



WEST YORKSHIRE POLICE AND CRIME PANEL

15 December 2017

Neighbourhood Policing Review

1. Purpose

- 1.1 To update Panel members on the review of Neighbourhood Police being undertaken by West Yorkshire Police.
- 1.2 For this briefing, the Panel are presented with the following information:
 - i. The up to date position of the Neighbourhood Policing Review
 - ii. A copy of West Yorkshire Police's Neighbourhood Policing Strategy (Appendix A)
 - iii. A proposed model for each district (Appendix B)

2. Summary

- 2.1 Neighbourhood Policing remains a constant presence at a local level. The Project Team are working closely with the Chief Officer Team, Districts and the Office of the Police Crime Commissioner. This is to ensure that the current Neighbourhood Policing offer to the public is enhanced ensuring its effectiveness and sustainability in order to make West Yorkshire's communities safer and feeling safer.
- 2.2 Neighbourhood Policing Teams will continue to work in partnership to deliver against the key principles outlined in the Neighbourhood Policing Strategy (Appendix A), through;
 - i. Community Engagement
 - ii. Problem Solving and Prevention in partnership
 - iii. Early Intervention

3. Report Details

- 3.1 West Yorkshire Police is firmly committed to Neighbourhood Policing as the model for delivering policing services across the County. Neighbourhood Policing was introduced into the Force in 2007 and is built upon locally based staff who understand the nature and needs of the communities they serve and respond in ways which secure public confidence, promote trust and provide satisfaction. A key element for the public is that Neighbourhood Policing is visible, accessible and familiar to the communities they work with.
- 3.2 Over the last six years West Yorkshire Police has gone through a significant period of austerity, due to the Comprehensive Spending Review. In responding to these challenges there have been a number of structural changes to its delivery model. Whilst Neighbourhood Policing has remained a constant in line with the Police & Crime Commissioners commitment, the form and function have changed significantly.
- 3.3 Maintaining effective Neighbourhood Policing under the current structures has become increasingly difficult, due to increased demand for service as well as budget reductions, resulting in Neighbourhood Police Constables and Police Community Support Officers used to routinely assist with call demand. This not only lessens visibility within communities but also has the knock on effect of limiting time for engagement, problem solving and prevention and early intervention work within their communities, especially with partner agencies.
- 3.4 In 2017, the Force committed to a period of significant investment into Neighbourhood Policing. In addition, the Programme of Change Team has identified work streams which will generate savings and create organisational capacity. It is important that where efficiency savings are identified, and are not required as savings, that they are effectively reinvested to ensure the future sustainability of Neighbourhood Policing and the wider force.
- 3.5 The new Neighbourhood Policing Model will assist in developing towards the APCC & NPCC Policing Vision 2025. West Yorkshire Police is committed to working collaboratively with partners to understand and provide early interventions to prevent individuals, particularly young people, from becoming victims and offenders in the future. Central to the vision of Neighbourhood Policing is building upon its ability to problem solve in partnership at a local level, developing integrated local public services. West Yorkshire Police will ensure all of its resources are used effectively and efficiently, making best use of technology, to ensure its workforce and policing model is fit for policing beyond 2025.

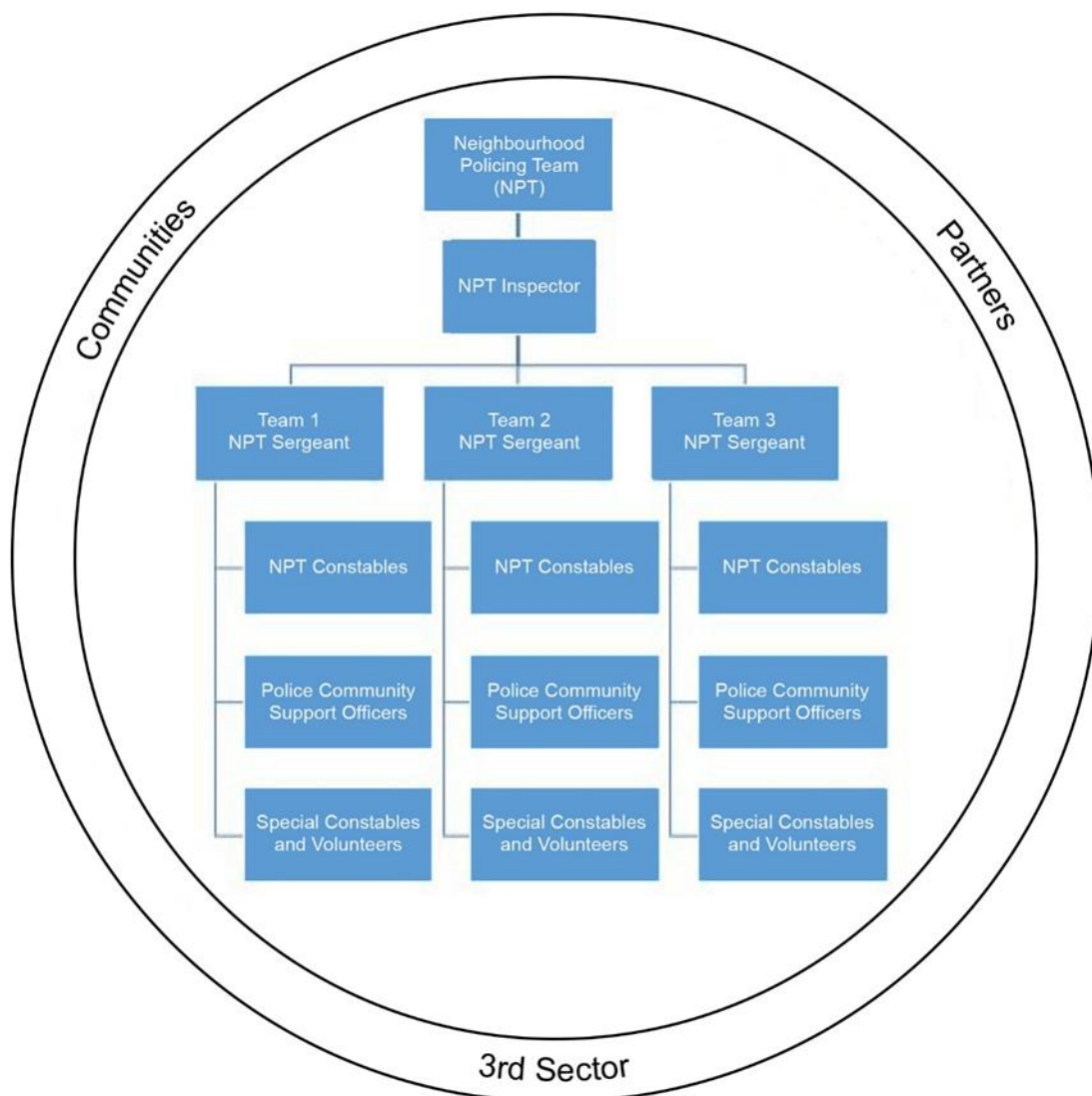
4. Ongoing work and developments

- 4.1 The Neighbourhood Policing Strategy sets out the plan for delivering Neighbourhood Policing to the communities within West Yorkshire. It will shape the decision around how Neighbourhood Policing resources are utilised, to help keep communities' safer and feeling safer, whilst providing an effective and accessible service which is value for money.
- 4.2 Dedicated Neighbourhood Policing Teams are an integral part of local policing, complementing proactive and reactive policing. Working within clearly defined geographic areas they provide public reassurance by being visible and accessible to their communities, thoroughly understanding their issues and needs.
- 4.3 In delivering policing services in partnership, Neighbourhood Officers & PCSO's will focus on;
 - i. Community Engagement
 - ii. Problem Solving and Prevention in partnership
 - iii. Early Intervention
- 4.4 Neighbourhood Policing is the bedrock upon which West Yorkshire Police will deliver its policing services, with Police Constables and Police Community Support Officers highly visible and accessible within their communities as its most distinctive feature. Neighbourhood Policing Team's maintain a consistent and familiar presence which puts them in a position to engage with communities and gain respect and trust, which is essential to the effective functioning of all other policing departments.
- 4.5 The Neighbourhood Policing Project outline business case was presented to the Programme of Change Board on the 22nd September 2017. Here, it was agreed that formal consultation could commence with recognised Trade Unions and Staff Associations. Feedback from Neighbourhood Policing staff confirmed that they agreed that the current shift patterns were not ideally suited to the nature and needs of their role, they also recognised the need for change. Staff who are affected have been notified of the proposal of a corporate 'traditional' Neighbourhood Policing model with distinct supervision lines and the reintroduction of a three team shift pattern for Neighbourhood Policing Teams that provides an affordable, effective and sustainable framework for Neighbourhood Policing and reflects the balanced scorecard used in the shift review.
- 4.6 In order to effectively service neighbourhood demand a shift pattern comprising a minimum of three teams is required. This provides early and late cover within communities, seven days a week. Whilst a three team pattern will require an investment in order to uplift supervision numbers, this can be achieved without

impacting on constable and PCSO numbers and therefore preserving the frontline.

- 4.7 Consultation commenced with Staff Associations and Trade Unions on Tuesday 26th September 2017. The consultation period lasted 45 days and affected staff were encouraged to give feedback.
- 4.8 The scope of consultation at this stage relates to Ward Police Constables, Police Community Support Officers, Neighbourhood Sergeants and Inspectors.
- 4.9 Consultation ended on the 27th November 2017. The final full business case will be presented to the Chief Officer Team on the 8th December 2017. The proposed date for the implementation of the enhanced Neighbourhood Model is the 26th March 2018.

Diagram of proposed Neighbourhood Policing Team Model



- 4.10 Each District has developed their distinct Neighbourhood Policing function in line with the above model. This will realign Inspectors and Sergeants directly with

Neighbourhood Policing Teams and will not be to the detriment of providing effective supervision across all other Local Policing functions. The table below is the proposal for the number of Neighbourhood Policing Teams in each District.

District	Number of NPTs
Bradford	6
Calderdale	2
Kirklees	4
Leeds	6
Wakefield	3

4.11 A more detailed view of each Districts' Neighbourhood Policing Teams is attached in Appendix B

5. STRATEGIC RISK IMPLICATIONS

5.1 Neighbourhood policing and specifically the reduction of problem solving and engagement activity has been flagged by West Yorkshire Police as a strategic risk. The work of the review coupled with the investment of 120 posts into Neighbourhood Policing will mitigate this risk.

5.2 The project has identified the following as potential risks in effective delivery of the project:-

- Call handling performance may reduce in some areas.
 - The Neighbourhood Review Project Team are currently working on a response modeller, in order to provide a prediction of any potential impact and how this can be mitigated.
- Culture: staff may resist changes to the way they work or not understand the required changes.
 - A Communications Strategy is being designed to ensure the messaging both internally and externally explains the need for implementation of the enhanced Neighbourhood Model.
- Workforce mix: growth within Neighbourhood Policing Teams could leave Patrol Teams with high numbers of Student Officers.
 - Districts are aware of the need to ensure that the balance of officers across Local Policing functions is right to ensure that teams have effective ratios of student officers to experienced officers.
- Renegotiating contracts with partners/public.
 - With the further investment into Neighbourhood Policing, districts have seized the opportunity to ensure that their enhanced model is fit for 2025 and beyond. This has seen some boundaries change as well as the spread of Police Community Support Officers. Districts are negotiating with partners to ensure that this is done in consultation. The external Communication

Strategy, will ensure that the public and elected members are aware of any changes/improvements to their local Neighbourhood Policing Team.

- Morale may be affected due to change.
 - Ongoing consultation across the force is being conducted by the Neighbourhood Review Project Team. This is also being delivered at a local level through SPOCS on each of the Districts Senior Leadership Teams. These briefings are in line with the Neighbourhood Policing Strategy and concentrate on the enhanced Neighbourhood Model and investing resources to spend time on community engagement, early intervention, problem solving and prevention.
- Interdependencies between the Neighbourhood Review Project and other change projects.
 - The Neighbourhood Review Project Team are cognisant that in order to deliver an enhanced Neighbourhood model, if done in isolation, it could detrimentally impact on other change projects. Interdependency meetings are regularly held to ensure that project leads share their findings and proposals, in order to gauge any potential impact upon other key areas of business development such as Force Crime Management Unit (FCMU), Customer Contact Centre (CCC), District Control Room (DCR) and Public Enquiry Counter (PEC).

6. Equality, diversity and human rights considerations

- 6.1 An Equality & Human Rights impact assessment has been developed for the project which considers the potential impact on West Yorkshire Police staff and the public. This will be refreshed throughout the life of the project to ensure that any proposals included in the Business Case have fully considered any impact.
- 6.2 The financial impact on Police Officers and Police Community Support Officers will be dependent on which version of the VSA 2 pattern is chosen for the Neighbourhood Policing Teams. This decision will be taken by the Programme of Charge Board on the 8th December. Each of the four proposals which have been submitted in the Final Business Case, have a financial impact due to the reduction in shift allowance.
- 6.3 This impact is greater for Police Community Support Officers, as a larger percentage of their pay is subject to shift allowance payments. The Project Team have provided the Unions and Federations with the proposed shift patterns, to ensure the financial impact is kept to a minimum.

- 6.4 We will review individuals, in line with HR policies, who are on flexible or part time working contracts. Where possible we will seek to accommodate their requests, whilst maintaining our priority to deliver a public service.