

COMMUNITY OUTCOMES MEETING

MAKE SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES

19 December 2017

SUBJECT: COMMUNITY COHESION

Report of the Chief Constable

PURPOSE OF THE REPORT

1. This report discusses the current position of Community Cohesion across West Yorkshire Police before outlining that through a reinvestment in Neighbourhood Policing communities will become more cohesive in the future.

RECOMMENDATION

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

POLICE AND CRIME PLAN

3. Community Cohesion was named as a priority in the 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.

KEY INFORMATION

4. 40% of respondents to the 'Your Priorities, Your Plan' survey (2016) felt that a greater sense of community would make them feel safer. We all have a responsibility to encourage inclusivity and build relations between communities which promotes wellbeing and strengthens our resilience to threats such as crime, terrorism and discontent.
5. In March 2017, the PCC held an event on Community Cohesion which was attended by over 50 delegates from a range of statutory and non-statutory partners. A report and event summary has been produced which includes identifying risks, barriers, improvements and the resources required to build strong and cohesion communities. This will form the basis for the PCCs ongoing work.
6. The Safer Communities Fund Grant Round 11 opened on 24 April 2017, which was dedicated to 4 priority themes including Community Cohesion. The successful projects will be presented at the Awards Ceremony on Thursday 3 August 2017.

PARTNER CONTRIBUTION

7. 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.



Community Cohesion

Paper requested by: OPCC for Community Outcomes Meeting December 2017

Report on behalf of: ACC Hankinson

Report Author : Supt Miller

Date of Report : 20th November 2017

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.

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.

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 a core function 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

A short video has been produced which will be launched as part of a social media engagement campaign. The video will focus on community engagement and will lead those watching to a short questionnaire which will allow the Project Team to consult directly with the public and understand their current needs and how they would like to engage with their Neighbourhood Policing Teams moving forward. This is a real opportunity to assist in mobilising active citizenship and there are plans for a series of videos, each with a different focus, to be released on social media in the near future.

An engagement strategy will be drafted using the results of the engagement survey to inform our offer to the public. Once drafted this will be rolled out for consultation with Districts, the OPCC and key stakeholders to ensure the vision is clear and can be delivered.

A community engagement 'toolkit' is also in development which will assist and support District's with tactical delivery of the engagement strategy. Expected minimum standards of engagement will be set to ensure there is a corporate approach to engagement. The 'toolkit' will draw together response plans for major incidents, counter terrorism local profiles, internal and external stakeholder contacts as well as marketing materials and training products.

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.

Work continues around the LGBTQ engagement agenda focusing on service delivery, inclusion and professional standards. A pilot programme called 'Angels of Freedom' is in development and will be delivered in partnership with Leeds City Council LGBT Hub, local LGBT organisations, businesses, West Yorkshire Police, BTP, Street Angels, and other public sector organisations. The aim is to train

and equip LGBTQ volunteers from the Leeds District with safeguarding knowledge, clear signposting and support. Once embedded successfully, Angels of Freedom will be rolled out to other areas of West Yorkshire.

A programme called “Connecting Communities” is being developed focusing on understanding the complex and lived experience of “Migrant Communities” (*New migrant workers, International students, Pupils whose first language is not English, People seeking Asylum seekers and refugees*)

The Strategic Partnerships Team are currently developing a guide for working with the third sector and education to reduce the risk of Serious and Organised Crime. The guide outlines the methodology, process and the approach for identifying and working with those who are vulnerable to becoming a victim or coerced and unwitting perpetrator of Serious and Organised Crime. The guide itself will have many crossovers and can be utilised in any form of community engagement. Delivery is due to begin in January 2018.

Work with Firearms Prevent Team – Protective Services Crime: Focusing on the “Prevent” strand to deliver a Gangs programme in conjunction with Schools leads at selected schools that are identified with a potential gang, knife and firearms problem. Delivery begins in February 2018 focusing on year 6 primary school children.

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.

- 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 distribution 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 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.

5. SUPPORTING DOCUMENTATION

Nil