

**COMMUNITY OUTCOMES MEETING**

**MAKING SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES**

27 June 2017

**SUBJECT: NEIGHBOURHOOD REVIEW PROJECT**

**Report of the Chief Constable**

<p><b>PURPOSE OF THE REPORT</b></p> <p>1. This report outlines the Force's position in relation to the Neighbourhood Review Project.</p>
<p><b>RECOMMENDATION</b></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><b>POLICE AND CRIME PLAN</b></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><b>KEY INFORMATION</b></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.



# Neighbourhood Review Project

**Paper requested by: OPCC for Community Outcomes Meeting 27 June 2017**

**Report on behalf of: ACC Hankinson**

**Report Author : Supt Huison**

**Date of Report : 21 June 2017**

## **1.0 SUMMARY**

- 1.1 The report contained in this paper outlines the current position of Neighbourhood Policing across the organisation before expanding into the mandated aims of the Neighbourhood Review.
- 1.2 In the face of austerity and due to competing demands (i.e. significant increases in child sexual offences and increases in call demand) there has been a reduction in engagement and problem solving activity, the key activities of Neighbourhood Policing.
- 1.3 Recent small but steady reductions in victim satisfaction, isolated instances of community tension and increases in crime/incidents all raise concerns that the shifted focus on Neighbourhood Policing is having a tangible impact on victims, community cohesion and demand.
- 1.4 HMIC in the recent PEEL 'Effectiveness' Inspection, whilst overall the Force was rated as good, commented that the Force 'Required Improvement' in preventing crime, tackling anti-social behaviour and keeping people safe. Much of the commentary highlighted specific concerns around Neighbourhood Policing.
- 1.5 West Yorkshire Police is currently undergoing a period of significant reinvestment. Recruitment is currently 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. Of note, the Police and Crime Commissioner (PCC) had confirmed his commitment to PCSO's and the 2016/2017 establishment of 571 will remain in 2017/2018. Likewise, the refreshed Police and Crime Plan commits to the numbers and also protects the frontline.

1.6 Now is the perfect time to rebuild Neighbourhood Policing in West Yorkshire, to be what we (the police, the public and our partners) want it to be and ensure this is consistently delivered across the Force. The Neighbourhood Policing Project seeks to do exactly that.

1.7 In recent years West Yorkshire Police has gone through a significant period of austerity. In responding to these challenges there have been a number of structural changes to our delivery model. Whilst Neighbourhood Policing has remained a constant, the form and function have changed significantly.

1.8 Neighbourhood Policing comprises of two specific functions which are fundamental to the effective delivery of policing services and promoting community safety, these are -

#### **Neighbourhood Ward Officers and Police Community Support Officers**

Dedicated local police constables working with partners and communities aligned to a specific ward area, supported by Police Community Support Officers again dedicated to that specific geographical area. The main focus of their work is:-

- engagement with local people and partners to identify and tackle issues that matter most to them,
- problem solving and prevention activity through early intervention with partners to reduce demand,
- safeguarding and protecting the most vulnerable,
- mobilising citizenship in communities leaving them empowered to have ownership of their neighbourhoods.
- Integrated Offender Management helping to tackle our more prolific criminals.

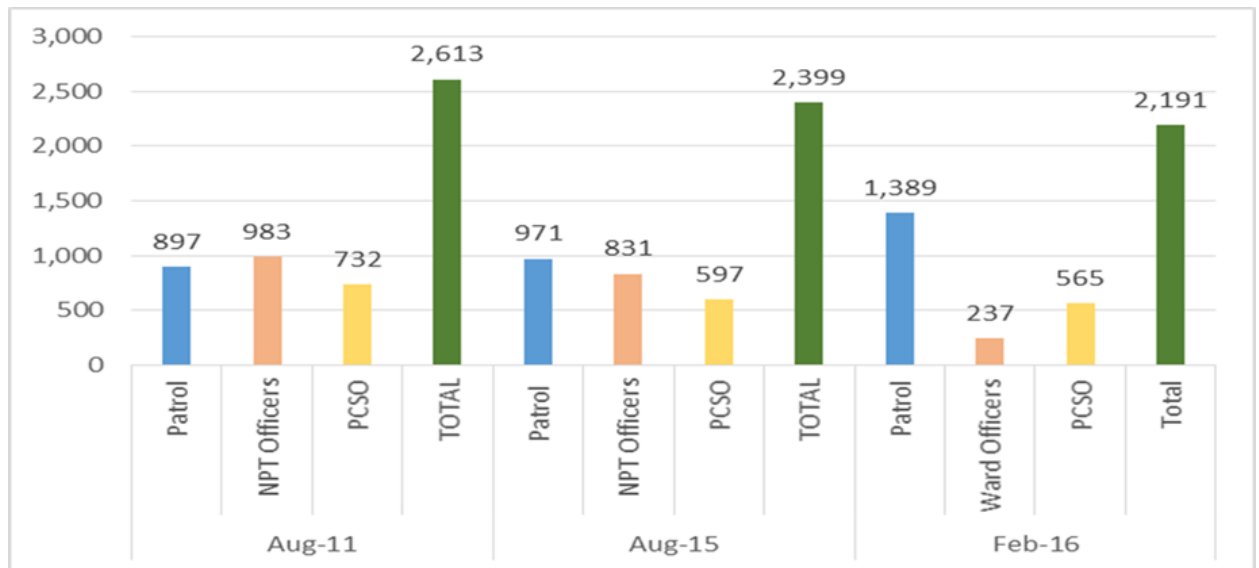
#### **Neighbourhood 24/7 Policing**

Police officers on patrol, predominantly in vehicles, working 24 x 7 to respond to calls from the public and keep our local communities safe. The main focus of their work is:-

- provision of a 24/7 local capability providing attendance at emergency, priority and appropriate incidents and supporting Ward Officers problem solving activity,
- local investigation of crime,
- proactive policing to prevent and detect crime and apprehend offenders in line with community needs and vulnerability,
- safeguarding and protecting the most vulnerable,
- Integrated Offender Management helping to tackle our more prolific criminals.

1.9 In August 2011, 1715 officers were dedicated to the engagement and problem solving activity (983 PCs and 732 PCSOs), and 897 PCs worked 24 x 7 responding to calls.

1.10 In Feb 2016, anticipating further cuts, the Force made changes to the operating model and introduced a blended team that would undertake some engagement and problem solving activity as well as responding to calls. The number of officers in this function increased to 1389. The officers dedicated to the engagement and problem solving work reduced to 802 (237 Ward Officers and 565 PCSOs).



1.11 It is widely accepted that increasing the number of officers working 24x7 and responding to emergency and priority calls in February 2016 has been to the detriment of traditional Neighbourhood work, albeit necessary to facilitate the investment of almost 300 officers into Safeguarding and meet increased levels of both crime and call demand. Furthermore after the recent HMIC inspection on vulnerability, two Districts have had to move a number of officers from Neighbourhood Policing into Safeguarding to fulfil this specific area for improvement (Action For Improvement) identified by the HMIC.

1.12 Neighbourhood resources in 2016/17 have been less than 43% of 2011 levels, add to that there has been difficulties in ring fencing Neighbourhood resources due to reactive demand, it is not surprising that we are now feeling the impact of this loss.

1.13 By the end of the financial year 2017/18, Ward Officer numbers (Police Officers) are planned to rise to 304 (an increase of 100 posts). PCSO budgeted posts for 2017/18 stand at 571 and will remain at that level in line with the Police and Crime Plan pledge. Recent recruitment of PCSOs has already reduced vacancy rates to 6% and ongoing recruitment will ensure this continues to reduce further.

1.14 The recent HMIC PEEL Inspection and local engagement events in Force have highlighted areas where the focus and activity of Neighbourhood Policing could be improved in order to deliver more effective outcomes for our communities.

1.15 Neighbourhood Policing is the bedrock upon which West Yorkshire delivers policing services. In developing the APCC/NPCC Policing Vision 2025 and delivering the Police and Crime Plan pledges we need to build upon our joint problem solving in partnership at a local level and develop integrated Local Public Services. We are committed to rebuilding Neighbourhood Policing but need to ensure all our resources are used effectively and efficiently, it is therefore critical that our policing model is fit for policing in the future and that the additional investment of up to 100 posts delivers a significant step change in our performance.

1.16 We have an ideal opportunity to rebuild Neighbourhood Policing in West Yorkshire and develop a new blueprint for Neighbourhood Policing; a model that builds upon policing practices that have served us well, introduces innovative and creative ways of working and ensures this is

consistently delivered across the Force. The Neighbourhood Policing Project mandate is clear that there must be a sustained investment to develop a Neighbourhood Policing Model that is sustainable. This model will ensure our Neighbourhood Officers activities are focussed where they can make the greatest difference in their communities.

1.17 The project mandate also ensures that the areas for improvement identified by the HMIC in the recent PEEL 'Effectiveness' inspection in preventing crime, tackling anti-social behaviour and keeping people safe will be addressed through the Neighbourhood Policing Project work streams.

1.18 **The Neighbourhood Policing Project aims to;**

- Establish the Forces vision and strategy for Neighbourhood Policing, in order to support the delivery of Police and Crime Plan in line with the APCC/NPCC Policing Vision 2015.
- Develop a corporate blueprint for Neighbourhood Policing delivery, underpinned by an evidence based understanding of needs and demand, utilising resource modelling methodology.
- Clearly establish the Police offer to Public and Partners.
- Develop a robust engagement strategy which delivers against the Force Inclusion strategy. 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 make decisions. Ultimately this will build trust and confidence within our communities and assist in mobilising active citizenship.
- Review Neighbourhood resourcing and workforce mix, to ensure local provision is focused according to Threat Risk and Harm. Efficient supervision and leadership will drive daily tasking ensuring effective service delivery to the communities they serve.
- Develop a joint Police and Partnership tasking and performance framework.
- Explore Partnership integration and technical opportunities to work together more effectively.
- Develop accountability and governance framework for Neighbourhood Policing at both a local and force level.
- Understand the interdependencies with Early Intervention, Contact and Investigation reviews being cognisant of changes/recommendations to ensure they are sequenced.
- Develop effective Neighbourhood Patrol teams that provide effective attendance at incidents and a quality of service to victims of crime. They will understand the local communities they Police, supporting co-ordinated integrated offender management and problem solving activity.
- Identify efficiency savings that can be reinvested into frontline delivery or taken as cashable savings as required in line with budget reductions.
- Utilise resource modelling techniques (using latest demand data) for Patrol and Neighbourhood functions to inform resource allocation and avoid constant backfill to the Patrol function.
- Examine supervisory structures across the 5 Geographic Operational Districts to ensure all staff have effective supervision.
- Review whether the current shift arrangements are suitable for the Ward Officer Role.

- Review whether the current shift arrangements are suitable for the Police Community Support Officer Role.
- 1.19 With a clear focus on preventing harm in the first place (early intervention) and preventing harm reoccurring (preventative problem solving) we can reduce demand upon the organisation.
- 1.20 Through effective engagement with our communities, we will identify the issues which matter most to them. By working in partnership and mobilising citizenship to tackle these issues, we will build community resilience and strengthen cohesion.
- 1.21 Successful delivery of Neighbourhood Policing will require a change in culture. Our people will be required to potentially do different things, do some things differently and also stop doing other things altogether.
- 1.22 We will need to transform the way we deliver services in Partnership with others, building upon existing successful arrangements. We will need to overcome the cultural challenges of joint tasking and service integration.

## **2.0 ONGOING WORK AND DEVELOPMENTS**

- 2.1 A Project Mandate has been drafted and has been presented at The Programme of Change Board and permission has been given to proceed with the Neighbourhood Review.
- 2.2 The project team are working towards a business case outlining options for change in early November with project implementation expected January 2018.
- 2.3 In the meantime we continue the roll out of the new problem solving training and are auditing its use to ensure it is embedded.
- 2.4 A review of the current levels of community engagement across the Force has proved far more positive than we anticipated, however there is still scope to share and roll out good practice. We are developing a Community Engagement Strategy and have developed some new marketing materials for Neighbourhood Policing.
- 2.5 A dip sample of crime and incident records has now been completed with the help of a small group of Neighbourhood officers. This has now been analysed to understand the detail around what work our PCs and PCSOs are currently undertaking. The data collected has been used to develop a manual of guidance for PCSOs to allow PCSOs and supervisors to clearly understand the nature of the role. This is currently in a consultation phase but initial feedback has been very positive. The data collected is also being used to model resources to consider what neighbourhood structures might look like in the near future to allow for effective community engagement and problem solving.

- 2.6 As part of our 'baselining' we have reviewed current District structures and roles. We will be presenting options which will provide a new operational blueprint that will strengthen 'Neighbourhood Policing' and ensure effective direction, supervision and support.
- 2.7 Neighbourhood Policing 'Gold' and 'Silver' boards have been established and are meeting regularly to inform the work of the project team, drive improvements at a local level and ensure a corporate approach.
- 2.8 The project team are in regular dialogue with the Policing Foundation, an independent national think tank who have published a series of academic research papers on Neighbourhood Policing. The Policing Foundation is currently undertaking further research to support Police Forces in identifying the most effective neighbourhood policing models to equip them for future demands upon policing.
- 2.9 A key part of the project has been understanding what the national picture of Neighbourhood Policing is and understanding the APCC/NPCC Policing Vision 2025. The project team are working with other Force Neighbourhood Policing Leads including CC Simon Cole the NPCC lead to ensure that WYP is at the forefront of Neighbourhood Policing.
- 2.10 Finally, we are working closely with the Early Intervention Foundation to develop an Early Intervention Strategy for the Force. Internal Strategic and Tactical workshops have been held in addition to a well-attended workshop with external partners. Looking forwards, work is currently on-going to develop an internal Early Intervention Academy which will help deliver key parts of the Early Intervention strategy.

### 3.0 EQUALITY, DIVERSITY AND HUMAN RIGHTS CONSIDERATIONS

- 3.1 An Equality & Human Rights impact assessment has been developed for the project which considers the potential impact on 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.

### 4.0 STRATEGIC RISK IMPLICATIONS

- 4.1 Neighbourhood policing and specifically the reduction of problem solving and engagement activity has been flagged as a Strategic Risk. The work of the review coupled with the investment of 100 posts into Neighbourhood Policing will mitigate this risk.
- 4.2 The project has identified the following as potential risks in effective deliver of the project:-
- Initial Performance may reduce in some areas
  - Culture: Staff may resist changes to the way they work or not understand the required changes.



- Availability of resources to reinvest where necessary
- Differing views across the Partnership spectrum in terms of the response we could / should deliver.
- Availability of Partnership resources to support local deliver
- Governance / accountability changes.

## 5.0 SUPPORTING DOCUMENTATION

Nil