

COMMUNITY OUTCOMES MEETING

8 October 2019

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>9. He responded to the Home Office’s Front Line Review (July 2019)</p> <p>10. An update report has also been discussed by the Police and Crime Panel (13 Sept 2019)</p>

PARTNER CONTRIBUTION

11. Both statutory and non-statutory partners work at a local level to support Neighbourhood Policing, this may also include PCSO partnership funding arrangements.



Title: Neighbourhood Policing – Capability and Presence

COT Sponsor: ACC Hankinson

SUMMARY

This report provides an update on the new operating Model of Neighbourhood Policing, which has now been embedded for 17 months since the launch in March 2018. The formal Post Implementation Review (PIR) of the project has been conducted and concluded by the Portfolio Management Office, and the findings are summarised in this report. The findings will enable the Force to continue to embed a successful Neighbourhood Model.

This report will demonstrate the Force is committed to investing in and developing Neighbourhood officers, maintaining visibility, effectively engaging with communities and enhancing partnership working. The Force recognises that prevention and early action reduces demand and improves outcomes for individuals.

POST IMPLEMENTATION REVIEW (PIR)

The PIR examined six areas and concluded the following –

Implementation – *are the changes fully implemented and sustainable and are the policies and procedures documented, communicated and understood?*

The Neighbourhood project consulted and engaged effectively throughout with relevant stakeholders, Unions and affected officers, including staff in support roles. Staff felt concerns were listened to and they believe overall things are ‘going in the right direction’.

All Districts have adopted the Neighbourhood Policing principles and maintained the corporate structure, which delivers the Force strategy. In addition to this, the new shift pattern was successfully implemented meaning the officers work the same shifts as the PCSO’s; this led to better relationships and cohesive working practices promoting a team ethos. It is fair to say that this shift pattern is less popular than the 24/7 pattern and so Districts must work hard to attract officers into Neighbourhood policing.

Demand – *is demand being met and are services being delivered at a force wide and local level?*

There are instances when Neighbourhood staff are being deployed to incidents that are not in their remit. It is acknowledged that where life is at risk or there is a risk of serious harm to persons or property, sending Neighbourhood staff when no other options are available is the right thing to do. The Force is required to continue to operate to its core principles as demand increases; in times of austerity this has become increasingly difficult.

It is acknowledged and evidenced that abstractions of Neighbourhood officers are decreasing.

At commencement of the new NPT model, 21 Inspector led teams were created and allocated 72 Sergeants, 306 Constables and 603 Police Community Support Officers. Due to the recent Council Tax Precept increases, there has been a further commitment of 60 additional constables into Neighbourhood Policing, some of the extra officers will be active in wards, some will focus on work in local partnerships.

Districts will continue to work to identify officers for Neighbourhood roles and are increasing staffing by developing and training student officers. This not only provides visibility, but also develops and embeds problem-solving skills into new officers.

There are challenges with the movement of resources within the Force, for example, those awaiting promotion or PCSO's who are successful in joining the Force as Constables. Both can impact upon familiarity within communities. Steps are being taken to retain skills, knowledge and local faces where possible by reposting staff to Districts where they have previously worked.

Feedback from Districts suggest they have seen a reduction in demand as the Model has evolved. There is evidence that NPT officers attendance at Emergency, Priority and Standard calls has decreased over the last 12 months which demonstrates they are abstracted less for call handling and can focus on community priorities.

1,200 Logs were dip sampled in relation to NPT officers and PCSO's attendance at them. The dip sample showed that only 1 in 4 logs attended were not directly NPT related. Officers had either self-deployed for a variety of reasons or had been sent because there was no other available resource or they were the nearest to the incident.

Adoption – *are staff displaying appropriate attitudes to get the best from the new Model?*

Neighbourhood Sergeants are using the Deployment Guidance Policy to challenge any inappropriate deployments that would take staff away from their communities / role. There is

evidence to show that Districts are favouring holding Sergeants vacancies elsewhere than NPT, evidencing support and commitment to the Model.

Supervisors and officers are focussed and motivated and, having overcome the initial settling in period, the NPT's are clear on what they can achieve for local policing and communities. Recent evidence from the Local Accountability Meetings (LAM's) demonstrated a drive from Districts to comply with the NPT Abstraction Policy and suggested the PCSO's are well managed and problem solving is proving successful.

The staff feel supported by their Senior Leadership Teams and Inspectors. Neighbourhood Support staff are now working more closely with each other within the NPT's; they provide mutual support and all have the same working practices.

Consequences – *what effect has there been on local and wider performance?*

At a Force level, the establishment of a Local Policing Governance Board and Local Policing Team (LPT) based within Corporate Services has strengthened the Force level oversight of Neighbourhood Policing Delivery at local level. The primary purpose is to support the five Districts to deliver excellent standards of policing locally, promote best practice and seek to bring about performance improvements. They also provide a focus on responding to any recommendations made to the Force by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The LPT has responsibility for the NPT Crime Allocation Policy, NPT Abstraction Policy, the PCSO Manual of Guidance and the Engagement Strategy. These are regularly reviewed and refreshed and can be used to hold the NPT's to account with regards compliance.

The review found that demands and pressures has meant the Model is bedding in better in some Districts. Examples such as, challenging call handling performance and complex investigations have impacted upon the ability to resource teams to the desired level and ring fence Neighbourhood staff.

The governance of the NPT's has enabled the sharing of best practice to make teams more effective such as the use of Confidence Plans and Patrol Plans. There is greater investment in the development and training of officers and PCSO's.

Benefits – *does the potential exist to realise further improvements in efficiency and effectiveness?*

As alluded to already, there is an increase in the Neighbourhood Policing footprint and improved morale amongst officers and teams. Neighbourhood officers are able to problem solve effectively and identify the root cause of repeat problems and identify solutions to address them. The Ward officers have been able to embed and build a knowledge and rapport in their assigned areas.

Public confidence has fallen with regards people feeling the Police are doing a good job. In March 2018 it stood at 43.2% and in March 2019 it had fallen to 35.5%. Although there has been a reduction in levels of public confidence, performance has now plateaued and stabilised. The PIR accepts that this can be impacted by other aspects of Policing and is also affected by external factors beyond the organisations control. The data does not solely rely on the performance of Neighbourhood Teams and should not be a measure in isolation.

There is ongoing work at a Force level to reduce overall demand and alleviate pressures on officers, which will positively impact on the NPT's.

Lessons learned – Can lessons be taken from the project that will enable the Force to improve future work and results achieved?

The report commented that assigning NPT officers to response incidents will increase the overall bedding in period of the new Model. By taking officers away from their core functions, in the long term, will not reduce demand or enhance problem solving skills. There are also a growing percentage of student Police Officers on response teams who are being tutored and do not have driving permits. This is undoubtedly compounding the pressure on Response teams, which then has an impact on the NPT's.

Risks

The introduction of the Police Education Qualification Framework (PEQF) anticipated in July 2020 is a University based scheme for new recruits, which equips them with a degree as part of their extended training. This means that there will be a longer time in training prior to officers coming into District, which may in the short-term impact on numbers on the ground. As previously alluded to in the report, if this impacts on Response capability, it could contribute to an increase in abstractions from NPT to attend Response calls. This is something that will be monitored.

Recommendations

- Consideration should be given to the potential effects the reduction of officers in the short term and how the effects can be mitigated. In the long term it may provide the opportunity to identify officers who will go on to 'specialise' in Neighbourhood Policing.
- The review noted the challenges relating to an inability to recruit to Neighbourhood posts. There is scope to consider a review of ways to encourage more applicants to NPT posts by explaining the importance of the function and opportunities to experience Neighbourhood Policing.
- The Force must also be conscious of the impacts of recruiting to specialist areas at the cost of resilience on the front line and Neighbourhoods.
- The Review recommends another dip sample exercise to be undertake in February 2020 to examine again the volume of incidents NPTs attend that are considered to be inappropriate. This will enable the Force to identify if the challenges remain the same or the situation has continued to improve.

- Review the NPT Abstraction Policy with a view to clarifying and re-enforcing the criteria for an abstraction of an NPT officer away from their duties.

Each of the Review recommendations have been allocated Action Managers within Corporate Services to commence by 1st September 2019. They will ensure the issues raised are examined and addressed.

Conclusions

- Evidence shows it was a well thought out and planned project.
- At a time of increasing calls for service, there is strong evidence to show that Neighbourhood Policing is becoming effective and is reducing demand. For example criminal damage incidents have reduced by 811 over the last 12 months, ASB reports have also reduced significantly from 14,722, for the period April to June 2018, compared to 11,140, for April to June 2019 (-24.3%). This demonstrates that problem solving is now having an impact on demand reduction.
- Despite austerity and a continued drive to protect finances, NPT's are evolving and developing, working in partnership, taking early action and keeping communities safer.
- There is evidence across the Force that the NPT's are embedded and producing results. In January 2019, an Inspector from Her Majesty's Inspectorate of Constabulary and Fire & Rescue (HMICFRS) visited the Force. He assessed Neighbourhood Policing and conducted 'insight work' - a form of assessment prior to full inspection. Numerous practices were examined including Integrated Offender Management, ASB, Problem Solving, Early Intervention and Organised Crime Groups. The HMICFRS Inspector indicated to the force that there was a positive direction of travel in embedding and developing the Model and has since recommended that other Forces visit West Yorkshire Police to examine our working practices.

CURRENT DELIVERY

All Neighbourhood Leads were recently asked to provide a detailed self-assessment of their Teams performance for the Local Accountability Meetings in July. The following is a snapshot of effective and evolving practices from across West Yorkshire.

Investment in Officers and Training

Districts continue to remain committed to ensuring any staffing gaps on the Neighbourhood Teams are filled. Vacancies do arise due to lateral and promotional change. In addition the Force does 'lose' some PCSO's who aspire to become police officers when recruiting windows open. This is seen as positive by the organisation as it is retaining staff who have transferrable skills and are already bought into the principles and values of Neighbourhood Policing.

Over 1,000 Neighbourhood staff have been given Problem Solving training and those masterclasses continue to run to ensure staff remain refreshed. Intensive Engagement training has been delivered to 225 officers and staff, this training has given them the ability to develop locally identified solutions and practices to reduce behaviour(s) that lead to crime and anti-social behaviour. This training was funded by the OPCC. Two complex locations have been

identified where an additional project is currently being undertaken, the outcomes of which will be reported at a later date.

Calderdale and Wakefield Districts have each run successful NPT Training Days. Inputs delivered include – Schools Engagement, Domestic Violence, CSE and Human Trafficking, Drugs and Anti-Social Behaviour, Community Engagement, Cyber Crime and Fly Tipping. The other Districts are working towards identifying suitable venues and dates for delivery.

Local Policing is working with Learning and Organisational Development to devise and deliver refresher training to all PCSO's with more than 5 years' service. This will focus on PCSO Powers and Vulnerability – Domestic Abuse, Mental Health, Problem Solving, Trauma / Early Action.

The local NPT Inspectors are also developing their staff further. There will be Hope For Justice training delivered to staff to raise awareness and understanding of human trafficking. Two NPT Ward Managers and two PCSO's have earned an NVQ level 3 Professional Early Intervention qualification. This training was provided to the Force free of charge by Partner agencies and Local Policing will examine whether this can be rolled out across all Districts.

Partner agencies have offered to give training to staff on the effects of drugs and psychoactive substances. This includes how to manage those under the influence and how to access support available for them and their families.

The NHS have delivered suicide awareness training to staff which will help them identify the signs in vulnerable individuals or people they encounter in crisis to ensure they seek appropriate support for them in order to protect and safeguard them. Staff have also had training from the Crown Prosecution Service with regards Criminal Behaviour Orders.

NPT staff have enrolled on development courses run by the Fire Service. This taught them the referral process for target hardening for vulnerable people, roles and responsibilities when attending and securing a scene and critical incident and awareness training around the role of the Fire Service.

Visibility

Districts have continued to support the NPT Abstraction and Deployment Policies. This ensures NPT officers remain in their respective areas to focus on the three Pillars of Neighbourhood Policing - **Engagement, Problem Solving, Prevention and Early intervention**. This has been reality tested through dip sampling and is reflected in the findings of the PIR.

Although the numbers of NPT officers and PCSO's have been substantially increased, it must be acknowledged that the numbers remain far lower than they were before austerity and budget cuts. NPT Inspectors use a variety of methods to maximise the effectiveness and visibility of their staff, these include –

- Ward Management Occurrences record officers activities in their areas and are enhanced with specific problem solving occurrences targeting issues and problem locations.
- Ward Plans enable NPT's to map out events in the local areas, key partners, persons of interest, hot spot areas of demand.

- Local Neighbourhood Confidence Plans are linked to the Force Confidence Plan, these Plans drive visibility and are designed specifically to improve and sustain public confidence.
- Utilising the Neighbourhood Mapping Tool to identify hotspot areas of crime / vulnerability to task and direct officers.
- Patrol Plans are completed at the beginning of each set of shifts and are debriefed daily by supervisors. Patrolling with a purpose means resources are being deployed intelligently and staff are focussed and accountable.
- Contact points advertised on social media to provide the public with guaranteed engagement opportunities with local officers.
- Cadets / Special Constables are also used effectively in some areas particularly Kirklees and Calderdale to enhance NPT visibility.
- Street Surgeries with partners, Councillors, Council Wardens and Youth Services are an effective means of providing the public with accessibility to agencies working collectively to improve their communities.

Community Engagement

The Engagement Strategy has been refreshed. This sets the minimum standards of engagement expected from each NPT across the Force, examples such as:

- Neighbourhood priorities identified in consultation with the community
- Regular Neighbourhood meetings held locally
- Virtual meetings - online
- Street Meetings / Briefings to empower - involve communities
- Development of Neighbourhood Watch
- Active Social Media presence
- Development of the new Community Alert system

Community Alert has continued to grow proving an excellent engagement tool. Since going live in May, we now have over 9,374 registered users and have sent 198 alerts, which have generated 97,407 emails to members of the community. Neighbourhood Team are using engagement opportunities across the board to promote the use of Community Alert to attract diverse communities to sign up. The Alert will provide them with useful information relevant to the areas they live, work and socialise in. The OPCC has also agreed to join the Force using the system.

Digital Engagement is thriving and reaching out across communities. The Force has 50 Facebook pages and 499 Twitter accounts. The Corporate Communications Department is currently trying to identify a suitable social media platform the Force can use to conduct live chats / virtual meetings with the public whilst minimising the risk of misuse of the service.

PCSO's are aligned to all primary schools to ensure they have an identifiable point of contact. The Force Schools Engagement Officer ensures she has regular communication with the PCSO's and Safer Schools Officers and gives them training around lesson inputs and methods of

delivery. She has created a library of age appropriate resources for NPT officers to use to target young people of different ages.

There are numerous examples of community engagement ongoing across the force such as:

Developing an excellent relationship with Angels of Freedom (LGBT) and regularly attending engagement opportunities with them, including Leeds Pride in August to promote the fact that the Force and Leeds City is LGBT friendly.

Within a Bradford local community, the NPT Inspector attends a Mosque on set Fridays to address a congregation of over 2,000 people. This is linked via a radio system to the majority of Muslim houses in the wider area meaning an additional 7,000 people are getting key messages from the local NPT.

Partnership Working

Our NPT's have strong partnership links across the county and all Districts have good practice to share in terms of what their partnerships are achieving. Examples of partnership work are as below:

NPTs work with the partners visiting licensed premises and takeaways to educate staff about young people who are at risk of CSE, the signs to look for and how to keep them safe.

Youth Services outreach workers have worked together with local NPT's, putting together a timetable of activities over the summer holidays, engaging with young people and diverting them away from criminality. An excellent example of this is Sunnyvale Fisheries in Calderdale where young people regularly volunteer and receive advice and help from partner agencies.

We have projects working with partners and the third sector to tackle homelessness through intervention as opposed to enforcement. The compassionate offer of support is always at the forefront of their service delivery, with opportunities for enforcement at a later stage if required.

Anti-Social Behaviour is recognised as a significant impact upon communities within West Yorkshire if not resolved with partners. Examples of how the Force continues to reduce to ASB are as follows:

Planning in relation to Bonfire Night and the surrounding weeks take place in each of the Districts. Community and partnership interventions are put in place each year with Youth Services, Fire Service, Places of Worship, Town Council, local community centres and mediators. An example of this is within the Bradford District where one ward received 24 calls that were ASB / Firework related, however due to the partnership approach police attended only six calls, mediators dealt with the rest. Similar plans will be implemented across the Force this year and will again reduce demand on emergency services.

Police have worked closely with ASB Partnership Enforcement around prevention and enforcement, strengthening the Force approach. Over the last 12 months, in Wakefield District alone, they have achieved the following –

- 7 Community Behaviour Orders (CBO's) which tackle serious and persistent anti-social individuals.
- 267 Community Protection Notices (CPN1) – warning letters to prevent unreasonable behaviour and 95 Community Protection Notices (CPN2).
- 52 Fixed Penalty Notices (alcohol / general).
- 700 items of alcohol confiscated in public spaces where a Public Spaces Protection Order (PSPO) is in place.

Districts maintain close, cohesive, partnership approaches with regards the town centre and night time economy. An example of this work is:

Within Kirklees, one NPT Inspector has recently established a meeting with local Councillors and partner agencies to focus on ASB and gang related incidents. This will enable a tactical plan to be created moving forward to ensure the right interventions are in place to educate young people and signpost them effectively. This will reduce ASB and violent crime.

NPT's work closely with the Fire Service, within Calderdale this includes committing to the Hoarding Framework Partnership, which was initiated by the Fire Service to protect vulnerable people in their own homes. The local officers attend with the Fire Service and deliver a joined up holistic service – practical advice and support is provided as well as signposting individuals to other agencies for longer-term support. The NPT also has strong links with Licenced Premises with regards the night-time economy and there is a lot of partnership working around alcohol supply / control to reduce violent crime.

Prevention and Early Intervention

Through our Neighbourhood Policing Team's, the force is able to promote and participate in numerous preventative and Early Intervention initiatives that engage and educate children and young people.

We continue to develop our approach to Early Intervention, which includes universal and targeted interventions with young people. This work is very much in partnership with Local Authorities and further meetings are planned to improve our current offer and longer-term strategy in this area. Some examples of the types of work include:

PCSO's are allocated first time missing children once they have been located by Response officers. The PCSO's invest time in understanding the causes for the missing episode and look at what interventions can be offered to support the young person and prevent a recurrence. Ongoing work in this area and with care homes means the repeat missing rate for first time missing people continues to decline. The Children 'in care' rate has fallen from 4,535 in the 12 months to July 2018, to 3,938 in the latest 12 months to July 2019 (-13.2%).

Neighbourhood Policing Teams continue to engage with schools through all ages whether a Safer School Officer is deployed or otherwise. We closely link with schools and their citizenship programmes, developing targeted interventions identified for children more at risk. Examples of this work are:

Within Bradford, working closely with junior schools, PCSOs have identified numerous children from year 6 who had been identified as being vulnerable to criminality or exploitation of some kind. The officers and partner agencies then deliver bespoke sessions to help the young people stay safe.

Talk to the Bear Project has been sponsored by Castleford Young Musicians. They funded 120 cuddly Police bears in total, 25 of which were given to primary schools for purposes of the pilot. Children with any worries or concerns can speak to the bear with a teacher. If the child discloses anything that the police can help with, the school will contact the designated PCSO or Police. Where disclosures are made, we can investigate and conduct joint home visits. The remaining bears will go to other primary schools in September.

A Motorcycle Project for young people, which takes referrals from Districts, provides funded sessions to children from deprived areas. PCSOs attend at the sessions that are funded by the Council, National Lottery funding and the PCC. Children from Pupil Referral Units (PRU's) regularly attend and feedback has been very positive. There has also now been a new cycle project set up working with staff from a local Urban Bike Park. This is another early intervention project designed to steer children away from the illegal / anti-social use of motorbikes and pedal cycles.

ONGOING WORK / FUTURE

Local Policing acknowledges the contents of the PIR and will continue to support Districts with regards the considerable progress made over the last 17 months –

- Reduction in the abstractions / inappropriate deployment of NPT resources – this will be closely monitored by way of internal scrutiny and dip sampling.
- Effective Problem Solving – Inspector and Sergeant review templates will be added to Niche which is the computer system Problem Solving Occurrences are recorded. This will ensure best practice and better line management scrutiny around problem solving. Local Policing will also internally refresh and publish further guidance around problem solving to assist staff. Problem Solving training in the form of Masterclasses will continue.
- Sergeants are ensuring NPT staff are supervised and work hard to protect their staff from being taken away from their communities and maximise visibility.
- The Force is aware that public confidence has fallen. Confidence is based on a person's perception or views. Many factors can influence this such as hearing or seeing things. External factors such as local, national or international events can influence a person's confidence. Local Policing will ensure the Local Confidence Plans are relevant, regularly refreshed and followed by Neighbourhood staff. This will be done by way of scrutiny and reality checking.

The OPCC has conducted an internal audit with regards ASB powers and processes. The audit concluded that overall, there are generally some good processes in place in respect of ASB. However, there are a number of areas where improvement is required to provide added

assurance regarding the safeguarding of victims and local communities and to ensure that the force and relevant partner organisations are best placed to fully identify and respond to ASB. The report has made a number of recommendations that will be allocated Action Managers for progression.

Corporate Services have consulted with all Councillors across West Yorkshire by way of a survey to establish a minimum standard of engagement. The Police and Partners are governed by very tight regulations around Data Protection so the Force must establish a level of communication that is informative and legal to assist our Councillors. The corporate approach will be agreed and implemented.

The Early Intervention offer differs across the five Districts. Local Policing are working on defining the principles for our staff to work to. It is appreciated that Early Intervention is Local Authority led. The first Early Action Forum will be held in September. This meeting has been established to ensure that the momentum and success achieved by the Troubled Families Programme continues. This will be a tactical meeting involving Police, OPCC, Local Authority and Third Sector. This is due to the fact early intervention crosses multiple areas and many portfolios. The purpose will be –

- To influence and shape the local offer in partnership through self-assessment and by testing progress in relation to the 'Maturity Model'.
- To provide oversight and collectively determine what the police and partnership offer and involvement should be in relation to the Troubled Families Programme Force wide and beyond and how this translates into local delivery post 2020.
- To develop and embed a Force wide agreement on information sharing and data management where barriers exist.
- Identify and implement a central consistent outcomes framework so that the group can determine what 'success' looks like holistically.
- In conjunction with partners provide performance management information in relation to families identified within local cohorts to determine the effectiveness of the programme and impact on demand reduction in critical areas
- To provide a forum for periodic review of Early Action sharing practice, offering support, guidance and learning.

The Force is promoting the Partnership Intelligence Portal (PIP) which is a web based portal which gives partners such as - Local Government, Third Sector, Health, Education, Charities, Housing and Utility companies – direct access to submit intelligence to the heart of West Yorkshire Police Intelligence function. It is recognised that in the course of their daily business partners speak to members of the community and observe many things. What they see and hear can provide vital information the police can use to prevent and detect crime and protect those most vulnerable living in our communities.

Local Policing peer reviewed Merseyside Police in August in respect of their Neighbourhood Policing processes. Good practices were identified and can potentially be adopted by West Yorkshire. Merseyside Police have also undertaken a reciprocal review of West Yorkshire

during the same month and this will independently test our Neighbourhood processes. They will send the Force a report of their findings in due course.

Local Policing are benchmarking other Forces such as South Yorkshire Police who are undergoing radical process changes. This again will enable the Force to identify good practices that can be implemented in this county. Local Policing have conducted workshops with PCSO's and are examining their role with regards developing them through additional training and giving them additional powers and equipment.

CONCLUSION

The Neighbourhood Model has continued to embed and this has been recognised by the Review conducted. The Model forms the bedrock of our everyday policing response. There are a number of areas of good practice highlighted within this response, which show the true value of the Neighbourhoods model across the county.

The uplift following the Council Tax Precept increase of 60 Neighbourhood officers will further enhance the service provided to communities and reduce demand through prevention, intervention and problem solving.