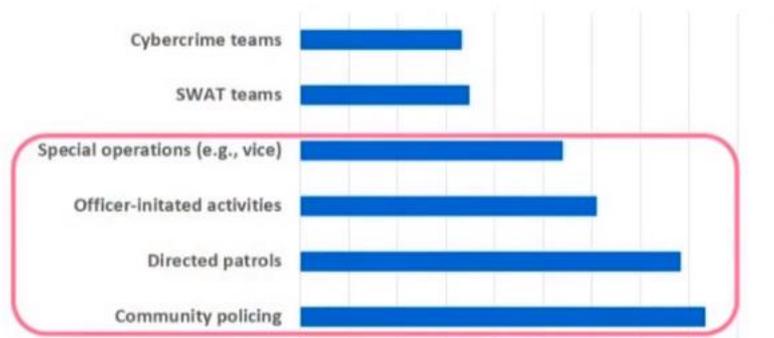
Questions centred around following areas:

Sections	Shorthand
What has changed?	Absolute change
How much has it changed?	Degree of changes
Were the changes regulated by the organizational policy?	Policy
What are the anticipated consequences of these changes?	Consequences

Most affected work?

- In person calls, field training and citizen contact at the front desk were universally felt. ‘Front desk’ work is very significant in poorer countries.

What has changed?



Most action during pandemic?

- Enforcement of misdemeanours
- Traffic stops
- Taking people into custody
- Enforcement of Covid-19

Findings:

- The most extensive and consistent changes seemed to be primarily targeting the internal organization of the police agencies
 - Protecting officers
 - decrease in the in-person training
 - decrease in the use of in-person roll calls
 - restrictions on the public access to the police agencies
 - increase in the percent of officers working remotely

How sustainable is the decrease in training? Dramatic shift to online and telephone – very tricky for medium and low income countries.

Issues that emerged:

- General experience of “frenetic pace of change in policies and procedures”
- Unclear and muddled requirements rushed out and poorly communicated
- “The changes that were necessary should be communicated in as clear and succinct manner as possible so that the people who are responsible for enforcing these changes know more precisely what they are meant to be doing.”
 - Worldwide – frenetic experience
 - Significant challenge in getting a clear message

Covid-19 policing, enforcement and outcomes:

- In March-July wave the strongest predictor of changes in policing was death rate rather than infection rates
- Community policing was most significantly affected
- Many forces seem to have used more SWAT/Public order policing
 - Not clear whether this was to counter anti-lockdown protest
- Whilst there have been large shifts in some crimes and harms these were not consistent

N.B infection rates stats were skewed however due to testing regime lagging behind

Observations:

- UK police emphasis on procedural justice – engage, explain, encourage compliance and enforce – a stand out evidence-based approach
- Over emphasis on general deterrence by enforcement
- Under emphasis on major compliance
- Under emphasis on targeting support and enforcement on
 - High risk situations and behaviours
 - Breach of self-isolation

Future:

- Shift to more use of online reporting could be a game-changer in many ways— opportunity to deal with things faster. Better for low income countries

“Lessons from Lockdown - The importance of taking a system’s thinking approach” - Charlotte Waite, Lead of Systems Change and Transformation, Platform

- During 2020 we all spent time connecting with people and expressing feelings. For a whole-systems approach this meant huge strides were made.
- Tangible rejuvenation of workforce, innovation, working outside silos, mission driven.
- However – wasn’t a level playing field and the power imbalance inhibited collaboration and creativity.
- Feeling of being ‘done to’ returned. Still an ‘us and them’ dynamic.
- Also – problem of ‘who makes the vulnerability cut?’ Compartmentalising people and their problems.
- Inequalities were majorly exacerbated.
- All areas had a new understanding however – esp. mental health. This contextual understanding occurred more than before.
- Toll taken on people and workforce - stored up distress, too intense for too long, merging of work or home
- Offers of supervision were low – took employers a long time to engage with the ‘feelings’ side of it all.
- Leadership – some compassionate/some command and control. Need for ‘heroic’ leadership.
- Leaders of humility – learn and grow with the org. Hard to be a vulnerable leader. Did not feel safe to fail
- Innovation and resilience continues to thrive. Less red tape – allowed to just do what they need to do quickly and value of this seen.

- Awakening of a 'feeling-based' approach – so important if TIP ambitions to be realised.
 - If could change one thing – still obsession with quick wins! The need to see impact very quickly needs to change – not the right focus. We can focus on long term change when we focus on brave leadership.
 - Barriers need removed so leaders can enable workforce. We still do not have systems in place where our leaders can be reflective.
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- ***“And once you take away some of those structural things that are just holding us back, and treat each other as people and think about how we share that, that common sort of humanity – that’s what I think has been really kind of life changing. And it just proves that we can do it”***