



**STRATEGIC POLICING AND CRIME BOARD**  
Date of meeting 3<sup>rd</sup> October 2017

**Next Generation Local Policing and Public  
Engagement.**

**PURPOSE OF REPORT**

The purpose of this report is to update the Commissioner and the Strategic Policing and Crime Board on progress towards delivery of the objectives set out in the Police and Crime Plan that relate to Local Policing and Public Engagement.

**BACKGROUND**

In his Police and Crime Plan, the Commissioner states: 'Confident and safe communities are better able to flourish so, along with partners, policing has a role to play in developing stronger communities.'

Neighbourhood policing lies at the heart of keeping our communities safe. It should continue to be easy for residents to find out who the officers and PCSOs in their area are. Close working by local people and those who protect us is the key to a safer place to live and work'.

This report will update on progress made against supporting these priorities in the Police and Crime Plan and in particular:

- The Force's new approach to neighbourhood policing and the embedding of the Next Generation Local Policing Project
- Training provided in Neighbourhood Policing
- Public engagement activity
- Work with volunteers and community-led initiatives
- Working in partnership to respond to local issues
- Increased public participation across NPU's? Has this led to a reduction in demand for service?
- Active Citizens

- An update on the Citizens Portal

## **NEXT GENERATION LOCAL POLICING**

The WMP2020 aspiration has neighbourhood policing front and centre of our service to the public. The changes to date have ensured we maintain officer numbers and continue to deliver a community focussed approach.

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

NGLP identified the following:

- **Intervention and Prevention.** The ambition of NGLP is 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.** The creation of a Task Force providing a flexible locally tasked resource to respond to local priorities

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

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

1. Prevent harm at the earliest opportunity
2. Reduce demand through early intervention and preventative problem solving
3. Prevent reoffending through effective Offender management
4. Activate citizens and mobilise communities to build community resilience
5. Increase delivery with partners, especially around early intervention
6. Increase public confidence in us by understanding and responding to their needs

The overall aim is to get 'upstream' and intervene sooner, to prevent harm. New training has been introduced for all local officers to professionalise their preventative role in addition to seeking opportunities to co-locate with partner agencies. This has led to a move from a reactive, low impact approach to being proactive and collaborative, offering better and lower cost outcomes for communities and individuals.

Known and accessible neighbourhood teams led by a sergeant are dedicated to each of our local authority wards. A new mission has been introduced for PCSOs, focussing on Connect and Build activity. Their role has been defined to give them a clear mission, which includes having a detailed knowledge and understanding of defined geographical areas, to connect with communities, individuals and key stakeholders and to empower local people to take the lead for resolving community problems themselves.

The Typology Model was used to determine the allocation of PCs and PCSOs to each NPU within the agreed establishment of 735 PC and 452 PCSO full time equivalent posts. Staff were moved between NPUs to ensure that the each areas had sufficient staff to deliver services under NGLP. Alongside these local Neighbourhood Policing Teams are designated staff working within Partnership Teams, Local Offender Management Units and in some cases Organised Crime and Gangs Teams.

The Active Citizens Project Team procured and introduced WMNow which brought community engagement into the 21<sup>st</sup> Century.

WMNow is a two way community messaging system which allows officers and staff to keep the public updated on everything going on in their area by email, text or voicemail. It gives teams the chance to speak directly with their communities about issues that are relevant to them and uses translation software which enables messages to be sent out in the language selected by the user.

More than 30,000 have now signed up for regular policing updates provided by their local neighbourhood team in their communities.

Since November 2016, when West Midlands Police moved to the WMP2020 Operating Model, the organisation has reacted to operational challenges that have emerged and which have impacted on service delivery in several force capabilities including Neighbourhood Policing.

NPU's have made significant contributions to the force priorities around increased demand, arresting outstanding offenders and domestic abuse. NPU's have also led the visible response to national and international terror incidents and the West Midlands Prepare and Protect Strategy to ensure communities feel safe. The NPU's response to these issues and challenges has been essential in delivering the service offer to 'Increase public confidence and in maintaining local legitimacy.'

This unanticipated activity has necessitated a recalibration around NPU activity and what can be realistically delivered in the NGLP service proposition in the short term.

## **TRAINING IN NEIGHBOURHOOD POLICING**

The Neighbourhood Policing review led in 2016 and the subsequent Next Generation Local Policing (NGLP) Project identified a need for training to be provided to officers and PCSO in Local Policing to help them to deliver the West Midlands Police ambition and service offers.

The NGLP Project Team and Learning & Development (L&D) designed a training package which consisted of a two day introduction course for all officers followed by continuous professional development days based on role and rank.

1474 members of NPU staff attend the initial 2 days of bespoke training at the end of 2016. Subject covered were:

- Adverse Childhood Experiences
- Hidden Sentencing (parents/partner in prison)
- Procedural Justice
- Partnership Working
- Cycle of Change
- Diversity and Inclusion
- Knowing your Communities
- Early Help
- Princes Trust Programme
- Active Citizens

Continuous Professional Development (CPD) events have also been delivered covering:

- Antisocial Behaviour
- Counter Terrorism
- Offender Management
- Licensing

Training packages are currently being developed to cover Problem Solving, Disclosure of Information and Engaging with Communities in partnership with Mutual Gain as well as further Antisocial Behaviour, Counter Terrorism and Licensing training.

As part of the CPD events all PCSO's along with all NPT Inspectors and coordinators will be taking part in the Mutual Gain Mutual Learn online and immersive training programme to:

- Deliver the Mutual Gain approach to engaging with communities and identifying opportunities
- Deliver the Connect and Build service offer within the NGLP model
- Maximises the opportunities available through the Active Citizen concept

A new Local Policing Intranet site is also being developed which will provide opportunities to share good practice examples and learning from pilot schemes.

## **PUBLIC ENGAGEMENT**

NPUs continue to lead organisational engagement with citizens, communities and partners at a local level.

At a tactical level NPU's engage with Independent Advisory Groups who are representative of communities and able to provide guidance on the impact of policing. Local Command Teams are engaged within all the local strategic and operational partnership boards and forums where the impact of local policing activity is discussed.

At an operational level NPT Inspectors and their geographically aligned Neighbourhood Teams lead community engagement through forums such as Police and Communities Together (PACT), Community Forums and Police and Schools Panels.

NPUs are using technology to engage with more people through the use of WMNow as described earlier.

Engagement via social media continues to rise. West Midlands Police has a very active Twitter profile and individual neighbourhood teams use twitter as a means of sharing their policing activity with communities, including direct action taken in relation to priorities

identified by communities such as the antisocial use of vehicles and motorcycles, drug dealing and the use of weapons. Such tweets often receive positive feedback from the citizens and communities.

The introduction of WMNOW has provided an alternative method of engagement for West Midlands Police. It has been a key objective for officers and staff to sign up members of the public and promoting the system across all of the force's media channels. There are currently 27,032 members of the public signed up to WMNow. Officers and staff have sent out 3387 messages to communities since the system October 2016 when the system was launched and the current overall satisfaction level recorded in relation to messages received is 90%. Feedback from members of the public continues to be really positive and the force is now looking at rolling the system out beyond neighbourhood and partnership teams.

NPTs continually seek to develop engagement initiatives that are responsive to local needs. Examples of bespoke engagement activity:

- Wolverhampton NPU. The City Centre NPT has an operation which engages football supporters during non-policed matches; advising on vehicle crime prevention advice and personal safety
- Dudley NPU. A public and multi-agency based engagement meeting has been introduced in Lye. This was built in response to local issues and community concerns and incorporates a "tactical response" through community educational, health and wellbeing. The Lye Community Cohesion Group has been instrumental in reaching out to those communities who more transient.
- Sandwell NPU. Neighbourhood staff hold weekly Police Surgeries at Phoenix Collegiate and Sandwell College where initiatives such as Knife Crime Education are used to raise awareness of risk and increase personal safety amongst the Student body.

## **VOLUNTEERS AND COMMUNITY-LED INITIATIVES**

Neighbourhood Watch continues to be an important part of our interaction with volunteer groups across the West Midlands. Communication and Engagement Officers within NPU Partnership Teams have continued to support Neighbourhood Watch groups and with the addition of WMNow have increased engagement with communities.

The West Midlands Police Special Constabulary continues to support policing, in particular at organised events.

West Midlands Police has not previously sought to utilise volunteers extensively in the organisation. Recently Supt Nick Rowe has been appointed as force lead for specials and volunteers and options to increase the number of volunteers in the organisation are being explored.

NPTs are developing links with local volunteers to deliver initiatives some examples are highlighted below:

- Birmingham West NPU – In Selly Oak, the NPT and University of Birmingham have worked together to identify shared risks. Volunteers from the University of Birmingham and the Guild of Students are working with the police and community members to conduct street patrols in the Bournbrook ward to increase student safety.

- Birmingham West NPU –City Pastors, volunteers from local churches support the Night Time Economy policing plan, patrolling between 10pm and 2.30am on weekends.
- Sandwell NPU - Teamworx, the Allotment Project and the Boxing Project are all examples of Intervention and Prevention initiatives led by volunteers that are aligned to Early Help and designed to signpost young people who need additional support to prevent them from becoming potential future victims, reducing harm and demand.

## **WORKING IN PARTNERSHIP**

Partnership working is now very much embedded and part of daily business for Neighbourhood Policing Units using a series of statutory meetings where partners formally discuss local issues and develop problem solving plans. This sits on top of a network of professional relationships that address local issues, both large and small, on a daily basis. This highly effective, but largely invisible work goes on day in day out on our neighbourhoods and in particular by the neighbourhood policing team sergeants who use their relationship with partners and community networks to both identify and resolve local issues.

Examples of Partnership working:

- Birmingham West NPU – Rough Sleeping and issues associated with the homeless community including begging and antisocial behaviour has become a significant community concern. The City Centre Neighbourhood Team has seconded three officers into a multi-agency team with Birmingham City Council, Midland Heart, Change, Grow Live and other agencies to work with the homeless community and reduce vulnerability. Third Sector partners including Retail Birmingham BID are engaged with the team and supporting the work.
- Dudley NPU – The Rogue Landlords Forum, chaired by Dudley NPU Chief Inspector, has catalysed partnership efforts to target rogue landlords and multi-occupancy premises that are causing crime and antisocial behaviour. The group works with West Midlands Fire Service to enforce regulatory responsibilities. It has provided intelligence to target human trafficking issues and health/employment support with residents as a diversionary intervention.
- Dudley NPU – The Partnerships Team provide support to Intu Merry Hill to reduce crime and antisocial behaviour. WMP officers, including Counter Terrorism Security Advisors and Design Out Crime Officers are working with Intu during their extensive expansion and rebuild programme. This had led to a physical re-structure of parking in response to an increase in vehicle crime.
- Wolverhampton NPU – Some city centre locations had been linked to Child Sexual Exploitation (CSE). The Neighbourhood Team along with the Public Protection Unit (PPU) and CSE coordinator from the Local Authority developed a training package which was shared with local businesses, in order to raise awareness of the issue. Hotel staff were invited to a series of workshops where best practice was shared between the group and individual business vulnerabilities (as described by CSE victims) were explored. Positive outcomes and expectations were agreed in contract form, which all parties signed up to. As a result many potential CSE victims have been safeguarded and demand has reduced at the locations.

- Solihull NPU - Multi Agency Vehicle Examinations are being delivered by partners. Road check sites are established where agencies including Solihull Licensing Team, Immigration, DVSA, Trading Standards, HMC Warrants Officers, HMRC, DVLA, West Midlands Fire Service, DWP and CMPG carry out a series of checks on vehicles and the occupants of the vehicles in a co-ordinated manner to reduce road traffic offences, reduce crime, promote road safety, educate motorists and enforce any road traffic offences as required.

There are numerous other examples of initiatives designed to deliver intervention and prevention activity across the West Midlands. A small selection is listed below:

- Solihull Get Involved Days
- Solihull Not in Education Employment or Training (NEET) work.
- Joint partnership patrols with Trading Standards and Neighbourhood Officers.
- Multi Agency Food & Vulnerability safety inspections.
- Virtual reality utilised by police / partners for road safety checks.
- Speed reducing child image bin sticker and community / partnership
- West Midlands Police and Childline Partnership
- Project Blueline-tackling student vulnerability
- Project Artemis-engaging with vulnerable young people at risk of CSE
- Project Pearl -intervention and prevention around domestic abuse in Coventry
- Steps for Change - drugs/alcohol project
- Coventry Community Fusion Festival 2017
- Operation Liberate – human trafficking specifically for sexual exploitation
- Visits to licenced premises
- Alcohol and tobacco test purchases
- Bet Watch
- Crime Reduction Forum
- Princess Alice Shopping Centre, Business Partnership Sutton Coldfield
- Wolverhampton Schools Computer Thefts
- Dudley Cycle Marking
- Wolverhampton Business Crime Group
- Police and Schools and Spurgeons (PaSS) Project- girls at risk of gang exploitation
- Tackling un-reported racially aggravated offending
- The Birmingham Public Space Protection Order Breach Process
- Partnership with Probation
- Memorandum of Understanding (WMAS & WMFS)
- Travellers/Unauthorised Encampments

## **PARTICIPATION IN POLICING**

Through the established networks such as Independent Advisory Groups, Stop and Search Scrutiny Panels, Police and Community Together (PACT), Street Watch and Neighbourhood Watch, West Midlands Police provides opportunities for the public to participate in policing at a level of their choosing. All NPU's have continued to offer these participation opportunities to the public since the introduction of NGLP.

The WMP 2020 Programme has introduced a new public facing Intranet site which continues the precedent of citizens being able to identify their local neighbourhood team and make direct contact.

The intranet site also includes a Get Involved section which provides information on the networks listed above and how citizens can participate.

WMNow sign ups have increased public participation, as this provides a new means for people to ask questions, provide intelligence and find out about their local community meetings.

It is too early to provide evidence of increased participation reducing demand and in fact, the recent increase in demand for service would suggest that additional options for contacting and engaging with WMP has actually grown demand.

Some examples of how citizens are participating in policing:

- Walsall NPU. The Darlaston Neighbourhood Team and local Councillors have purchased speed watch equipment and high visibility jackets through the Area Partnership which can be taken out by members of the community who then report the results back to us. Officers will then send warning letters where appropriate. Innovatively PCSO's from Darlaston NPT are using the device outside local schools so that the children are involved in policing, the data is shared with the school and used in English lessons to write letters to speeding motorists. The best letter will be sent to drivers with the formal letter in order to deliver a more emotive warning.
- Sandwell NPU. Repeated Unlawful Encampments have created concerns for the community and demand for police and partners in Sandwell. West Midlands Police, Sandwell Council and the Street Wardens have worked together to problem solve the issues and as a result this demand has almost been eradicated through the use of short term civil injunctions obtained in partnership with Sandwell Council and the longer term introduction of a transit site which also unlocked new powers of enforcement. Sandwell Wardens are now the lead agency for Unlawful Encampments in Sandwell which has reduced demand on policing.
- Walsall NPU. One Walsall which includes a range of partners including Police, Health, Mental Health services, Education, Social Care, Elderly and Dementia support is currently invigorating the volunteer scheme in Walsall.

## **ACTIVE CITIZENS**

Through the service offer for NGLP, the concept of Active Citizens is now business as usual within Neighbourhood Policing and is being led by Chief Superintendent Danny Long on behalf of NPU commanders and overseen through Local Policing Governance Board.

An active citizen is defined as 'A person who actively takes responsibility and initiative in areas of public concern such as crime prevention and the local community.'

Neighbourhood Teams have been engaging with key individuals in communities and have helped them to generate their own momentum and impact in the community. This has empowered communities to resolve their own issues, without the need for police intervention. Neighbourhood officers support this approach and are active in their identification of prospective active citizens.

To support this the Office of The Police and Crime Commissioner has allocated £800,000 from The Proceeds of Crime Act (POCA), Police Property Act (PPA) and Community Initiative Fund(CIF) to support community initiatives been delivered by active citizens and communities. Many NPUs have used the concept of participatory budgeting to allocate



funding to initiatives supported by the wider community and several NPUs, including Sandwell and Birmingham West, have used the World Café concept to facilitate structured conversations within communities in order to identify priorities that are sometimes not apparent to the Police or statutory partners. This reinforces the ambition to involve citizens in policing and to concentrate services on what matters the most.

Examples of how Active Citizens and the Active Citizen's fund has supported West Midlands Police to prevent harm include:

- **Parents Cyber Safety - Awarded £3340.00**

The project will pilot a 'being safe online' course, which will enable parents to develop new skills in assisting and informing children in order to pursue a safe, enjoyable experience on-line. The duration of the course will be eight Guided Learning Hours of which six will be hands on support and two hours observational support. It also includes information packs that parents can take away. It is expected that participants will cascade their learning to other parents within their community.

***Project objectives***

Inform and educate parents to the potential dangers that exist for their children on line  
Provide robust solutions in order for parents to enable their children to have a trouble-free on-line experience.

- **Report the Hate - Awarded £4750.00**

Report the Hate aims to address hate crime, and will contribute to Walsall Council's strategic approach to tackle the under-reporting of hate crime. The project aims to build a network of individuals who are equipped to help achieve this, and raise awareness among communities so that incidents of hate crime are more likely to be reported.

***Project objectives***

Build a clearer picture of hate crime across Walsall and the views people have which promote it

Increase the number of people who report hate crime

Improve understanding of the nature of hate crime and related legislation among communities

Improve trust between communities and statutory organisations

## **CITIZENS PORTAL**

Since the Citizens Portal was launched on 27<sup>th</sup> July, 2017, it has been used approximately 167,470 times, by 118,180 users. Site users can be categorised into two broad groups:

1. Those that visit the site to view the news.
2. Those that use 'Your Options' functions for advice and signposting.

The majority of users arrive on the website from search engine results (mostly Google) and from links in social media from mobile users. There is an increase in hits when news is released.

The Homepage is the most accessed page (79,651 times), followed by the News page (29,327), Contact Us (19,828), Incident Reporting (9,463) and Birmingham NPU page (5,007). Each of the following pages have also received smaller number of hits each: Road Traffic Collision's, Payment of Traffic Fines, Parking on Yellow Lines, Off Road Bikes, Dog Fouling, Littering and Lost Property. The time spent on each page relates directly to the amount of content on the page. This gives us confidence that people are reading the information we are providing. Social media promotion is effective at driving traffic to key pages. Mobile users with phones and tablets make up 70% of the user base. The majority of users are on apple devices.

Current functionality available for online reporting is for offences of Criminal Damage, Theft, Bilking and Burglary (non-residential). Since the launch on 27th July, 548 incidents have been reported online. Of these, 71% are Theft related and 29% related to Criminal Damage. 20 incidents are currently active, waiting for information from the citizen or being actively progressed by Force Contact and Investigations. 528 incidents have been closed, either by Contact or Investigations. Typically 25% of incidents require a call-back for further information. Typically 85% to 90% of online incidents are filed at source.

Force Contact are continuing to train new staff to ensure that they are able to best serve the public and as WMP Online and Online Incident Reporting become more widely advertised following the Public Launch later this month, the Force Contact team will be continually monitoring online channels to understand the impact that this is having on our daily business.

## **FINANCIAL IMPLICATIONS**

None

## **LEGAL IMPLICATIONS**

None

## **RECOMMENDATIONS**

The Board is asked to note the contents of this report.

**ACC Sarah Boycott**  
**ACC Local Policing, West Midlands Police.**

