

COMMUNITY OUTCOMES MEETING

MAKING SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES

19 December 2017

SUBJECT: NEIGHBOURHOOD REVIEW PROJECT

Report of the Chief Constable

<p>PURPOSE OF THE REPORT</p> <p>1. This report outlines the Force's position in relation to the Neighbourhood Review Project.</p>
<p>RECOMMENDATION</p> <p>2. That the Police and Crime Commissioner uses this report to scrutinise Force performance in respect of the Neighbourhood Review Project.</p>
<p>POLICE AND CRIME PLAN</p> <p>3. The PCC has pledged in his Police and Crime Plan to protect frontline policing and protect Police and Community Support Officers. Neighbourhood Policing is key to keeping our Communities safe and feeling safe. The PCC was first elected in November 2012 with clear commitments to protect neighbourhood and frontline policing.</p>
<p>KEY INFORMATION</p> <p>4. The PCC has continued his commitment to protect frontline policing (PCC Pledge) and strengthen Neighbourhood Policing, this was why communities said they would support an increase in their council tax which allowed the PCC to set a budget (Feb 2017) which provided further open recruitment of police officers and protection of Police Community Support Officer numbers in continuing to strengthen policing and neighbourhood presence in particular.</p> <p>5. The PCC has visited Neighbourhood Policing Teams across West Yorkshire taking part in days of action and speaking to staff, communities and members of the public.</p> <p>6. Protecting Neighbourhood Policing is a key priority in the PCCs Police and Crime Plan and that is why the PCC made a firm guarantee that funding for PCSOs would remain protected, furthermore in 2016 he ring fenced £17.8m a year of core police funding to continue to pay for PCSOs across the County. Local authority cuts to PCSOs have impacted on neighbourhood policing, the PCC has mitigated these reductions and for the last two years couple of years protected the numbers.</p> <p>7. The PCC currently has a Community Conversation survey ongoing, which includes questions around whether the public know how to contact their Neighbourhood Policing Team (NPT) and whether they are happy with the level of interaction they are currently receiving.</p>

PARTNER CONTRIBUTION

8. Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing, this may also include PCSO partnership funding arrangements. The PCC regularly engages with partners on Police and Crime Plan priorities.



Chief Officer Team Briefing for PCC

Title: Neighbourhood Policing

CoT Sponsor: ACC Catherine Hankinson

Report Author: Superintendent Damien Miller

SUMMARY

The report contained in this paper provides the up to date position of the Neighbourhood Policing Project.

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.

Neighbourhood Policing Teams will continue to deliver against the key principles outlined in the Neighbourhood Policing Strategy, through;

- Community Engagement
- Problem Solving and Prevention
- Early Intervention

REPORT DETAILS

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.

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.

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.

In 2017 the Force committed to a period of significant investment into Neighbourhood Policing. In addition there are a number of programmes of work ongoing within the Programme of Change aiming to create organisational capacity. It is important that any efficiency savings are effectively reinvested to ensure future sustainability for Neighbourhood Policing.

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.

ONGOING WORK AND DEVELOPMENTS

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.

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.

In delivering policing services, Neighbourhood Officers & PCSO's will focus on;

- Community Engagement
- Problem Solving and Prevention
- Early Intervention

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 Teams 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.

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. 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.

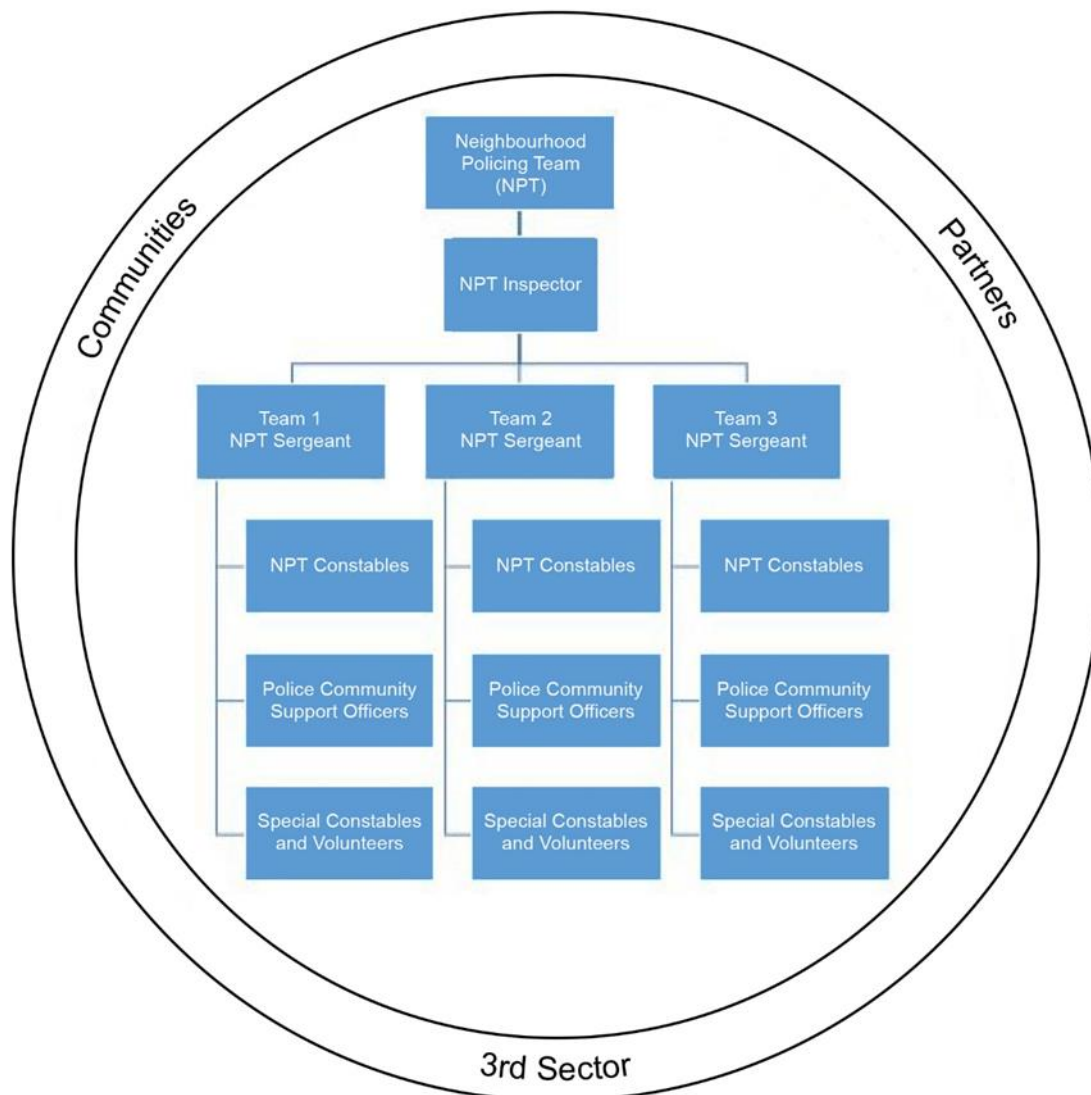
In order to effectively service Neighbourhood demand a shift pattern comprising a minimum of three teams is required. This provides early and late cover within communities, seven days a week. Whilst a three team pattern will require an investment in order to uplift supervision numbers, this can be achieved without impacting on constable and PCSO numbers and therefore preserving the frontline.

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.

The scope of consultation at this stage relates to Ward Officers, Police Community Support Officers, Neighbourhood Sergeants and Inspectors.

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



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

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

STRATEGIC RISK IMPLICATIONS

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.

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.

EQUALITY, DIVERSITY AND HUMAN RIGHTS CONSIDERATIONS

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.

SUPPORTING DOCUMENTATION (If applicable)

1. Neighbourhood Policing Strategy
2. Proposed District Neighbourhood Policing Team Maps



**WEST YORKSHIRE
POLICE**



Neighbourhood Policing Strategy

Neighbourhood Policing Vision	3
Strategic Direction	4
Delivering our Policing Purposes	5
Neighbourhood Policing Principles	6
Neighbourhood Policing Delivery	8
Neighbourhood Policing Blueprint	10
Neighbourhood Policing Roles and Responsibilities	11
Reference Documents	13

Our Vision

Our relationship with the communities we serve is fundamental to our success in 'Keeping Communities Safer and Feeling Safer'.

Neighbourhood Policing is the bedrock upon which we deliver policing services, with Neighbourhood Policing Team Constables and Police Community Support Officers (PCSOs) highly visible and accessible within communities as its most distinctive feature. Neighbourhood Policing Teams (NPTs) are an intrinsic function in the delivery of a wide range of policing services. Their unique role as a consistent and familiar presence puts them in a position to engage with communities and gain respect and trust, which is essential if other parts of the police are to do their jobs effectively.

Reducing crime and protecting the vulnerable remain core priorities for the West Yorkshire Police and Crime Commissioner and the Police. In order to achieve this we must increase partnerships with and within the community, protect the rights of victims and engage in community-led policing to reduce demand.

In developing towards the APCC & NPCC Policing Vision 2025 we will work collaboratively with partners to understand and provide early interventions to prevent individuals, particularly young people, from becoming victims and offenders in the future. We will build upon our joint problem solving in partnership at a local level as we develop integrated local public services. We will ensure all our resources are used as effectively and efficiently as is possible and that both our workforce and our policing model is fit for policing in the future.

West Yorkshire Police is committed to represent everyone who lives, works and visits the county, to listen and be alert to what matters to people, to respond professionally to concerns, and to build positive relationships through inclusion and community involvement. By valuing difference, both in terms of the diversity of physical representation of our organisation, but also the diversity of our thinking we will be better able to serve our community. We are a caring and compassionate service and our people are committed to provide the best service they can for the communities they serve.

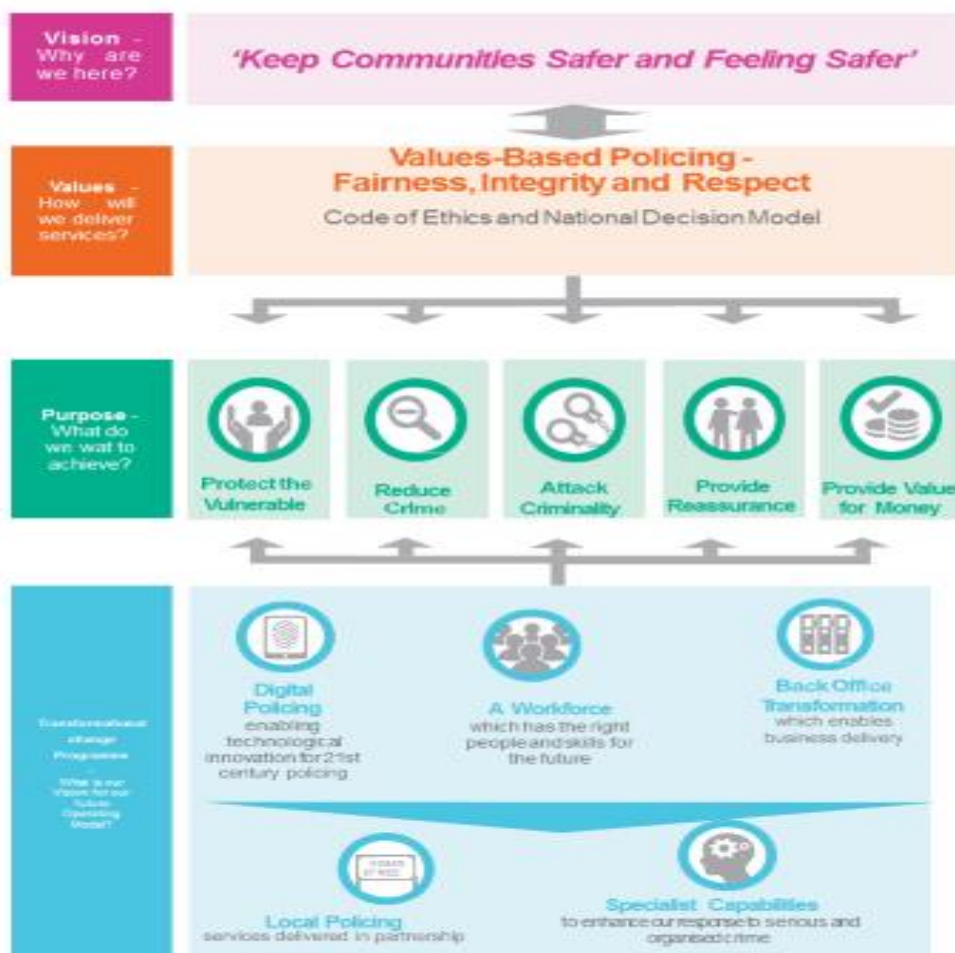
Strategic Direction

Our shared vision with the Police and Crime Commissioner is to ‘Keep Communities Safer and Feeling Safer’.

The West Yorkshire Police and Crime Plan 2016-2021 was published by the Police and Crime Commissioner (PCC) after extensive community engagement and outlines the current outcomes as:

- Tackle crime and anti-social behaviour
- Safeguard vulnerable people
- Make sure criminal justice works for communities
- Support victims and witnesses

Our Policing Strategy 2016-2021 sets out the strategic direction for West Yorkshire Police, our Values and our 5 Policing Purposes in delivering this vision.



Delivering our Policing Purposes

We will deliver Neighbourhood Policing services across West Yorkshire consistently, effectively and in line with our Policing Purposes.

To Protect the Vulnerable we will:

- Undertake a victim centred approach to all our investigations.
- Identify the links between vulnerable people, particularly young people, and crime to develop preventative/early intervention strategies with partners (e.g. missing persons, those at risk of trafficking, criminal or sexual exploitation, and those suffering adverse childhood experiences).
- Make effective use of civil orders and legislation to protect the vulnerable (e.g. DVPO's, Sexual Risk Orders, Child Abduction Warning Notices)

To Reduce Crime we will:

- Take a proactive approach to problem solving, developing effective partnerships at a local level to deliver sustainable solutions which will reduce crime and ASB.
- Target resources in anticipation of where crime and ASB is likely to be committed, utilising predictive analytics to develop targeted patrol plans (e.g. Optimal and Patrol Wise)
- Maximise opportunities to gather information/intelligence to focus policing and partnership resources/activity.
- Capture and share examples of innovative work with partners to reduce crime across the Force and inform and improve professional practice.

To Attack Criminality we will:

- Work effectively with our partners to manage offenders in the community, focussing on those who cause the most harm in our communities.
- Engage with our communities and partners to build awareness, improve trust and confidence in Prevent and minimise the radicalisation of vulnerable individuals, communities and institutions.
- Gather and develop community intelligence to inform the disruption and disbanding of Organised Crime Groups.

To Provide Reassurance we will:

- Deliver a Neighbourhood style of policing which prevents crime, intervenes early and provides reassurance to communities.
- Invest in dedicated Neighbourhood resources who are visible and accessible in their communities, including special constables and volunteers.
- Engage effectively with our communities, encouraging their influence over policing priorities.
- Build relationships and help citizens to play their part in keeping their communities safe and feeling safe, mobilising citizenship and supporting the development of new community assets.
- Work collaboratively with partners and the community to strengthen community cohesion.

To Provide Value for Money we will:

- Reduced demand through prevention, problem solving and early intervention.
- Develop efficient and effective integrated local services with partner agencies to better meet the needs of the community.
- Evaluate "what works" and use this to deploy effectively in the future.

Neighbourhood Policing Principles

The bedrock of our service will continue to be Neighbourhood Policing. Over the next five years, in line with the APCC and NPCC Policing Vision 2025, we will work closely with our partners to integrate Neighbourhood Policing into a wider Neighbourhood partnership model so that collectively we are focused on prevention and early intervention to reduce risk, demand and protect communities from harm.

This Neighbourhood Policing Strategy will ensure Neighbourhood Policing Teams deliver against the Police and Crime Plan and in line with the Policing Strategy through the following Neighbourhood Principles:-

- 1. We aim to implement a corporate Neighbourhood Policing Model with flexibility to respond to local need across all Districts.** Neighbourhood Policing is the foundation for the delivery of policing services in West Yorkshire. Neighbourhood Officers and Staff will be familiar and understand the nature and needs of the communities in which they work, encourage them to influence local priorities and respond in ways which secure public confidence and promote trust. Neighbourhood Policing will look and feel the same throughout West Yorkshire.
- 2. Each Neighbourhood Policing Team (NPT) will have a named and identifiable Inspector who will have defined responsibility for a geographic area.** The provision of an identifiable, accountable and accessible senior Police Officer is a hallmark of effective Neighbourhood Policing. Neighbourhood Policing Team Inspectors, as part of a wider partnership, are responsible for delivering positive outcomes for their community. Collectively they will have joint responsibility for delivering and commissioning services on behalf of, and with, their communities.
- 3. Neighbourhood supervision will be identifiable and effective.** Supervision is a key element of our policing model and our structures will ensure staff are properly led and supported. Officers working in teams will work alongside their supervision.
- 4. Local Neighbourhood staff will be highly visible and accessible within their communities.** Neighbourhood officers will utilise predictive policing to inform focussed patrol plans to gather intelligence, prevent crime, prevent anti-social behaviour and provide reassurance. They will engage with their communities to gather intelligence and provide reassurance.
- 5. Neighbourhood Ward Officer's & PCSO's will be familiar and engaged within their wards.** Through successful engagement we will build community confidence, improve community cohesion, develop community assets and undertake joint problem solving with our partners and communities.
- 6. Our policing District structures will remain co-terminus with Local Authority boundaries.** These arrangements support meaningful and effective partnership working and this is an important driver in the delivery of our Neighbourhood Policing model. Sharing information with a clear understanding of each other's responsibility and capability, will facilitate the identification of shared priorities, pooling of resources and capabilities to deliver effective, timely problem solving and early intervention.

7. **We will commit resources to understand, manage and reduce demand with our partners and communities by intervening earlier to prevent problems recurring.**
8. **Our workforce will be passionate about engaging and solving problems in partnership with the communities we serve.** They will be empowered and supported to be creative and work on their own initiative, utilising all the skills and tools available to them to develop sustainable solutions. We will evaluate “what works” and use it to improve service delivery.
9. **We recognise the importance of Neighbourhood Policing and its intrinsic link with all other aspects of policing as well as the fundamental part it plays in maintaining community confidence and legitimacy in policing.**

Neighbourhood Policing Delivery

Our 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 within their communities.

In delivering policing services Neighbourhood Officers will focus on:-

- Engagement
- Problem Solving and Prevention
- Early Intervention

Engagement

Effective community engagement is fundamental to how we police West Yorkshire. It is only through genuine and meaningful engagement with communities that we are able to listen to, understand and deal with crime, safety and anti-social behaviour issues. We will consider different forms of engagement and take feedback from different communities and generations about how they want us to engage with them. Effective community engagement increases public perceptions of safety as well as confidence and trust in the police. We will respond to individual and community needs and involve them in shaping the ways we police. With partner agencies, we will listen to and understand the issues that are important to communities and provide information to them so that they better understand how we operate, our priorities and performance and, most importantly, how they can contribute. We will encourage individuals and communities to help us identify and prioritise the issues that need tackling in their local area.

Community Engagement is the key to successful problem solving and ensures that the police are focusing on the things that matter most to the people they serve. It provides an excellent opportunity for the Force to enhance its knowledge of local issues, activities and behaviour which impact upon crime and disorder and therefore develop effective strategies to ensure sustainable solutions to these problems.

Problem Solving

Our staff are trained in problem solving and we are committed to embedding problem solving into day to day business across all areas of our organisation. Through this cultural change we will improve outcomes for our communities as well as sustained reductions in demand.

We will work with local communities and partner agencies to identify crime reduction opportunities and develop solutions which will achieve improvements to the quality of community life. By tackling the root causes of problems we can develop more effective and sustainable solutions. Sharing information and resources with partner agencies we can develop integrated and co-ordinated responses to common local problems which will reduce harm and improve outcomes for individuals, groups and communities.

Effective Problem Solving is key to reducing demand in many areas of Policing. Understanding a problem and being able to identify critical elements that are enablers, is crucial in developing and implementing solutions to reduce the opportunity for crime and/or antisocial behaviour to occur.

Our staff are empowered to make decisions utilising the National Decision Model. This provides them with a framework for problem solving which puts our code of ethics at the heart of their decision making, encourages them to be creative and innovative whilst ensuring that all decisions are made for the right reasons, able to withstand scrutiny and reflect the values of the organisation.

Early Intervention

It is a widely held belief that, if individuals in need of help received it at an early stage, they would be less likely to progress to greater vulnerability.

More often than not the Police are contacted directly by those involved in the problem by virtue of the fact that the police are available on a 24/7 basis and not necessarily because we are the best placed agency to respond. Therefore our aim is to improve the police and partnership response by engaging and consulting with our partners so that collectively we can reduce risk and harm by supporting vulnerable individuals at the first sign of problems and consequently make our communities safer.

We have developed a set of core principles to define our approach to Early Intervention. These are:

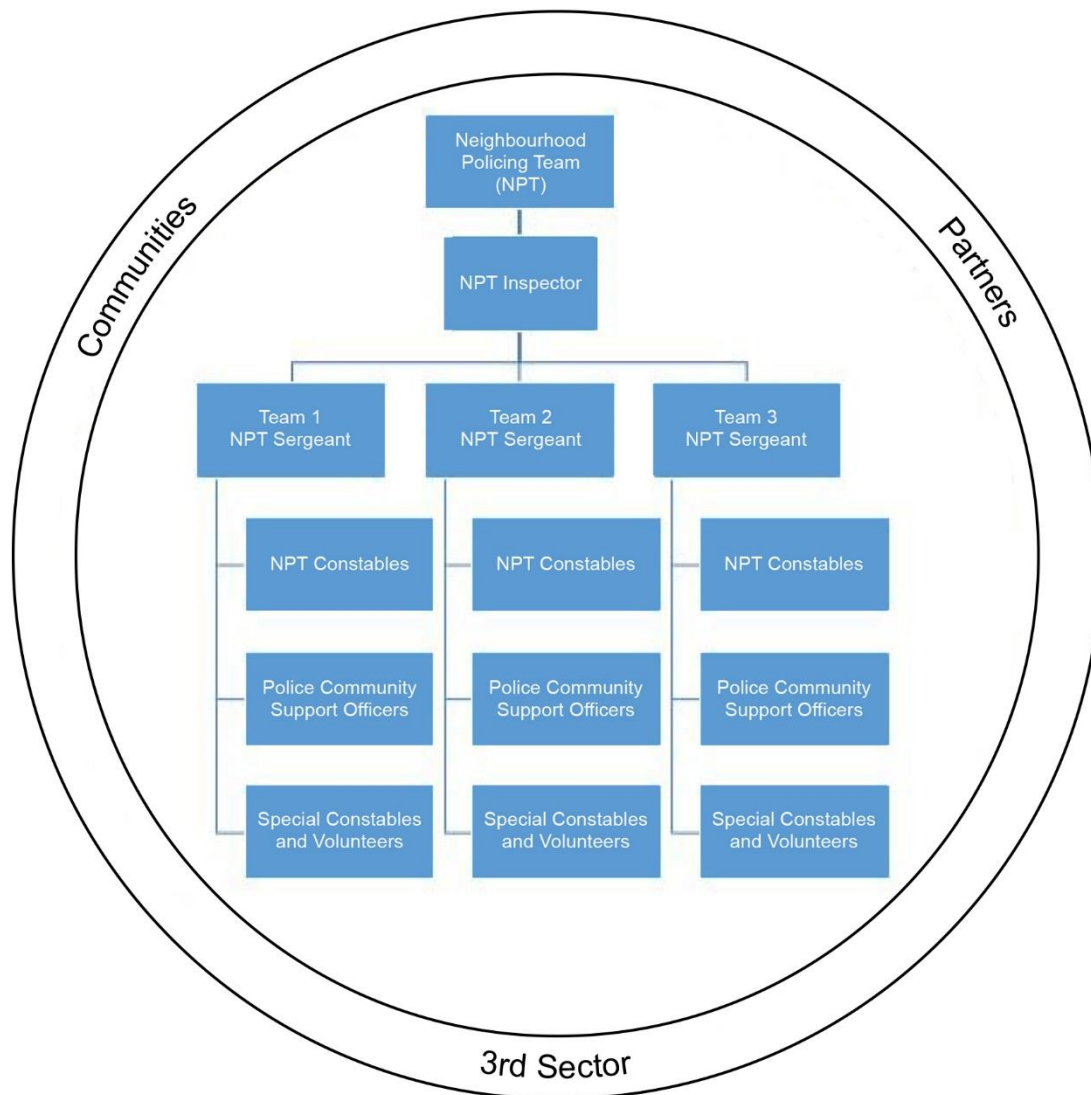
- *We will maintain a consistent, high quality response for vulnerable people, with a greater focus on identifying and acting on opportunities for early intervention*
- *We will ensure that all Neighbourhood officers are equipped with the skills they need to work effectively with partners and support vulnerable people at the earliest opportunity*
- *We will invest in partnership approaches to early intervention, including multi-agency early intervention hubs in areas of high need and demand on public services*
- *We will continue to support multi-agency arrangements for higher-risk individuals and families, working with partners to ensure clear 'step up' and 'step down' processes*
- *We will work with voluntary and community sector partners to strengthen community level support, with a focus on high demand areas*
- *We will seek to agree partnership outcome measures to demonstrate the benefits of our collective efforts to intervene early*
- *We will robustly evaluate and regularly review our approaches*

We will continue to work with our partners across West Yorkshire to shape a new or refined approach to EI through partnership working. Whilst the local authorities are the lead agency for delivering EI, with expertise and statutory responsibility we are a key stakeholder. Early Intervention within the context of policing is about problem solving issues with individuals, families and locations which improve outcomes for our communities and in the long term reduce demand on police resources. We will invest resources to support Early Intervention initiatives across all our five Policing Districts.

Neighbourhood Policing Team Model

Communities within West Yorkshire are increasingly diverse and complex and in order to meet the needs of the community in depth demand analysis has been completed to determine the most effective and efficient allocation of finite policing resources across our 26 Neighbourhood Policing Teams.

A corporate but flexible and scalable model has been developed to ensure that NPTs have a similar look and feel across West Yorkshire and that staff are effectively led, supported and empowered to make a real difference in their communities.



Neighbourhood Policing Roles and Responsibilities

Neighbourhood Policing Team Inspector

Each Neighbourhood Policing Team is led by a NPT Inspector who is identifiable and accountable in their local communities. They will identify and develop strategic opportunities to reduce demand, improve quality of life and prevention activity. They will manage, co-ordinate and task resources within their Neighbourhood Team.

Neighbourhood Policing Team Sergeant

NPT Sergeants support the NPT Inspector taking ownership of Police and Partner problem oriented activity, co-ordination and management of Problem Solving occurrences. They provide first line management to NPT Constables, PCSOs, Special Constables and Volunteers aligned to the Neighbourhood Policing Team to ensure effective tasking and co-ordination in line with local delivery plans.

Neighbourhood Policing Team Constables

NPT Constables work with key partners on a daily basis to improve quality of life issues within the area. The primary focus of their role is around problem solving, working in partnership to reduce demand on both Police and Partner services and addressing quality of life issues for the communities they serve. NPT Constables have responsibility for management of all Problem Solving Occurrences, IOM's, Local Priorities and crime reduction plans for their area. They engage regularly with communities around local, Force and national priorities.

Police Community Support Officer (PCSO)

PCSOs will provide visibility, accessibility and reassurance within communities. Daily business will focus on community engagement, problem solving and prevention activity through early intervention. PCSOs will work closely with partners and stakeholders to reduce demand, protect the vulnerable and tackle anti-social and low level criminal behaviour. By working together with our partners and third sector groups PCSOs will assist in mobilising communities helping to make them more cohesive and resilient places to live and work.

Neighbourhood Co-ordinator

Neighbourhood Co-ordinators manage and co-ordinate the day to day tasking, workloads and activities of Neighbourhood Policing Teams to ensure optimum utilisation of police resources.

Neighbourhood Clerical officer

Neighbourhood Clerical Officers provide a comprehensive clerical support service to the Neighbourhood Policing Teams, promoting a positive impression of the Force and ensuring that accurate information is readily available to the media and communities.

Strategic Engagement Officer (SEO)

Strategic Engagement Officers engage with vulnerable and emerging communities to address knowledge gaps and build trust and confidence between the police, partner agencies and all communities. SEOs are responsible for formulating thematic action plans to deliver community engagement across the area they serve. SEOs work on an agile basis and are able provide support and advice to NPTs.

Special Constables and Volunteers

Special Constables are aligned to Neighbourhood Policing Teams where they work alongside regular police constables and PCSOs as directed by the NPT Sergeant to address the priorities agreed for their particular Neighbourhood Policing Area.

Reference Documents

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ACC Angela Williams (2016) ***Neighbourhood Policing Briefing Note/Strategy***: West Yorkshire Police

Appendix B

WYP Neighbourhood Models

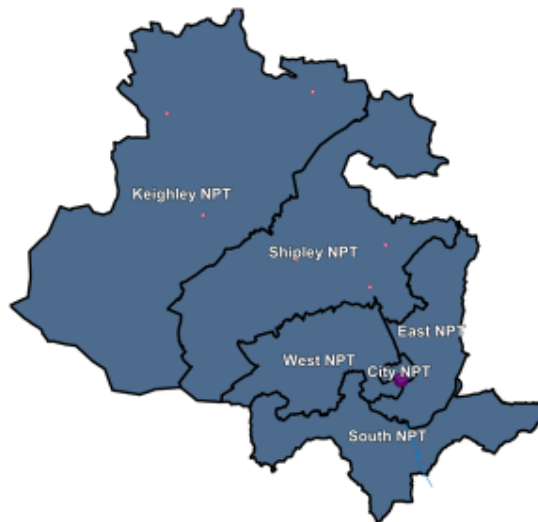


Bradford District – Proposed Dedicated Neighbourhood Structure

Keighley NPT
1 x Inspector
3 x PS
10 x PC's
21 x PCSO's

Shipley NPT
1 x Inspector
3 x PS
8 x PC's
18 x PCSO's

BD West NPT
1 x Inspector
3 x PS
14 x PC's
30 x PCSO's



BD East NPT
1 x Inspector
3 x PS
15 x PC's
30 x PCSO's

BD City NPT
1 x Inspector
3 x PS
12 x PC's
15 x PCSO's

BD South NPT
1 x Inspector
3 x PS
13 x PC's
21 x PCSO's

Other NPT Roles
8 x PC's
12.6 x PCSO's

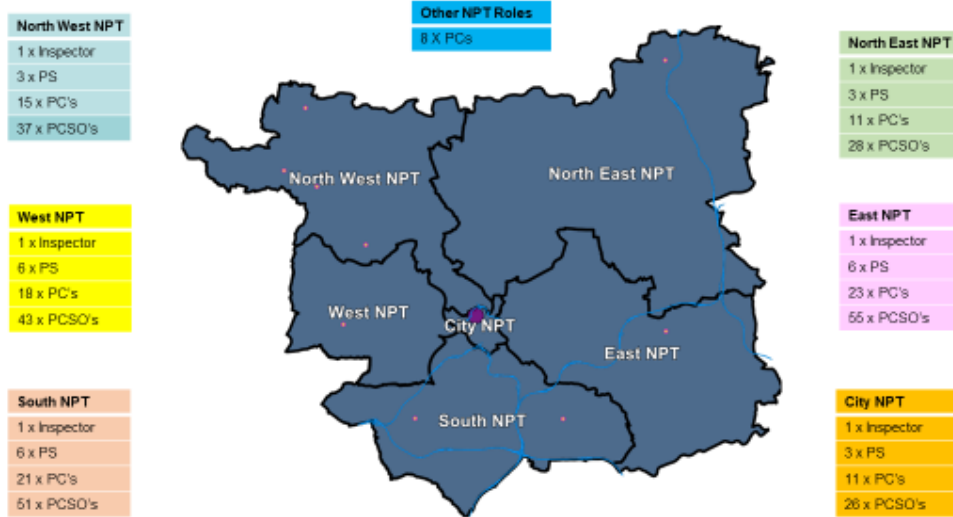
Calderdale District – Proposed Dedicated Neighbourhood Structure



Kirklees District – Proposed Dedicated Neighbourhood Structure



Leeds District – Proposed Dedicated Neighbourhood Structure



Wakefield District – Proposed Dedicated Neighbourhood Structure

