



COMMUNITY OUTCOMES MEETING

Tuesday, 27 June 2017

PRESENT

Mark Burns-Williamson – West Yorkshire Police and Crime Commissioner (PCC)
Dee Collins – Chief Constable (CC)
Catherine Hankinson – Assistant Chief Constable (ACC) (4 and 5)
Andy Battle – Assistant Chief Constable (ACC)

APOLOGIES

None

ALSO PRESENT

Sharon Waugh - Engagement Manager
Clare Briscoe - Engagement Officer
Jane Owen – Business Support Officer
Paul Cumming – Sergeant
Lauren Wray – Research Manager

Numbers denote items present for.

1. Notes of the previous meeting including matters arising

The notes of the meeting held on 2nd May were confirmed as a correct record.

2. Urgent Items

None to report.

3. Police and Crime Commissioner Announcements

- a) **Great Get Together** - PCC Mark Burns-Williamson commented on the Great Get Together events held in memory of Jo Cox MP and West Yorkshire Polices (WYP) support over the weekend.

- b) **Public Reassurance** - The PCC passed on his support and appreciation for the additional policing and public reassurance work in light of the recent terror attacks. He was aware that this had been well received by communities.

CC Dee Collins said WYP had been stretched to the maximum and there were concerns regarding the long term sustainability of increased WYP presence.

The PCC spoke about recent events which supported the previous arguments raised with Government in respect of the need for more funding to pay for more Police Officers.

4. **Neighbourhood Review Report**

ACC Catherine Hankinson introduced the report which provided information on the Neighbourhood review.

She stated that West Yorkshire Police had undergone a period of significant reinvestment. Recruitment was still ongoing for both Police Officers and Police Community Support Officers (PCSO's) to not only fill existing vacancies but to increase the number of Police Officer posts by up to 200, with up to 100 posts being invested directly into Neighbourhood Policing.

WYP would establish its vision and strategy for Neighbourhood Policing, in order to support the delivery of Police and Crime Plan in line with the Association of Police and Crime Commissioners and the National Police Chiefs Constable Policing Vision 2015. WYP would continue the roll out of the new problem solving training and were auditing its' use to ensure it was embedded. A review of the current levels of community engagement across the Force had proved far more positive than anticipated, however there was still scope to share and roll out good practice. The force were developing a Community Engagement Strategy and had developed some new marketing materials for Neighbourhood Policing.

The PCC asked for more information about the decisions taken and the pressures faced by West Yorkshire Police which had a detrimental effect on traditional Neighbourhood Policing and the impact of the 100 additional posts for 2017/18 in terms of a significant step change required in performance.

ACC Hankinson advised that the 100 additional posts would assist on reengaging with parts of the community that were unknown. WYP needed to better understand the local needs so that there was a foundation to work with partners to solve problems. It was hoped that there would be more integration and problem solving, intelligence submissions and attacking key threats. CC Collins also said this would address the outcomes in the Police & Crime Plan. The community was ever changing and there was a real need to get back to understanding those community needs.

The PCC said that whatever the outcome of the review there would be some significant changes with a new sustainable neighbourhood policing model. He asked how the model would be built and how WYP were currently communicating/engaging about the review both internally and externally.

ACC Hankinson identified that the review was based on key principles to best suit the local community by looking at the demand on the police and partners. The model and structure best aligned to the demand and would assist in problem solving. CC Collins added that the Early Intervention Hub was where many things are shared such as data and intelligence. This would become increasingly critical for WYP so that resources could be put where they are needed.

Clarified outside of the meeting - The new Neighbourhood Policing model will be based upon some key principles, and whilst there will be some local differences the function will look very similar in each District, with Ward Officers and Police Community Safety Officers working closely with partners and local communities to keep communities safe. Their focus will be to provide reassurance by preventing crime and anti-social behaviour, intervening earlier to prevent problems escalating and by protecting vulnerable people and communities.

We are currently analysing demand to understand where our resources need to be focussed. We are reviewing supervisory structures to ensure all our staff are effectively led and supported. We are engaging internally through workshops with front line staff, gathering wider views through staff surveys and meeting with unions, staff associations and senior leaders. We have engaged with external partners through workshops and continue to do so in both formal and informal meetings. Working with The OPCC we have benefitted from their consultations with the public and with their support we will be launching a public survey to inform our work, particularly in relation to engagement.

The PCC asked if WYP felt confident in the expected project implementation date of January 2018 and what steps were to be put in place to ensure the reinvestment in Neighbourhood policing had a positive impact before that date.

ACC Hankinson explained there were clear areas for making an impact which included publishing a guidance manual for PCSO's. The problem solving with officers was near completion which was being audited. The Early Intervention Academy was also nearly up and running and she was confident for January 2018. CC Collins spoke about Work Force Planning recruitment and the need for the right skills.

The PCC spoke about his commitment to Neighbourhood Policing, the precept increase to fund additional officers and protect PCSO's.

5. Community Cohesion

The PCC spoke about the importance of community cohesion and the 'Your Priorities, Your Plan' survey in which 40% of respondents said that a greater sense of community would make them feel safer. He also spoke about the feedback from a community cohesion event in March and added a summary had been produced. CC Collins added that recent events had undermined community cohesion but WYP would try to make sure communities feel safer.

ACC Hankinson spoke about the recent HMIC PEEL 'effectiveness' Inspection which raised concerns around Neighbourhood Policing and found that 'the force engaged differently with the public in different localities and, as a result, could not be confident in its understanding of the issues that caused the greatest concern to the people of West Yorkshire.'

West Yorkshire Police were undergoing a period of significant reinvestment. Recruitment was currently ongoing for both Officers and PCSOs not only to fill existing vacancies but also to increase the number of posts by 200, with up to 100 posts being invested directly into Neighbourhood Policing.

A project team had consulted with Districts to 'benchmark' current levels of community engagement. The data had been used to draw up an engagement map which has been used to

identify gaps and best practice. A community engagement 'toolkit' was also in development which would support District's with tactical delivery of the engagement strategy.

The PCC asked what the police were doing or going to do to ensure new migrant communities had trust in the police and ways to report crimes?

ACC Hankinson explained that there is a Strategic Migrant Board which included the community engagement team and liaison officers that do workshops to build trust with migrants to understand police and how to report crime. It was about understanding the needs and what more WYP could do to keep them safe. CC Collins added that the Department of Work and Pensions were the best organisation to understand new migrant placement.

The PCC enquired about what ideas or plans WYP had to encourage and strengthen cohesion in communities where it was needed and how they were tackling barriers to promoting trust between communities and those who served it? ACC Hankinson advised that WYP were working with the new migrants asking them for feedback to help the force understand what the needs were. CC Collins stated there was a need to learn from previous experience and to listen more.

The PCC asked for more information about the impact on Community Cohesion from the positive NPT investment and re-focus? ACC Hankinson said WYP would be able to do more to reduce tension and intervene early.

6. Stop and Search – Update

CC Collins advised that just over 11,000 stop searches had been undertaken in the last 12 months, a reduction of 3,000 compared to the previous reporting period, which reflected a continuing downward trend in the use of stop and search powers by West Yorkshire Police. There had been a reduction in the reported difference in stop and search by ethnicity ratios since 2010/11. These ratios were calculated based upon demographics obtained from the most recent census data at the time (2011) and the self-defined ethnicity of the person being stopped and searched.

The Home Office best use of Stop and Search was a voluntary scheme that was part of a range of measures that would contribute to a reduction in the overall use of stop and search which had led to better and more intelligence-led stop and searches and more effective positive outcomes. Key aspects of the scheme were use of Section 60 powers, the 'Stop and Search Community Trigger' for complaints and 'Ride Along Scheme':

An application for the handheld devices was currently being developed that would enable officers to record stop search records themselves. This would negate the requirement for records to be created by district control rooms and will hopefully improve the recording and accuracy of Stop and Search.

PEEL Review 2015 was a useful tool for assessing where WYP stood against all the national recommendations and expectations. There are 34 recommendations in total, and WYP was green for every element except the implementation of the College of Policing Training, which remained amber as the training package is currently being delivered.

A dip sample of 200 stop and search records was recently conducted by HMIC which identified examples of good and bad practice. This was a nationwide piece of work conducted by HMIC involving all forces. A number of Forces, which included WYP, had challenged current Home Office guidance as to the invalid nature of searches where the smell of cannabis was used as the sole grounds. HMIC were conducting further enquiries on this point and would issue further guidance in due course. Early feedback from the HMIC in the recent Legitimacy Inspection

regarding the use of stop and search remained positive.

12% of the stops/search lead to an arrest, but 19% of stops/search lead to a positive outcome. The PCC asked in addition to arrests what was considered as a positive outcome covered?

CC Collins advised that Cautions, Community resolutions, fixed penalty notices and instruction to leave were all recorded as positive outcomes.

Para 8: of the reports talked about Strip searches and that there had been a reduction since the last report (58 down to 41 now) which was good news, but they were now heavily weighted toward the BME community, The PCC asked if there was any rationale for the increase?

CC Collins said that people were more likely to be stripped searched under the misuse drugs act which is intelligence lead. Whilst there is no definitive answer for the increase, within the same period, West Yorkshire saw a reduction in all stop searches, but predominantly the searches under Section 1 PACE. This means there had been an increase in the proportion of searches under Section 23 of the Misuse of Drugs act. Whilst there is a higher disproportionality rate with Section 23 that Section 1, a person is more likely to be subject to a strip search under the misuse of drugs act as small amounts of controlled drugs can be concealed far easier than weapons or stolen property for example.

Following the Audit report on Ride alongs the PCC asked where WYP were now in terms of improvements across West Yorkshire? CC Collins advised the areas with low numbers had people now in the pipeline to undertake the Ride alongs.

7. Use of Force

ACC Battle advised that WYP had high levels of public demand and Police Officers were despatched to well in excess of 1,000 incidents every 24 hours. Officers arrested on average 135 people in a 24 hour period which equates to 4050 detainees per month. Police Officers and staff were assaulted in the line of duty and WYP had improved incident reporting processes which focused on investigation and welfare support by the 1st line manager concerned. Deputy Chief Constable John Robins chaired a monthly group meeting which drove the work.

In WYP Officers were equipped with the following as standard scale of issue:

- Rigid handcuffs
- Baton
- Leg restraints
- PAVA Irritant spray
- Body armour and Yellow Tactical vest

Taser Officers carried the Taser X26 CED (Conducted Energy Device) in an overt chest mounted holster. Firearms Officers carried conventional firearms as well as less lethal weaponry such as Taser and AEP (Attenuating energy projectile - also known as the baton gun). There was also the dog officers who patrolled with General Purpose Dogs (GPD, in the main German Shepherds) which were another less lethal option for higher levels of threat and risk.

WYP were moving towards a roll out of Bite and Spit Guards to all front line officers following approval by the Chief Officer Team. In terms of training all student officers when they joined the organisation received 5 days of intense Officer Safety Training (OST). This training focussed on use of force legislation, the National Decision Model and the practical tactics. All Officers were required to undertake the Job Related Fitness Test which is the bleep shuttle run test. Following

on from this initial training. Officers were required to attend on an annual basis for OST refresher training throughout their career. Detention Officers (DO's) and Police Community Support Officers (PCSO's) receive OST on an annual basis which was tailored to their roles which were clearly different to that of warranted officers.

The report outlined that all student officers received 5 days of officer safety training, which included use of force, The PCC asked how often this was refreshed and what were the compliance rates for the training, he also asked that the Chief Constable also provide this data across the different uses of force i.e. batons, PAVA, Taser etc.

ACC Battle advised that it was 12 months refresher training which would include baton and PAVA. 51.5% of officers had gone through that training. Only 32 Officers did not attend the Taser refresher training but after 365 days could not carry on using a Taser.

The PCC said he was aware that WYP had recently took the decision to swap from CS spray to PAVA spray, he asked if a post-implementation review had been carried out?

The PCC also enquired if this had an effect on officer safety, willingness to use, ability to stop the threat etc. ACC Battle spoke about the risks around CS spray mainly being flammable and as it was airborne there is risk of contamination. PAVA works on direct contact with eyes and officers are more willing to use it. The roll out of PAVA across the force had just been completed. There is a steady stream of positive feedback that had been received from Officers regarding the effectiveness of PAVA. The plan is to view the data from the forthcoming use of force home office return as compiled by Force Performance Improvement Unit and establish how often PAVA had been used as a Tactical option. Following this a questionnaire will be made available via survey monkey to Officers in the force which will then be assessed.

The report showed that there were 243 complaints for excessive force (June 16 – May 17), which equated to 0.5% of all arrests made. The PCC asked what the process was when this happened, in particular what happened to the member of staff whilst the investigation was ongoing.

ACC Battle confirmed that all details were recorded to preserve and retain evidence. The complaint would then be passed to PSD and the officer informed. The officer's Sergeant and Inspector would be kept updated and the officer would be required to give a statement then the officer will be notified of the outcome. There were options to place restrictions on duties and suspend officers if needed. Officers would be supported as a professional witness and it would be dealt with as quickly as possible for all concerned. Body Worn Cameras also helped with investigations.

8. Professional Standards Department Report

ACC Battle confirmed there have been 76 cases recorded since PSD took over the policy at the beginning of March 16 and 86 allegations made. The breakdown is as follows - 45 – general conduct, 17 – confidentiality, 1 – criminal conviction, 3 – equality and diversity, 8 – honesty and integrity, 12 – performance of duties. 2 members of police staff have attended at a Chief Officer hearing and both have been dismissed without notice. 2 other members of police staff have resigned prior to a hearing taking place, 1 of these was convicted at court of misconduct in a public office and was sentenced to a term of imprisonment. There were currently 9 police officers suspended and 28 police officers on restricted duties. There were 5 police staff members suspended.

In the last 12 months (May 16 – April 17) there have been 14 misconduct hearings involving 16 police officers. As a result of these hearings 12 officers were dismissed without notice, 3 officers received final written warnings and the charges were not proved against 1 officer.

The PCC asked if the service recovery teams were fully resourced and operational and what further impact was this likely to have in terms of complaint handling? ACC Battle said the last member of the team joined in January 2016 with a mix of inexperienced and experienced staff. There were still a number of legacy cases with West Yorkshire Police and the OPCC.

The PCC asked what steps had taken to deal with the conduct risks associated with officers committing criminal offences and perverting the course of justice? ACC Battle advised that the expected standards of behaviour were given to new starters by the Professional Standards Department through direct training and meet and greet days at Carrgate. Also outcomes of the misconduct hearings were now published and a cautionary video had been made regarding inappropriate sexual relationships.

9. Customer Contact Centre Call Handling Report

ACC Battle advised that the report was an update of one submitted to Chief Officer Team and the Police and Crime Commissioner in January 2017. It was intended as supplementary to the original report. The report highlighted 9s demand had increased around 9% on last year. Single None Emergency Number (SNEN) by around 3-4% (although in recent weeks this uplift in demand had decreased) and online transactions were up by 17%. WYP continued to perform very strongly in the area of delays to 999 calls being answered.

There was also significant periods of improvement on 101, however, this had been inconsistent despite having the best 101 performance WYP had seen. Part of this issue stemmed from a lack of experienced staff in the room and having to utilise experienced staff to monitor/train and coach them.

The recent changes to staff terms and conditions meant that new staff to Customer Contact Centre would stay for a minimum of 9 months before being able to apply for posts within the Organisation (and actually potentially longer taking into account the application process) and this would help address issues with the lack of experience, WYP were also utilising bespoke training plans, as well as pushing to get maximum benefit from our knowledge portal.

The current average queue time for a 999 call was less than 5 seconds, and WYP had achieved 3 seconds queue time in recent weeks. This was consistent, solid performance. The abandoned rate for April was 0%. 95% of 999 calls answered in 10 seconds against an aspiration of 90% in 10 seconds. WYP had been identified by a recent HMIC inspection as being "best in country" at recognising vulnerability at initial point of contact and for having processes for dealing with terrorist attack, "firmly embedded".

Current customer satisfaction for 101 calls was 93.2% for ease of contact and 95% for ability of call handler, (appendix A), ringing at peak times could be frustrating and they were working on educating callers as to the best time to ring to get through easily. WYP still lead the way in terms of non-emergency contact options, web chat (first Force in the country to provide this popular service) online crime, lost property, ASB, Hate Crime, book a call back, contact an Officer and track my crime, as well as plans to develop these options further. The Force Crime Management unit were looking to improve on the foundations in place in terms of on-line crime recording. West Yorkshire Police also had a hugely successful "self-service" option, "clickB4ucall" accessible from the 'Contact Us' page of the Force website and offering information on not only Police matters, but also links to Council websites.

The "Police aware" message on the 101 system is a tool used to advise well intentioned callers of an issue that the force may already be aware and that they are ringing to let us know about (for

example a blocked road) and have made use of the hashtags “#helpustohelpyou” and “#not999” extensively.

Finally, in an area that had traditionally seen high sickness rates, there was a less than 3% sickness rate and this had been as low as 2.5% during the 12 months.

The PCC asked if more could be said about the demands on experienced staff in terms of monitoring/training less experienced staff. ACC Battle spoke about the service being unable to bring in call handlers from outside as this would be resource intensive.

Previous conversations had taken place about the ‘stepping stone’ aspect and note the positive comments and work around exit interviews. The PCC queried what else could be done to retain those who had benefited from the considerable training and experience gained in the centre? ACC Battle advised that a new policy was brought in about phased release of staff, the terms and conditions which now stated that new starters could not move within the organisation until they had completed 9 months in post. This was an entry level role and many people wanted to progress in relation to pay and move closer home with some moving roles to district control rooms. CC Collins also added that most staff in the district hubs came from the contact centre. There was a need for peak time cover and in terms of media the public needed to be informed that on some days at peak times when they called 101 they may have to wait longer.

The PCC welcomed that the HMIC rating was “best in country” at recognising vulnerability, he asked how this could be used to improve confidence in the Customer Contact Centre and overall in WYP? ACC Battle stated that other forces visit West Yorkshire to see the on-line and call management processes.

The PCC noted the ongoing work and developments to address any negative public perception, but felt there was much more to be done, the PCC asked if there were a strategy beyond that which was outlined in the report? AC Battle explained the resource issue as people moved within the Organisation. There was continual attention to plans and a wider review and other ways in which the public could contact the police such as public enquiry counters, on street contact, the aim is to reduce demand through education.

10. Future Agenda Items

Under the outcome of ‘Make sure criminal justice works for communities’, the following items would be included in the next Community Outcomes Meeting:

- Mental Health
- Support for Victims
- Restorative Justice

11. Any other business

OPCC and CC staff to meet to discuss COM items and process.

12. Next Meeting

The next meeting would be held on 31st July 2017.