

COMMUNITY OUTCOMES MEETING

MAKING SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES

26 September 2018

SUBJECT: NEIGHBOURHOOD POLICING AND COMMUNITY COHESION
Report of the Chief Constable

PURPOSE OF THE REPORT

1. This report outlines the Force's position in relation to the Neighbourhood Policing and Community Cohesion. .

RECOMMENDATION

2. That the Police and Crime Commissioner uses this report to scrutinise Force performance in respect of the Neighbourhood Policing and Community Cohesion.

POLICE AND CRIME PLAN

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.
4. Community Cohesion is a priority in the refreshed Police and Crime Plan 2016 – 2021, working with communities is at the heart of what we do, by strengthening our own relations with communities we will be able to better understand issues with cohesion and support people to overcome them. It is crucial that people get on well together, respect differences and work towards achieving shared goals.
5. Cohesive communities support the effective delivery of Neighbourhood Policing.

KEY INFORMATION

6. The PCC has continued his commitment to protect frontline policing (PCC Pledge) and strengthen Neighbourhood Policing.
7. 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.
8. Protecting Neighbourhood Policing is a key priority in the PCCs Police and Crime Plan
9. The PCC continues to receive feedback from individuals and communities about both the level, quality and impact of Neighbourhood Policing.

PARTNER CONTRIBUTION

10. Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing, this may also include PCSO partnership funding arrangements.
11. The PCC is represented on the West Yorkshire Community Cohesion board which looks at key issues affecting cohesion across West Yorkshire. The board is made up of senior leaders of the district councils and West Yorkshire Police.



Chief Officer Team Briefing for COM

Title: NPT and Community Cohesion

CoT Sponsor: ACC Hankinson

1. SUMMARY

Community cohesion enables a sense of belonging – to a place, to a group or to a community. Building community cohesion is about building better relationships between people with different personal characteristics including those from new and settled communities.

Community cohesion helps people feel safer and more secure in their neighbourhood. In turn this makes people feel better about their personal circumstances, increases general feelings of happiness and wellbeing as well as promoting trust between the community and those who serve it i.e. emergency services and statutory partners.

The benefits of cohesion are far reaching and aid not only the community itself but also the police service. A cohesive community will feel empowered through coming together to solve problems and trusting one another, perceptions of equality and fair treatment will be positively impacted and there will be an increased sense of belonging within the community. Assisting community cohesion is beneficial to the police service in terms of crime prevention, self-policing communities, community intelligence and identifying key individuals within communities who can act as points of contact between the community and the police during times of heightened tension and assist with delivering key messages and calming conflict and mistrust.

With a population of over 2.3 million across urban and rural areas, understanding our diverse communities can be complex and whilst there isn't an exact science that enables us to measure community cohesion we do know that more cohesive communities are often less dependent upon the police and show increased levels of confidence in policing in general. WYP have previously relied upon 'public confidence in policing' data to assist with measuring cohesion but this has not been available for the financial year 2016/2017. However, the OPCC has committed to collecting this data for the forthcoming financial year which will help us to identify areas where cohesion needs strengthening.

One of the priorities of the Police and Crime Plan 2016-21 is Community Cohesion. Neighbourhood Policing is the mechanism through which West Yorkshire Police works

with communities to foster relationships, facilitate community partnerships and further our understanding of the communities we serve. Our communities are best placed to know whether we are achieving our vision and through engagement and working with local people we will be able to make a difference.

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.

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.

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.

Community engagement is one of the three pillars of Neighbourhood Policing and NPTs will continue to focus on this.

West Yorkshire Police commits 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 make decisions. Ultimately this will build trust and confidence within our communities and assist in mobilising active citizenship.

We will work together to tackle local community safety concerns, support work to improve community cohesion and integration, and build stronger, safer and more sustainable communities.

Working together we will see an increase in public feelings of safety, an increase in public confidence and trust and an improvement of community relationships with the police.

2. ONGOING WORK AND DEVELOPMENTS

Communities who are engaged, included and involved with West Yorkshire Police are more likely to recognise and understand what a crime is and to have an increased confidence to report crime and anti-social behaviour.

Effective community engagement and collaborative problem solving will bring legitimacy and improved confidence in West Yorkshire Police.

Our Neighbourhood Policing Teams will encourage individuals and communities to help us identify and prioritise the issues that need tackling in their local area.

Our approach to engagement will be flexible and adaptive to ensure that we connect with different sections of our communities recognising the changing demographic profile of West Yorkshire.

Our enhanced model of engagement will enable the active involvement of communities to provide long-term, sustainable solutions to crime and anti-social behaviour.

We have consulted with people across West Yorkshire to find out more about how they want to engage with their NPT and in response West Yorkshire Police aims to blend traditional methods of engagement with modern approaches to enable engagement with a broad representation of our diverse communities. We recognise that whilst our communities are diverse there is a need for a corporate and consistent approach to engagement across the Force as a whole.

A community engagement 'toolkit' has also been developed to assist and support District's with tactical delivery of the engagement strategy. Expected minimum standards of engagement have been set to ensure there is a corporate approach to engagement and all Districts are expected to maintain these. Local Policing will monitor this periodically to ensure that the standards are fully adhered to. The 'toolkit' draws together response plans for major incidents, counter terrorism local profiles, internal and external stakeholder contacts as well as marketing materials and training products. There is also a detailed section of guides called 'Know me to protect me'; this is to further support the development of our staff and officers in understanding the often complex makeup of the communities and individuals we serve. The guide covers different types of vulnerability, Gender Identity, Sexual orientation, Race, Religion and Belief and Children and Young People.

Whilst there will always be a time and place identified for our communities to have face to face interaction with their Neighbourhood Policing Teams, these traditional methods should not form the sole basis of community engagement. Instead, West Yorkshire Police will utilise technology where possible to assist with engagement and NPTs will be instrumental in embracing, and delivering, digital engagement in line with the West

Yorkshire Police Digital Engagement Strategy to reach more people and engage across all our communities.

Each NPT Inspector is accountable to their communities and must ensure that the minimum standards of engagement are met and, where possible, exceeded. The minimum standards are as follows:

Community priorities – Each NPT will agree and set two policing priorities with their communities every six weeks. The priorities will be published on the relevant NPT website page and will be reviewed and updated with action taken prior to new priorities being set. Each priority must have a corresponding STORM flag for the duration of the priority.

Neighbourhood meetings (PACT/Forum style) – Each NPT will set and attend one face to face community meeting as a minimum in a ward within their NPT every six weeks. This should be rotated so all wards within each NPT receive the opportunity to have a face to face meeting with their NPT. Ideally this meeting will involve partners to ensure joint approaches to problem solving and information sharing takes place.

Virtual Neighbourhood meetings – Each NPT will host an online/virtual meeting for their NPT area every six weeks. Methods such as Facebook Live and Webchat are good ways of reaching out to members of the community who do not traditionally attend face to face meetings with the police.

Street Neighbourhood meetings – Each NPT will select an area, every six weeks, based on threat, harm and risk to attend and conduct an on the street Neighbourhood Meeting. This is a good opportunity for staff to speak with members of the community in their own environment and establish relationships with individuals who may be rarely seen by the police.

Neighbourhood Watch Schemes – Each NPT will be responsible for enhancing the NHW capabilities within their NPT areas. NPTs need to ensure schemes are developed in line with Force ambitions and are harnessed as a policing resource.

Social Media Accounts – Each NPT will have a dedicated Facebook and Twitter account which will be regularly updated and maintained by an appointed member of the team. The accounts will be used in line with the WYP Digital Engagement Strategy and will deliver key messages as well as providing local NPT interest stories. Interactions with the public via social media will be monitored to ensure best practice is adhered to.

At present we are in a period of transition where NPTs are restructuring their meetings in line with the above minimum standards and have been engaging with partners and

community groups to ensure the process is as seamless as possible. An internal review of the WYP NPT website pages has been completed and it has identified the need for a corporate approach. In order to achieve this corporate and consistent approach, Local Policing tasked each NPT Inspector with updating the Force website with the name of each member of the NPT, the area each officer and PCSO is aligned to and a link to the relevant NPT mailbox, twitter feed and Facebook accounts. Further to this the local priorities and forthcoming Neighbourhood/Virtual and Street meetings

have been published on the website page and refreshed in line with the minimum standards of engagement. Local Policing will continue to monitor and review the websites at regular intervals to ensure that they remain up to date and accurate.

In order to ensure that the Force does not have issues with hidden demand or data compliance it has been essential to ensure that NPTs are contactable in a corporate way which is also auditable and, as such, NPTs do not give out local phone numbers to the public. The NPT extension number has an answer machine facility and each NPT has its own mailbox for e-mail queries which are monitored directly by the team. As these mailboxes are not monitored 24/7 it has been necessary to ensure that a corporate automatic reply is attached to the mailbox as this will reassure the community that the team will respond to them in a timely fashion but will also help to manage public expectation about the length of time it will take for an officer to look in to their query. This mailbox message has been utilised as an opportunity to help promote alternatives to 101 such as crime stoppers, online reporting and track my crime.

The project Team are working closely with the Force Training School to ensure that every member of West Yorkshire Police is trained on, and bought in to, the notion that engagement is everyone's business. The recent uplift in recruitment has presented a unique opportunity to ensure that new officers and staff members are empowered, and equipped with the skills, to engage with the public through every interaction whether that is via social media, speaking with an officer or PCSO on a scene guard or at a bespoke community meeting.

Local Policing are working closely with an external organisation called Intensive Engagement to deliver a bespoke training package to all 304 NPT Constables. This training will build on the engagement strategy and the three pillars of Neighbourhood Policing and will ensure that our Neighbourhood Policing Constables are effective at engaging with all sections of our communities. The training is due to start in September 2018.

Work is currently underway to review the Force's Strategic IAG and District IAG processes. A detailed gap analysis study is being produced around membership / attendance in line with the local resident population which will allow us to understand where our focus needs to be as we strengthen the IAG model. It is vital that the membership demonstrates inclusivity in order to build relations and understanding between communities.

The Local Policing Team is in the early stages of working with the West Yorkshire Local Resilience Forum to strengthen our resilience to threats such as crime, terrorism and discontent. Part of this work will centre on Critical Incident training for IAG members both at Force level and District level focusing on the role of the IAG member in times of:

- Public disorder
- Attacks on Crowded Places
- Attacks on Transport Systems
- Attacks on Infrastructure
- Cyber Attack
- CBRN Attacks

In addition to critical incident training for IAGs, we are scoping the benefits of a seminar or conference on the subject of critical incidents and crisis and emergency planning, aimed at members of the community, particularly the community and voluntary sector. Communities are regarded as playing a key role in building resilient communities.

3. EQUALITY, DIVERSITY AND HUMAN RIGHTS CONSIDERATIONS

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. STRATEGIC RISK IMPLICATIONS

Community engagement and cohesion has been flagged as a strategic risk and the Neighbourhood Policing Project has been tasked with mitigating this risk. In part this will be delivered through an uplift in resourcing and a refocus on Neighbourhood Policing. The creation of a robust engagement strategy will ensure a corporate vision which can be delivered on a tactical level.

The project has identified the following as potential risks in effective delivery of the engagement and cohesion strategy:

Call handling performance may reduce in some areas.

- Programme of Change 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 has been 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 are aware of any changes/improvements to their local Neighbourhood Policing Team.

Morale may be affected due to change.

- Ongoing consultation across the Force has been conducted by the Neighbourhood Review Project Team. This has also been 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.

5. SUPPORTING DOCUMENTATION

Nil