

SUBJECT: NEIGHBOURHOOD POLICING
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 Policing.</p>
<p>RECOMMENDATION</p> <p>2. That the Police and Crime Commissioner uses this report to scrutinise Force performance in respect of the Neighbourhood Policing.</p>
<p>POLICE AND CRIME PLAN</p> <p>3. The PCC has pledged in his refreshed 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.</p>
<p>KEY INFORMATION</p> <p>4. The PCC has continued his commitment to protect frontline policing.</p> <p>5. He set the 2019/2020 budget on Friday (01/02) which outlined the continued commitment to frontline policing, it sees an additional 264 officers and specialist staff invested into protecting local communities, with Police Community Support Officer (PCSO) numbers maintained (603) over the next 12 months.</p> <p>6. 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>7. Protecting Neighbourhood Policing is a key priority in the PCCs Police and Crime Plan.</p> <p>8. The PCC continues to receive feedback from individuals and communities about both the level, quality and impact of Neighbourhood Policing.</p>
<p>PARTNER CONTRIBUTION</p> <p>9. Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing, this may also include PCSO partnership funding arrangements.</p>



Chief Officer Team Briefing for COM

Title: Neighbourhood Policing Report

COT Sponsor: ACC Hankinson

SUMMARY

This report provides an update on the operating model of Neighbourhood Policing which has now been embedded for 13 months since the launch in March 2018. The report aims to demonstrate how the model is continuing to evolve. The staffing and training of the Neighbourhood Policing Teams remains a priority for the Force, as this enables our staff to deliver a service the public deserves. This report also contains examples of work being undertaken in communities by Police and Partners to deliver on the 3 pillars that underpin the model – Problem Solving, Early Intervention and Engagement.

A formal Post Implementation Review (PIR) will commenced in July 2019, the work will be undertaken by Business Change at Corporate Services and those findings will be shared when the review is concluded. The findings of the PIR will enable the Force to fully evaluate the Neighbourhood Model and address any issues that may be highlighted.

There is evidence across the Force that the NPT's are embedded and producing results in communities. This was acknowledged in January 2019 by an Inspector from Her Majesty's Inspectorate of Constabulary and Fire & Rescue (HMICFRS). He visited the Force to assess Neighbourhood Policing and conducted 'insight work' a form of assessment prior to full inspection. Numerous practices were examined and included Integrated Offender Management, ASB, Problem Solving, Early Intervention and Organised Crime Groups.

The Inspector indicated that if it was an inspection under the old system, the Force would have achieved an 'outstanding' grade. He also said he would be recommending to other Forces that they should visit West Yorkshire Police to examine our working practices.

STAFFING

Districts continue to work hard to ensure the right staff are recruited into any Neighbourhood vacancies, which arise from time to time as part of lateral and promotional change. The Force does lose some PCSO's who aspire to become Police Officers when the recruiting windows open. In order to ensure PCSO numbers are maintained the Force has undertaken additional PCSO recruitment in April 2019.

Neighbourhood leads remain committed to ensuring any vacancies are appropriately filled in order to maintain service delivery and provide communities with continuity.

We acknowledge that Neighbourhood staff are sometimes utilised to answer essential calls for service from the public, which may not ordinarily fall within their scope. This should only happen when all other deployment options have been exhausted.

All Districts remain committed to ensuring that the abstraction of officers from the Neighbourhood Teams is minimal. Abstraction rates are monitored and evidence shows abstractions continue to remain minimal.

The deployment policy outlines the roles and responsibilities of the Neighbourhood Policing staff and the types of incidents Neighbourhood Constables and PCSO's are deployable to. This has recently been reviewed and updated and provides additional clarity. The PCSO Manual of Guidance has also been revised to fully reflect community, partnership and organisational expectations around service delivery.

TRAINING

Intensive Engagement training has now been delivered to 299 officers and staff, this training gives them the ability to develop locally identified solutions and practices to reduce behaviour(s) that lead to crime and anti-social behaviour (ASB). Attendees also included NPT Sergeants, Detective Constables from the Counter Terrorism Unit, Strategic Engagement Officers and Trainers from Learning and Development.

All attendees were asked to prepare individual 'Community Engagement Problem Profiles' before the training, work on these with the Intensive Engagement principles in mind during the sessions and develop them following the training. The attendees will then be asked to provide updates on their engagement profiles to answer the questions 'How have you used the Intensive Engagement approach to develop your engagement activities?' and 'How have you ensured that communities have helped influence the issues and solutions relating to your identified problem?'

Student Officers in Leeds and Wakefield are currently part of a problem solving pilot scheme. As part of their training they must do the following:

- Identify a location / individual experiencing a recurring set of events in the community
- Meet with an NPT Supervisor to ensure the problem is not already recorded and is suitable for NPT intervention
- Meet with an Assessor to discuss suitability for a City & Guilds Assessment
- Attend a course where relevant problem solving theories are taught and can be applied to the issue
- Record a Problem Solving Occurrence and conduct a Problem Solving initial assessment
- Work with the NPT and partners to effectively tackle the issue

In order to provide continuous personal development to Neighbourhood officers, recognising the role as a specialist post, Districts have been asked to identify up to 4 dates per year where additional training can be delivered to their staff. Wakefield and Calderdale have already had their first training sessions. Local Policing delivered a Community Engagement and Reassurance input. Staff were given Case Studies and asked to apply their learning, all were asked to actively participate. The feedback from the training days has been extremely positive.

CURRENT DELIVERY

Each District within West Yorkshire is unique, as such local Neighbourhood delivery and response is bespoke; reflecting the different needs and threats within each area.

The following is a snapshot of effective practice from across West Yorkshire.

- **Early intervention**

In Leeds, the Neighbourhood team have worked with Social Care, Youth Services and the Youth Offending Team to identify and map 20 young people involved in serious acquisitive crime and ASB. They have identified who are the enablers of the crimes they are committing. An action plan has been devised for each person which incorporates police, partners and the individual's families to address the causation factors and provide positive pathways. Agencies are also working with the young person's siblings to ensure they learn, achieve and have a chance to make a difference in society.

In Bradford South each primary school has a dedicated PCSO and each ward area has a single point of contact (SPOC). The PCSO is the regular attendee at school start and finish times and engages with the children at breakfast clubs, school fayres and other events. The SPOC will deliver various sessions to the pupils throughout the year. These inputs include raising awareness around the dangers of knife crime, Child Criminal Exploitation and Stranger Danger. Each school has a Problem Solving Occurrence and the PCSO's are expected to update it regularly to record work and interventions undertaken.

Wakefield have a PCSO located at each of the 4 Early Intervention Hubs. This enables effective interventions to be put in place quickly as partners are co-located. The PCSO's attend at support groups, provide support at Pupil Referral Units with challenging students and share information with partners in respect of vulnerable young people. They also break down barriers with challenging families who would otherwise not consent to partner engagement. From May 2019 the officers will be involved with the Princes Trust project to offer support to vulnerable young people, develop self-esteem and stabilise their lives.

In Calderdale, the Early Intervention Team conduct a daily search on Police systems to quickly identify first time juvenile offenders linked as a suspect to a crime. In Halifax youths were running into a store and stealing alcohol. They then went on to consume it and this led them to be involved in ASB or go missing from home. A 13yr old female was identified, the team intervened, interviewed the female and made her mother aware and delivered a

consequences learning session to the girl. Since then she has not come to Police attention again.

In Kirklees a PCSO has used innovation and creative thinking to engage with minority groups by self-funding a 'pop up spa' for use at community events. This generally attracts females of all ages and they are given personal safety and crime prevention advice. The PCSO also goes to the local Mosque where she engages youngsters in cooking activities, giving positive messages about keeping physically and mentally healthy, keeping safe and enjoying leisure.

West Yorkshire Police currently have 295 young people on its Voluntary Cadet Scheme. Many of these young people have had adverse childhood experiences and have complex needs. The scheme provides structure, purpose and physical challenges. These young people have assisted the NPT's at community engagement events, crime prevention days of action and test purchasing operations. For many young people this positive opportunity has given them a sense of self-worth and diverted them away from criminality.

- **Engagement**

Digital Engagement continues to thrive and reach out across communities. The Force currently has 30 Facebook pages and 502 Twitter accounts. A recent upsurge in online contacts within the Contact Centre suggests that a growing number of people within our communities are happy to communicate on line.

In order to enhance our engagement opportunities further, the Force has gone live with the 'WY Community Alert' Messaging System on the 1st May 2019. This web based system supports engagement with our communities through targeted messaging, prevent crime through prevention advice and intervene early through raising awareness with those who have registered their details on the system. Training is currently being given to the staff across the Force who have been identified as 'Super bloggers' and they will be responsible for posting key messages to groups and communities.

Community engagement assists the Police to understand the issues which affect the public and to build trust and confidence which ultimately assist in attacking criminality, reducing crime and protecting the most vulnerable.

The effective use of the WY Community Alert system will over time lead to following outcomes:

- Increase public trust through engagement, meaning that the public is more willing to report crime and provide intelligence to the Police
- Reach transient and harder to reach or hidden communities we have yet to fully engage with
- Reduce crime and antisocial behaviour in West Yorkshire

The Neighbourhood teams are continuing to enhance the Neighbourhood Watch Schemes by encouraging communities to come together to reduce crime. There are currently 2,554 established schemes across the Force, this will continue to expand.

- **Problem solving**

All Neighbourhood teams remain committed to problem solving and prevention. A residential estate on the outskirts of Leeds city centre saw an increase in rough sleepers and drugs misuse. A meeting was held with residents and partner agencies to understand the scale of the problem. Resources were put into the area to identify the drug dealers and positive action was taken. The Housing Association put a concierge service into the tower block overnight which prevented rough sleeping in the stairwells. Residents were also made to be aware of who was around them when entering and leaving the flats to prevent 'tailgating'. Street cleansing removed litter and needles and CCTV has been commissioned to ensure a longer term solution is put in place.

There was a serious issue with Organised Crime Groups (OCG's) travelling from Bradford to commit burglary offences in neighbouring Districts. The NPT obtained £50,000 of funding and set up an operation to tackle criminals using the road networks to commit offences. Using intelligence and technology to target vehicles, NPT and Traffic officers achieved the following results:

- 31 arrests were made, offences included – burglary, robbery and theft of motor vehicle
- 97 Traffic Offence Reports / Non Endorsable Tickets were issued
- 27 Summons Files were completed – 6 of which were for disqualified drivers
- 41 Stop and Searches were carried out
- 3 Community Resolutions were issued
- 173 vehicles were seized – 8 of which were outstanding stolen vehicles

The operation was well received by the public and attracted a lot of positive comments on social media. Burglary figures in Bradford south and neighbouring areas were greatly reduced which meant less people were victims of crime.

In an area of Wakefield members of the Polish community were reluctant to engage with the police which meant that if they were victims of crime they were unlikely to report it. The NPT Sergeant identified a company in the area which employed a large number of the Polish community in its warehouses. The Sergeant met with the managers and explained his intention to try to build better relationships. They agreed to allow police staff to access the rest areas and place posters on the staff notice boards. These tackled issues such as Domestic Abuse, Hate Crime and Modern Day Slavery. NPT staff regularly visited the site and took time to get to know the workers. The result has been a reduction in crime on the site and surrounding area and the Polish community have started to have trust and confidence in the police.

The importance of achieving a balance between 'people' and 'place' management is being addressed via the continued delivery of problem solving masterclasses, as well as the integration of the subject matter into the training programmes for Special Constables, PCSO's, Police Constables and Operational Sergeants. This has also been presented to District SLT representation at the Local Policing Governance Board chaired by ACC Hankinson, in order to ensure that the importance of achieving the balance between proactive and reactive approaches is addressed at a local level. A collaborative approach to managing places to reduce the opportunity for crime to occur is as important as managing offenders and bringing them to justice, especially when working towards sustainable reductions in crime, repeat occurrences and demand on resources.

Wakefield District has developed an intervention strategy for young people who have been reported missing for the first time. A PCSO attends at the child's home address to speak to the parents and invite them to bring the child to an intervention meeting held by the Missing Persons Co-ordinator and a Social Worker. Various topics are discussed such as risk, pre reporting expectations, Child Sexual Exploitation, policing priorities and drugs. Early Intervention PCSO's continue to work with the family and schools to reduce risk and repeat missing episodes. Between April 2017 – April 2018, 170 families were invited to attend the intervention meetings, 60 families attended and only 5 of those children have had a second missing episode.

Each District now uses an innovative Vulnerability Matrix which provides comprehensive information about young people at risk of going missing, child sexual exploitation and committing criminal offences. This enables the Neighbourhood Teams and partners to identify vulnerable young people who have previously been missing, make earlier interventions which leads to positive outcomes. Simple examples of home visits, engaging schools and ensuring effective social care is in place is reducing demand and safeguarding young people against exploitation.

The repeat missing rate for first time missing people continues to decline after problem solving approaches across the force. The Children 'in care' rate has fallen from 4,798 in the 12 months to March 2018, to 4,051 in the latest 12 months to March 2019.

FUTURE

Local Policing have recently conducted workshops across the Force with our PCSO's. The purpose was to examine their role and what the Force could provide them with to enhance their skills and Powers to enable them to carry out their duties more efficiently and effectively. It also examined their current involvement in domestic abuse, offender management and schools. A Task and Finish Group has been identified and they will collate the results and will take forward key themes.

Local Policing is examining how the NPT's can improve their communication with Partners and Local Councillors. The Forces Data Protection Manager has recently attended at two partnership meetings in Leeds. The Manager has now started a Data Protection Impact

Assessment. A period of consultation will follow and Guidance will be issued. The Force must comply with the legal requirements around data protection whilst recognising the importance of information sharing in order to problem solve effectively.

Local Policing will examine and define what the Forces Early Intervention 'Offer' should be. This will be done by examining good practice in other Forces such as Merseyside and by consulting with partners. Once this is clearly defined it will enable Police and partners to work together collectively and effectively once the Troubled Families Programme comes to an end in 2020.

NPT's will continue to work with partners to protect the vulnerable, reduce crime, attack criminality, provide reassurance and provide value for money. This will include taking the following approaches –

- Problem Orientated Policing - focus on identification and analysis of a specific problem, developing a tailored response and evaluating its effectiveness
- Hot Spots Policing – targeting police and partner resources and activities to those places where crime is most concentrated
- Neighbourhood Watch – reduce crime by directly involving the community in activities that promote safety or assist with the detection of crime
- Mediation – face to face facilitated meetings between the offender and victim for reparation
- Mentoring – police and partners working with individuals over an extended period of time to enable them to benefit from the knowledge, ability and experience of the mentor. This will give them a chance to make a difference in society and understand their rights
- Outdoor Challenges – support physically demanding outdoor activities for young people, exposing them to new experiences and providing positive pathways. This keeps young people mentally and physically healthy, allowing them to enjoy leisure, learn and achieve
- Street Lighting, CCTV and Alley gating – work with the Local Authority, stakeholders and individual residents to ensure effective crime reduction tactics are deployed in identified problem locations

West Yorkshire Police and the Police and Crime Commissioner remain committed to resourcing Neighbourhood Policing. The increased Council tax precept 2019/20 will mean an additional 264 officers and specialist staff will be invested into protecting local communities. PCSO numbers will also be maintained at 603.