



**STRATEGIC POLICING AND CRIME BOARD  
7 March 2017**

**Performance Report: Intervention & Prevention  
Update (Next Generation Local Policing)**

**1. Purpose of report**

The purpose of the report is to provide members of the Strategic Policing and Crime Board with an update on the introduction of Next Generation Local Policing and a culture of Intervention and Prevention in West Midlands Police.

**2. West Midlands Police 2020 Programme (WMP2020)**

WMP has embarked on an ambitious change programme - WMP2020, to ensure the Force is equipped to face the challenges in preventing crime, helping the public and protecting those in need. The WMP2020 programme has four key themes:

The WMP2020 Blueprint foundations



Each theme connects with our people, communities and partners to ensure we can deliver a service that is smaller, faster and smarter.

Key to the success of this programme is the re-design of Local Policing - Next Generation Local Policing.

### 3. Next Generation Local Policing (NGLP)

The Next Generation Local Policing project defined the ambition and service proposition of Neighbourhood Policing Units (NPU) to be delivered by Neighbourhood Policing Teams, Local Partnership Teams, Police Community Support Officers and Neighbourhood Task Force. NGLP proposed the following:

- **Intervention and Prevention.** The ambition of NGLP was to encourage officers to look for opportunities to intervene early and prevent harm being realised.
- **Typology Model.** The typology model was developed to identify vulnerability in communities and allocate resource based on need.
- **Training.** Feedback from neighbourhood officers identified the need to provide training to support the intervention and prevention objectives of NGLP.
- **Connect and Build.** NGLP was designed to build on the strong engagement delivered in Local Policing and continue to provide West Midlands Police with the legitimacy to Police our communities.
- **Active Citizens.** Opportunities were identified to revolutionise the way in which citizens participate in policing, enhancing the Peelian principal that the police are the public and that the public are the police.
- **Neighbourhood Task Force (NTF).** The creation of a NTF providing a flexible locally tasked resource to respond to local priorities.

#### ***What has Next Generation Local policing delivered?***

Each of our eight NPU's has a senior team, together with Police Officers and PCSOs focused on six clear objectives;

1. Prevent harm at the earliest opportunity
2. Reduce demand through long term problem solving
3. Prevent reoffending through effective Offender management
4. Work more effectively with partners, especially around early intervention
5. Increase public confidence in us by understanding and responding to their needs
6. Activate citizens and mobilise partners to tackle local concerns

Our aim is to get 'upstream' and intervene sooner, to prevent harm. We have introduced new training for all local officers to professionalise their preventative role in addition to seeking opportunities to co-locate with our partner agencies. This moves us from a reactive, low impact approach to being proactive and collaborative, offering better and lower cost outcomes for communities and individuals.

**Connect and Build.** Known and accessible teams led by a sergeant are dedicated to each of our wards. We have introduced a new mission for PCSOs, that of Connect and Build. This role has been defined to give them a clear mission, to have detailed knowledge and understanding of a small part of our area, to connect with communities, individuals and key stakeholders and to empower local people to take the lead for resolving community problems themselves.

**Realigning our staff.** The agreed Typology Model approach indicated an under resourcing of staff in Birmingham East where the typology identified a high concentration of Complex Policing Need areas. During implementation staff were posted to Birmingham East to increase their establishment in order to make the NPU more able to deal with the potential harm in the communities. The wider posting process allocated PC and PCSO resources based on the Typology Model.

**Training.** A bespoke training package for NGLP has been delivered to all NPU officers and Police Community Support Officers. The course was designed to prepare officers for the intervention and prevention culture and to help staff recognise potential harm in communities and problem solve these issues. 1474 members of staff attended the initial 2 day course and further training has been provided on antisocial behaviour and Counter Terrorism.

**Tool for Intervention and Prevention Triggers (TIPT).** In conjunction with Force Intelligence, the project team developed the TIPT process which searches WMP systems for examples of Adverse Childhood Experience (ACE) linked to the trauma caused to young people. These TIPT referrals are then passed to Neighbourhood Policing Teams who develop a partnership approach to intervention and prevention with the intention of preventing the individual from continuing on a pathway towards becoming a victim or an offender.

**WM Now.** The Active Citizens Project Team procured and introduced WM Now which brought community engagement into the 21<sup>st</sup> Century. Thousands of citizens have now signed up for regular policing updates provided by their local neighbourhood team in their communities, with 5,000 signing up during January 2017 alone.

### **Early Successes**

There are numerous examples of how the NGLP has been embedded across the Force. The following examples show the benefits of TIPT and Active Citizens:]

*Dudley Neighbourhood Officers and the NPU Partnerships Team was provided a TIPT package for an 18 year old male living in LA accommodation, unemployed, he had been in care since the age 14. He only had an informal network of support. He had been a regular missing person and had committed several minor crimes which created demand for West Midlands Police. His accommodation and utility bills were being paid for by Local Authority but benefits were on hold. At the end of last year he was referred to Top Church training who provided financial and budgeting support, employment training with work experience opportunities. So far the young man has not missed any appointments and is engaging well and starts Men's group mentoring in February. The demand he was generating has been reduced and he is no longer committing crime.*

*Stockland Green Neighbourhood Team has supported Active Citizens within the local community to establish a group named Gardens Action Planning Group (GAPG) to solve problems in an area known as The Gardens after it experienced robberies and two serious violent offences. The lead ambition is improving site security with the aim of increasing the feeling of safety within the community. The group are planning a World Café, hosted by a team Police Community Support Officer, for residents/stakeholders of The Gardens community to contribute ideas and explore opportunities to help. A charity, Thoughts of Others, have volunteered the services of young people and staff that are engaged on construction, building, carpentry and electrical courses to clear overgrown vegetation at the location and add lighting and CCTV. This work experience has improved their chances of gaining employment. The location has improved visibility and security at the pedestrian access point. Registered Social Landlords have provided the locations of CCTV cameras within the Gardens which has been mapped onto WM Now.*

Through partnership work, the Teamworx programme in Sandwell aims to provide children with the experiences and skills to succeed in life. A 'bootcamp' has been launched to intervene early with a group of children identified as having experienced Adverse Childhood Experiences. The group work with police, fire service, children's services and other partner organisations to change behaviours and improve relations with people in authority.

The Active Citizen Event allowed the community of Perry Bar Constituency to decide on how funding would be awarded to support those within the community. One of the organisations that was awarded funding by the community panel was Conscious café set up by Sister Mary and Sister Maria, which provides a dedicated session every week for women of the local community to attend to develop their skills and abilities in using modern technology and being safe in the process. This session has also broken down cultural barriers as well as developing friendships and providing a support network within the community. In empowering the community to award funding to local initiatives we now have an Active Citizen Forum where 19 people have connected to discuss how funding can enhance the area and how as a community local issues can be resolved rather than different organisations competing for funding for similar issues.

#### **4. Intervention & Prevention across WMP**

The ethos of Intervention and Prevention must be actively embedded across all areas of WMP and our work with partners, if we are to meet the ambition of WMP2020. To deliver this a Force wide programme of work is underway to innovate, test and embed evidenced based change that ensures every officer and member of police staff is seeking to identify the earliest opportunity to intervene so we can prevent harm and protect vulnerable people.

##### ***So what's different?***

Work in this area is developing across two work streams; Early Intervention that focusses on complex individuals and high need areas and; Preventative Problem Solving which seeks to prevent the harm caused by offenders. There are over 50 different projects and initiatives underway or being developed across every area of WMP. Below is a sample of some of the key changes so far:

**New Grading Framework.** We have implemented a new grading framework across WMP to ensure that from the moment a call comes into our Force Contact department we assess the issue according to **THRIVE +** - this considers the **T**hreat, **H**arm and **R**isk posed we also look immediately for opportunities to **I**nvestigate, understand **V**ulnerability, undertake **E**ngagement with our partners and the community and look for opportunities for **P**revention and **I**ntervention. This use of THRIVE+ is then used across all departments to ensure we take action and use our resources in a consistent, proportionate and fair way.

**Impact Pathways.** We have developed the Impact Pathways website. This one-stop shop details agencies that can help people in their hour of need, to be used by police, emergency services colleagues, local authorities and even those in need, themselves. The site offers details of more than 100 external agencies across the West Midlands where staff and members of the public can go to for help and advice across a wide range of subjects.

Split into local authority areas, this is the first type of joint multi agency support facility we have seen. The site, which allows information to be automatically translated into 50 different languages, also contains a wealth of other information such as: mapping food banks; how to register with a GP/dentist; how offenders can keep their home if they are imprisoned, etc.

**Violence Prevention Alliance.** The West Midlands Violence Prevention Alliance (WMVPA) brings together partners to work together with the shared understanding that violence and its associated harms are preventable. The OPCC has provided significant investment in support of the WMVPA. By adopting a public health approach of identifying and addressing root causal factors, we can reduce violence and improve health, wellbeing and safety across our population through. Alliance members do this through implementing evidence based interventions, as well as testing and evaluating new approaches, which target prevention at the risk factors associated with violence. The Alliance is a member of the World Health Organization and its Violence Prevention Alliance international network.

**Mentors in Violence Prevention (MVP).** MVP is a programme which can be embedded throughout a school, based on engaging and developing young people as leaders and shapers of their environments with the aim of promoting respect and positive relationships and preventing violence and bullying. Using a peer mentor model, the mentors run sessions with groups of pupils utilising a bystander approach, as cited as a good practice approach in the Modern Crime Prevention Strategy and Ending Violence against Women and Girls Strategy 2016-20. The current pilot in Birmingham has produced surprisingly powerful results in its first few months. An evaluation is being undertaken with Keele University.

**Domestic Abuse.** IRIS is an example of where our partners are taking up the I&P agenda. IRIS is a national scheme with significant evidence<sup>1</sup> of effectiveness for identifying victims of domestic abuse earlier in primary care settings, before situations have escalated to reach criminal justice/ child protection agencies. A DA advocate is linked to a group of GP practices to train all staff in identification and accept direct referrals where DA is suspected/ disclosed, recognising the demand DA places on primary and secondary care. The work helps identify hidden victims and intervene earlier. Walsall CCG, NHS England and Walsall Safety Partnership are planning to start this initiative in Walsall.

The Domestic Abuse Domestic Violence Perpetrator Programme also commences this month. This OPCC commissioned initiative will concentrate on male perpetrators involved in low level offending. Offenders will need to show an understanding of the impact of their behaviour and willingness to change before being accepted onto the programme. Referrals will be sought from numerous agencies. This 2yr project will have capacity for 432 attendees.

**Missing People (Locate).** WMP are trialling a new approach in Birmingham to responding to missing people. The Locate approach is designed to find missing persons and reduce their risk from harm. It also aims to build a comprehensive intervention and prevention partnership approach to reduce / eradicate future missing events of frequent missing people. This will also reduce the risk of harm to missing persons by ensuring local agencies and third sector partners provide a risk based response to cases of missing children, young people and adults working together to intervene at the earliest possible moment to prevent missing events and harm. Locate is currently being evaluated to consider how further roll out might take place.

**Prisoner Intervention and Prevention Team (PIPT).** Thought to be the first of its kind across any force in the country PIPT aims to divert criminals away from a life of crime and towards making a positive contribution to society. Dedicated to securing out of court disposals for cases which would normally be concluded following the initial detention period. The team is formed of 32 officers covering Birmingham NPU's and will be rolled out to cover the whole force area with the next wave of WMP2020 modernisation of investigations. PIPT aims to change behaviour and prevent reoffending by working closely with partner agencies

who are equipped to help offender. The team also refer offenders onto victim impact awareness courses to ensure they understand the impact of their actions on victims.

**Integrated Offender Management (IOM).** Every NPU has a dedicated IOM Team seeking to maximise opportunities to prevent re-offending. One initiative is the New Chance Project that has been developed for female offenders to reduce reoffending and improve outcomes for women and children. New Chance is being piloted in Birmingham and Sandwell and is currently half way through a 2 year pilot. 300 women aged 18-40 with less than 5 arrests and no convictions have been referred into a '*whole systems approach*' via Womens Aid and Anawim to address their support needs with the aim of reducing reoffending.

**Neighbourhood Justice.** This project is trialling four courses that aim to prevent reoffending through restorative justice. Rather than simply arresting and criminalising those involved in low level crimes or displaying patterns of certain behaviour, the force secured Home Office Police Innovation Funding for the Neighbourhood Justice project to open a range of interventions to reduce reoffending. Offenders take part in restorative justice after receiving an out of court disposal. The project is particularly focussing on violent and domestic abuse offences. The new alcohol-related violence course is now live force wide to provide an intervention suitable for offenders who become aggressive after a night out, this follows on from the successful launch of an anger management course run by Birmingham and Solihull Mental Health NHS Foundation Trust (BSMHT) in the Birmingham area. Offenders receive a caution on the condition that they follow a certain path, whether it is restorative justice by repairing damage caused or apologising for their crime, or placing people on a course designed to modify their behaviour. Data collected in Solihull and Dudley shows impressive results. Of the 270 out of court disposals issued to offenders just 19 have gone on to reoffend.

***Other examples of Intervention & Prevention in action are:***

- Mental health staff working within CTU to assist in dealing with referrals, due to the number of cases which involve individuals with mental health issues.
- Health, Mental Health and drugs workers based within custody intended to sign post detainees for help before they are released.
- A dedicated Restorative Justice team working in partnership with housing providers in Birmingham in order to reduce repeat calls for ASB.
- Development of an injury surveillance system for the West Midlands region that shares A&E, Ambulance dispatch and Police call out data to help us understand how to better intervene and prevent violence whatever the cause.
- Local IOM and Youth Offending Teams in Wolverhampton have teamed up with *The Way Youth Zone* to intervene with young offenders. Early analysis of 38 young people between June to Oct 16 has shown that only 2 reoffended.

## **5. NGLP and Intervention & Prevention - Plans for 2017/18**

**Communications.** We aim to develop the discussion further with our partners and the community throughout 2017/18 to better understand what is working and how the changes we are bringing about are affecting them. We will use WM NOW, our local Police and Communities Together meetings and Local Crime & Safety Partnerships to spread the ethos of Intervention & Prevention and hear from the public about how it feels for them locally.

**Strategic Plan.** We will continue to trial, evaluate and, where appropriate, implement what works across our business e.g Locate, PIPT. A detailed stock take of all projects and activity is underway to ensure we maximise our efforts and prioritise those areas where the

opportunities are greatest. This will merge some aspects of an existing Violence Plan into a refreshed Intervention, Prevention & Violence Plan which we expect to launch later this Spring 2017.

**Active Citizens.** During 2016 West Midlands Police and Sandwell Council worked with Mutual Gain to trial their community engagement tactics, Appreciative Enquiry and World Café. This approach is designed to enable communities to identify the key issues that affect them and to develop community led solutions in conjunction with relevant partners. The business case for Active Citizens Project includes £130,000 to develop training for active citizens and Police Community Support Officers to deliver this kind of community engagement activity across the force. The plan for this training is currently in development in order to support the delivery of the Active Citizen Fund.

**Continued Professional Development.** The first stage of NGLP was intended to develop new ways of working for Neighbourhood Policing Teams. Feedback from Neighbourhood Officers and PCSO has identified a number of themes for continued learning and the ambition is to continue to develop and deliver these subject in the future.

**Evaluation.** Intervention and Prevention is a lot tougher to measure than traditional enforcement. We have partnered with Loughborough University who are helping us to evaluate whether the culture of WMP is changing in the way we want it to. We are also developing performance indicators to make sure we can quantify the impact we are having. We expect to develop a full range of evaluation data that will help us understand if we really 'Geared to Prevent' throughout this year.

**Mental Health.** At the end of 2016 PCC David Jamieson approved the two-year secondment of Detective Chief Inspector Sean Russell to become Implementation Director of the West Midlands Mental Health Commission. Sean will help deliver training for 50,000 people in mental health first aid, establish stronger partnerships focused on early interventions, improve opportunities for people to remain in the workplace and provide greater support for people experiencing mental ill health. The director will work with the criminal justice system to ensure those suffering from mental ill health get the treatment they require, rather than increasing the prison population. Sean aims to improve awareness and increase interventions that will help improve mental health across the region.

## **LEGAL IMPLICATIONS**

There are no legal implications identified at this time

## **RECOMMENDATIONS**

The Board is asked to take note of the contents of the report submitted.