



WEST YORKSHIRE POLICE AND CRIME PANEL

9 November 2018

Neighbourhood Policing Six Month Implementation Update

1. INTRODUCTION

- 1.1 Following a review of the previous Neighbourhood Policing model, Panel members received a paper at the December 2017 meeting outlining the proposed new model and strategy to be implemented from March 2018.
- 1.2 This report aims to provide an interim 6 month update and demonstrate implementation progress since the launch of the new Neighbourhoods model in March 2018.
- 1.3 Funding was allocated through the West Yorkshire Police and Crime Commissioners 2018/19 budget, allowing for the creation of 100 additional Neighbourhood officers and has ensured the protection of more than 600 PCSO posts.
- 1.4 The Neighbourhood Policing Strategy set out the intended approach for the next five years, in line with the APCC and NPCC Policing Vision 2025, which acknowledged Neighbourhood teams will need time to embed and continue to build strong relationships with partners. This Neighbourhood Model is a vital step however in improving confidence and embedding early interventions and problem solving across West Yorkshire.
- 1.5 The model is now in place and districts are working hard to maintain full staffing. It is important to note nonetheless that the launch of the model has been set against the backdrop of unprecedented demand across the force over the summer months of 2018, which has affected staffing and visibility across a number of areas. Such factors, have included increased call demand due to the exceptional weather, a number of significant operational events, contingency planning of large sporting events, demonstrations and carnivals. In addition, staffing resilience was stretched, due to absences for those with pre planned leave.
- 1.6 Current governance arrangements are in place so that Neighbourhood Policing delivery is a standing item on the bi-monthly Local Policing Governance Board, which is attended by a representative of the OPCC. Further governance by the PCC is achieved by a regular item at Community Outcomes meetings, with the latest being September 2018, through Delivery Quarterly meetings and as part of Joint Executive and Bi-lateral meetings between the PCC and Chief Officer Team. The PCC also conducts regular visits to Neighbourhood Policing Teams to speak to officers and see first-hand the work that is being undertaken.

1.7 West Yorkshire Police's Local Policing Department will conduct a formal review once the model has been in place for 12 months following March 2019 and progress will be fully evaluated at that stage.

2. INTERNAL ASSESSMENT FINDINGS

2.1 Neighbourhood policing delivery is a standard agenda item at the Local Policing Governance Board and all Neighbourhood Leads were recently asked to deliver a detailed assessment of their team's implementation and performance after 6 months. The board was provided with feedback across a number of areas in order to demonstrate where resources are being used effectively, efficiently, and collaboratively with partners in order to best meet the needs of the public.

Staffing

2.2 Neighbourhood Policing is the bedrock upon which West Yorkshire Police deliver policing services. Information on the roles within each neighbourhood team were included as part of the previous report. There has been a commitment to select the most suitable Inspectors, Sergeants and Constables which has resulted at times in unavoidable delays. Those individuals have had to demonstrate that they possess the skills, motivation and commitment to be part of the Neighbourhood Teams and are able to deliver the service the community expects. Districts are working hard to recruit into all Neighbourhood vacancies, which can also occur on occasion as part of lateral and promotional change.

2.3 Where there are current gaps in staffing, Neighbourhood leads have provided assurances to the Local Policing Governance Board and the PCC that vacancies will be filled no later than January 2019.

2.4 Due to increased demand across the force area over the summer months, Neighbourhood staff were utilised during this period to answer essential calls for service from the public, which may not ordinarily fall within their scope.

2.5 All Districts remain committed in ensuring that the abstraction of officers from the Neighbourhood Teams is minimal. There is a deployment policy, which outlines the roles and responsibilities of Neighbourhood Policing and the types of incidents Neighbourhood Constables and PCSO's are deployable to. Local Policing are reviewing the abstraction rates to ensure continued commitment and conduct dip sampling to monitor the position.

Training

2.6 Both the police and PCC have invested significantly in training, recognising it is vital that staff are equipped with the knowledge and means to be able to recognise problems and understand how to deal with them effectively. To date, over 1,000 police officers and staff have attended Problem Solving Masterclasses and further workshops are scheduled.

2.7 From funding awarded by the PCC from the Partnership Executive Innovation Fund, intensive engagement training has been developed and delivered to 225 officers and staff. This training provides officers/staff with skills to develop locally identified solutions and practices to reduce behaviour(s) that lead to crime and anti-social behaviour. Additional training sessions are planned to ensure all relevant personnel benefit from this input.

2.8 A specific 'Know me to protect me' content of the engagement toolkit is being utilised internally to provide officers and staff with more specialised tools to improve engagement with different groups and communities within West Yorkshire. This resource has been shared with other police forces and partner agencies and has been positively received as good practice

3. CURRENT DELIVERY

3.1 West Yorkshire Police and the PCC recognise that every district within West Yorkshire is different, as such local Neighbourhood delivery and response is bespoke; reflecting the different needs and threats within each area. Each Policing District provided a full response within the recent Local Policing Governance Board to update their current delivery and ongoing plans. The following is a snapshot of effective practice from across West Yorkshire.

Early intervention

3.2 Staff have delivered Cybercrime inputs around online safety to 31,650 children and 2,376 parents across 151 schools and provided inputs at 184 sessions to 5,000 members of the community. During the course of this work they have identified 54 vulnerable children aged between 2 and 10 and have worked with partners to put safeguarding measures in place to protect them.

3.3 In Leeds, the Neighbourhood team have established a multi-agency meeting to discuss low-level domestic related incidents where children have been present. Through early intervention work with partner agencies, a bespoke intervention plan has been developed to prevent escalation and repeat incidents occurring. Only 3% of the cases they have dealt with have seen a repeat; ongoing support is then provided for those parties.

3.4 Leeds staff are undertaking a qualification in Early Intervention run by Families First. Part of that qualification involves them dealing with anti-social behaviour, families in crisis and diversion. These officers will then be utilised as Champions to cascade their learning to colleagues.

3.5 Calderdale have established an Early Intervention Operational Team who work with young people in order to educate them on safeguarding and missing incidents; they have diverted a number of young people into different activities to achieve positive outcomes.

3.6 Kirklees have established a Youth Intervention Team. Working with schools who refer young people in who have been subject of adverse childhood experiences and who are at risk of going missing, child sexual exploitation, anti-social behaviour, and gang affiliation.

3.7 Wakefield have staff aligned to the Early Help Hub, which has adopted an integrated partnership problem approach. An initial triage is undertaken with regards an individual and a decision is made as to what the most suitable intervention pathway for that person. By relevant professionals being co-located, it means there can be live time information sharing which eliminates delays around intervention. This Hub is able to provide a rapid response to individuals in need of support.

3.8 There has been a recent increase in the number of NPT partnership applications to the PCC's Safer Communities which have been aimed specifically at early intervention and prevention. Some recent examples from September include:

- **Paul Hannaford School Tour** – This project will provide young people in Huddersfield with lived experiences from an ex-offender, whose story and experiences can educate students and divert them away from becoming offenders or victims
- **Safe as Houses** – This project will support the most vulnerable across the Wakefield district by providing crime prevention products specifically linked to doorstep crime, scams, distraction burglary, aggravated burglary and robbery
- **Eden's Forest Challenge** – This project will work in partnership with Eden's Forest, to deliver a bespoke programme of activities for 45 targeted young people aged 11 – 14 years old
- **Prison Schools Project** - The Prison project will target young people between the ages of 14 and 16 that are attending main stream school but have been identified at risk of entering the Criminal justice system. The intervention aims to deter them away from crime and antisocial behaviour by educating them on the realities of prison life

Engagement

3.9 The PCC has continued to fund Third Sector Network Development via a grant from 1 April 2018 to 31 March 2020 which supports networking at district level amongst third sector (voluntary, community, social enterprise, faith) organisations who are working to achieve the outcomes set out in the Police and Crime Plan 2016 – 2021, this includes raising awareness of the work of the OPCC, encouraging the sharing of information and good practice, promoting collaboration between different organisations to develop more integrated and consistent models of delivery, providing better engagement of the sector as a whole in partnership working, both at the West Yorkshire and District levels, mapping and publicising the work of the sector in delivering the Police and Crime Plan and working with partners to improve community engagement. The details of the work of NOVA – Wakefield, VAL – Leeds, CNET – Bradford and Voluntary Sector Infrastructure (VSI) Alliance - (Calderdale) have been shared with NPTs to support better relationships with the sector, partnership working, problem solving and provide greater support towards the "Know me to protect me" element of training.

3.10 Since the launch of the enhanced engagement model, there have been a number of critical incidents across the force where the model has helped individual policing districts engage with and reassure communities at the earliest opportunity. There are examples where established NPT links with key individuals and community groups have provided an early opportunity to ensure the public were involved, informed, listened to and reassured. As a result, community tensions have been considerably reduced and the incidents managed with minimal disruption to the community.

3.11 All Neighbourhood areas have identified policing priorities in consultation with local communities and these are published on the external West Yorkshire Police website. Neighbourhood meetings continue to be an important part of the community engagement strategy. The dates and venues of the Neighbourhood meetings are also shown on the website and advertised via other social media platforms. Early indications are that most Neighbourhood teams are exceeding the minimum standards of engagement. Self-assessments have suggested that Districts are

participating in more contact points and community meetings than was outlined in the NPT strategy.

- 3.12 Digital Engagement is being utilised to reach out across those communities who use social media. Facebook and Twitter followings and interactions are increasing at a healthy rate across all Districts which enable localities to get key messages immediately out to followers. An example of this success can be seen in Bradford East during June when one post on their Facebook Page was seen by nearly 800,000 people, achieving 2,300 'Likes', 2,100 comments and 5,000 shares – this post alone increased the Bradford East Page overall number of 'Likes' by 27.25%.

Problem solving

- 3.13 Neighbourhood teams remain committed to problem solving and prevention. In an area of Bradford, local business holders expressed concerns with crime and antisocial behaviour leading to increased community tensions. As a result, concerns were addressed through a bespoke partnership response. Funding was obtained to install CCTV and intensive work was undertaken with the young people involved. Through proactivity, partnership intervention and diversion, crime and ASB in that area have reduced and more importantly, this reduction has been sustained.
- 3.14 The repeat missing rate for first time missing people continues to decline after problem solving approaches across the force. The 'in care' rate has fallen from 4,805 in 12 months to March 2018 to 4,422 in the latest 12 months to September 2018. This repeat rate continues the slowly reducing trend for repeats and is evidence that districts and officers have worked hard with partners to achieve this using a multi-agency problem solving approach. Whilst the ongoing work sits within a number of departments the problem solving approach is being driven through the neighbourhoods.
- 3.15 The Neighbourhood teams are continuing to enhance Neighbourhood Watch Schemes by encouraging communities to come together to reduce crime. There are currently 2,400 established schemes across the force, and work is ongoing for this to continue to expand. As part of the bid from the PCC submitted to the Home Office Early Intervention Youth Fund, Neighbourhood Watch Schemes have been recognised for the important role they play in reducing crime and sharing intelligence and a community outreach programme in conjunction with existing schemes has been proposed for West Yorkshire. A decision from the Home Office on successful bids is expected to be communicated before the end of the year.

4. ONGOING DEVELOPMENT

Early intervention

- 4.1 All District areas share best practice examples within the bi-monthly Local Policing Governance Boards. Moving forward Districts will increase interventions providing more opportunities to share a best practice knowledge base.
- 4.2 To help achieve improved partnership delivery of early intervention, colleagues from the Local Policing Department have attended several Partnership Executive Group (PEG) meetings to hold strategic discussion on how Early Intervention is being delivered across West Yorkshire and these discussions continue to be progressed and links made between the police and other partners.

4.3 The annual Third Sector Conference, organised by the OPCC will in November 2018 have an Early Intervention and Prevention focus. The Chief Officer Team lead for Neighbourhood Policing will be speaking at this event and group work will look at how the third sector can do more to support this area of work, collaborate with and support other partners such as the police. To coincide with this the PCC's Community Safety Partnership Forum will also be holding a strategic workshop during early 2019 in conjunction with WYP's Local Policing Department to look at delivery by statutory organisations.

Engagement

4.4 The use of Virtual Meetings has been slower to evolve in some neighbourhood areas. Some officers have reported a low uptake when trialled, some meetings have encountered I.T issues and training needs have been identified for some staff which have needed to be addressed.

4.5 It is realised that one size does not fit all but it is recognised that this platform can provide opportunities to reach out to those members of the community who cannot attend face to face meetings with the police. Additional training will be given to the areas still progressing this avenue to ensure they have the knowledge to be able to effectively promote and trial the use of Virtual meetings. This method of engagement will then be evaluated in the review.

4.6 Many of the teams are making use of street briefings as a way to speak with members of the community in their own environment and those who may not routinely speak to the police. Some areas have also involved partners to do street surgeries and joint 'walkabouts'. There have been some gaps in some neighbourhood areas where the meetings have been sporadic so work is ongoing to ensure consistency.

4.7 The Neighbourhood Review Team will launch a Community Engagement Platform in early 2019, which will further enhance the abilities for Neighbourhood Policing Teams to communicate with their communities.

Problem solving

4.8 Recruitment of Neighbourhood Support Officers is ongoing; ten have already been recruited, with five vacancies to fill. They will assist and support the Neighbourhood Sergeants in organising the activities of Neighbourhood staff and ensure the effective and efficient running of the teams.

4.9 The 'Know me to protect me' content of the engagement toolkit is being utilised internally. Moving forward, working in partnership West Yorkshire Police will look in depth into local communities, youth and education and the service providers within the community and voluntary sector. There is the aim to bring together resources, assets and knowledge in a bid to reduce levels of Serious and Organised Crime within local communities.

4.10 To compliment the sharing of resources and knowledge, funding from the Partnership Executive Group has been awarded to a project aimed at strengthening local information sharing between partners and ensuring compliance to legislation in light of recent changes. This work is currently ongoing and expected to be completed by the end of March 2019.

4.11 Neighbourhood watch schemes will be quality assessed and improvements will be made where necessary.

5. DELIVERY MODEL ACTION PLAN

5.1 Local Policing has set an Action Plan for the five Districts in order to ensure they all achieve the same level with regards delivery of the model moving forward with clear and defined timelines to work to. This includes –

- Staffing – Ensure the full complement of staffing is in place and ensure resilience is achieved and maintained
- Abstractions – Supervisors will be the ‘gatekeepers’ in order to prevent inappropriate abstractions. Senior Leadership Teams will support the NPT’s in ring fencing resources for problem solving (Abstractions are robustly managed on a daily basis).
- Calls For Service – Supervisors will monitor and intervene if NPT resources are directed to inappropriate calls for service. They will ensure an officer in each area is deployed with a call sign each shift. This makes them easily identifiable and can be dispatched quickly to incidents that require NPT intervention
- Problem Solving – Ensure that all staff have participated in the Problem Solving Masterclass. Ensure that the problem solving governance agreed at the LPGB is adopted
- Minimum Standards of Engagement – Districts will continue to update priorities and continue with community forums, virtual meetings and street briefings. NPT’s will continue to ensure best practice in their use of Digital Engagement and will continue to promote the Neighbourhood Watch Schemes
- Crime Allocation – Ensure allocation is compliant with Policy
- Intelligence Submissions – To monitor and ensure submissions are useful, relevant and actionable

6. STRATEGIC RISK IMPLICATIONS

6.1 The strategic risk implications highlighted within the Neighbourhood Policing Review paper shared with the Police and Crime Panel during December 2017 are subject to ongoing review.

6.2 These will continue to be reviewed on an ongoing basis, and will fully considered as part of the planned full evaluation of implementation and delivery following March 2019.

6.3 The PCC will continue to closely monitor implementation and delivery of the new model as part of his Police and Crime Plan principle that neighbourhood policing is key to keeping our communities safer and feeling safer and his commitment to protect frontline policing and police community support officers.