College of
Policing

Neighbourhood policing guidelines

Case studies

Neighbourhood policing guidelines: Case studies

Select a link for case studies that put into practice each of the guidelines.

Introduction

A number of case studies have been produced to help forces implement these guidelines. They have been developed from a call for practice, focus groups and field work with police forces and partner organisations.

These case studies are intended as a starting point, and we will be adding to the library of available practical examples. To help develop and share learning, we are keen to hear from forces about work they have done that supports the guidelines, in particular evidence of activity that shows:

- identification of and response to those people and places that are vulnerable or high risk

- the role of neighbourhood policing in reducing serious harm (e.g. violent extremism, organised crime and exploitation)

- the police role in effective early interventions

- how social media can be used to improve visibility and community engagement

- how neighbourhood policing can make communities stronger and more cohesive

- the effectiveness of different approaches to neighbourhood policing.

To submit a case study, or to obtain further information in relation to any of the published examples, please email the College at: **neighbourhoodpolicing.guidance@college.pnn.police.uk**

1. Engaging communities

Select a link for case studies that illustrate engaging communities.

East Midlands Community Engagement Area Classification

Guideline areas:

Engaging communities ↗

What
The Community Engagement Area Classification tool uses community survey data to identify community engagement 'rich' or 'poor' neighbourhoods. It also identifies specific neighbourhood characteristics that might help or hinder engagement initiatives.

Why
Police forces often use existing area classifications to inform policy decisions but none are focused directly on levels of community engagement. A community engagement area classification should enable police forces to target their community engagement initiatives more effectively.

Who
- Quantitative and Spatial Criminology Research Group, Nottingham Trent University
- East Midlands Policing Academic Collaboration (EMPAC)

Where
East Midlands, the classification will be extended to cover the entire country during 2018

When
2017 – ongoing

How
Setup
EMPAC commissioned the development of a bespoke Community Engagement Area Classification at the Lower Layer Super Output Area (LSOA) level across the East Midlands.

Super Output Area is a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. Lower Layer Super Output Areas (LSOAs) typically have a population of around 1500.

Delivery
The Community Engagement Area Classification tool predicts if an area is engagement 'rich' or engagement 'poor'.

Each area is given a classification name which describes the key characteristics of that area, for example, 'Satisfied Open Cohesive Urban Fringe', 'Disconnected Fearful Urban Fringe', 'Disconnected Fearful and Diverse Non-Volunteers'.

Each type has a fuller description to aid understanding, for example, the description for 'Satisfied Open Cohesive Urban Fringe' is 'high levels of satisfaction with area and home, high levels of social cohesion, individuals get on well with people from different

backgrounds, with low fear of crime and incivility, located on the fringes of urban conurbations'.

Additionally, each area is given a score across five categories to highlight the greatest challenges and opportunities for community engagement:

- neighbourhood belonging and identity
- diversity of local population (age, ethnicity, social class)
- fear of crime and incivility
- satisfaction with policing and other public service organisations
- volunteering and participation in local decision making.

The tool currently covers the East Midlands but work is ongoing to extend the classification across the whole of England and Wales.

Potential benefits
The potential operational benefits include providing police with:

- a more informed understanding of the make-up of local communities' current engagement levels
- a greater understanding of specific neighbourhood characteristics that may help or hinder community engagement initiatives
- useful information to inform neighbourhood team's engagement activity and decision making by highlighting those communities where there is little social cohesion and participation.

Evaluation
No documented evaluation or assessment has been conducted yet [May 2018].

Formal evaluation is planned with a number of trial forces over a 12 month period, following the roll out of the tool across the country later in 2018.

After trialling, adjustments to the classification will be made, if required, to ensure its use operationally and as a policy tool.

Further information
The current version of Community Engagement Area Classification for the East Midlands (CEACEM) represents a prototype that needs to be operationally tested by police officers. The purpose of this testing is to determine the extent to which CEACEM accurately captures the nature of the specific neighbourhoods that they patrol. It also needs to be validated in terms of usefulness as a policy tool that can inform strategic and operational decisions.

There is a 4 minute **video** on YouTube where Dr James Hunter of Nottingham Trent University is interviewed on the classification tool.

Essex Active Citizens

Guideline areas:

Engaging communities ↗

What
In this case study, a group of volunteers are used by the force in a number of ways. They provide a link between the public and police, interact with residents, delivering messages on behalf of the force.

Why
During house-to-house enquiries as part of a major investigation, residents asked if they could help. Essex Police realised that volunteers could be used in a wide range of initiatives.

Who
Essex Police

Where
Force-wide

When
Piloted from 2013, full force roll out from August 2016

How
Setup
The initial setup included a recruitment element where volunteer agencies and job centres were approached to encourage sign up.

As local interest in volunteering grew, the Active Citizens group was put in place and processes developed to cover vetting, volunteer safety and training.

Initially, officers needed some support in understanding how volunteers could be used.

Initial setup was resource-intensive, requiring an officer to be assigned full-time to building the volunteer group, conducting training and deploying the volunteers.

Delivery
Becoming a volunteer
Volunteers apply and then meet with the volunteer coordinator to discuss their motives for becoming a volunteer. Understanding why an individual wants to volunteer is considered key to ensuring the right people are accepted on to the scheme.

The volunteers are not asked to dedicate a minimum amount of time.

There are two levels of vetting for volunteers – an initial vetting that allows volunteers to get involved quickly and ensures their interest

is held while a fuller vetting, which can take up to three months, takes place.

All volunteers are given basic training, which includes:

- conflict resolution
- crime prevention advice
- risk management
- human rights.

The volunteers all have their own collar numbers, but it is clear from their ID that they are volunteers, not officers.

What volunteers do
The volunteers get involved in a wide range of activities, including:

- delivering crime prevention messages through house-to-house visits
- conducting telephone interviews with victims of crime to get feedback on the service they received
- delivering Operation Makesafe:
  - Raising awareness of child sexual exploitation in the business community, such as hotel groups, taxi companies and licensed premises.
  - They are provided with awareness training to help them recognise the signs of child sexual exploitation and provided with awareness posters and training material.
- collecting CCTV
- partnership initiatives, such as tackling road tax avoidance alongside the DVLA.

Practical considerations
Volunteers need to be asked, not tasked.

Some initial support is required from other teams internally. This includes:

- legal, to check insurances
- media, to publicise the initiative
- training, to help train the volunteers.

Now set up, the resources required to maintain the group and induct new volunteers are relatively low.

Evaluation
As of May 2018, no documented evaluation or assessment had been undertaken.

Further information
There are currently over 125 registered volunteers across the county.

2. Solving problems

Select a link for case studies that illustrate solving problems.

Durham Multi-Agency Problem Solving

Guideline areas:

Solving problems	↗

What

The Safe Durham Partnership is responsible for tackling crime, fear of crime, antisocial behaviour and substance misuse.

Multi-Agency Problem Solving (MAPS) groups were set up to identify, analyse and resolve crime and antisocial behaviour through coordinated multi-agency responses. They focus on and tackle repeat issues/themes or issues with individuals and locations which cannot be effectively resolved in a sustainable way by interventions from one agency alone.

Why

Problem-solving activities require a partnership approach to provide the oversight and scrutiny. The Safe Durham Partnership identified that there was a need to improve the multi-agency response to solving certain types of problems.

Who

- Police
- Local authority
- National Probation Service
- Durham Tees Valley Community Rehabilitation Company
- Social housing providers
- Fire and Rescue Service
- Ambulance Service
- Integrated Offender Management
- Children & young people services
- Domestic abuse services
- Substance misuse services
- Education

Where

Durham

When

Ongoing

How

Setup

MAPS groups were set up to identify, analyse and resolve crime and antisocial behaviour through coordinated multi-agency responses. They provide the oversight of time-limited problem-solving plans and keep these focused, facilitating the right partners to be involved and providing an escalation process for complex problems.

Delivery

Using a problem-solving approach, MAPS groups identify the causes of specific problems and agree and implement multi-agency interventions to address them in a sustainable way.

Scanning
Crime and antisocial issues are identified through the partnership strategic assessment, performance and assessment documents, community engagement mechanisms and referral from partner agencies.

Analysis
The analysis stage involves sharing intelligence and information between agencies. The purpose is to build a comprehensive picture of any issues or problem individuals/families and implementing coordinated action to address them. This may include actions from the child sexual exploitation **ERASE** meeting process.

Responses
Interventions adopt a problem-solving approach and consider action around prevention, early intervention, enforcement and rehabilitation/support. This approach includes referring adults to the **multi-agency intervention service** and engaging children and young people with the **Stronger Families** approach. Actions to address the victim, offender and location are also considered. Deployment of resources is agreed through negotiation with relevant agencies.

Where appropriate, individuals are nominated to the Integrated Offender Management Programme, and action being undertaken with that person is monitored and reviewed.

Response includes nominating/escalating individuals and families to the relevant pathway, for example, High Impact Household, Think Family, Safeguarding, Multi-Agency Risk Assessment Conference (MARAC), Multi-Agency Public Protection Arrangements (MAPPA), etc.

Response also involves undertaking actions and delegations from the relevant boards and Thematic County Wide Delivery Groups.

Assessment
This stage involves monitoring and reviewing the effectiveness of interventions and instigating further action to address issues until they are sustainably resolved.

It also involves reviewing performance against any targets and performance measures assigned by the Safe Durham Partnership Board/Thematic Delivery Groups.

Governance
This involves identifying cross-cutting issues, blockages or barriers to delivery that cannot be dealt with at the local level. These are escalated to the Safe Durham Partnership Board or relevant Thematic Delivery Groups.

Governance also involves managing and monitoring financial resources[1] and reporting to relevant boards and Thematic County Wide Delivery Groups.

Evaluation
No documented evaluation or assessment

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[1] as delegated by the County Durham Police and Crime Commissioner and Durham County Council Strategic Manager, Neighbourhood Protection

Leicestershire Tackling Knife Crime

Guideline areas:

Solving problems ↗

What

A neighbourhood policing team in Leicestershire has created a full-time neighbourhood officer post to coordinate activity to reduce knife crime. This is a force-wide and holistic approach to reducing knife crime that focuses on prevention and intervention, engaging with communities and enforcement tactics against identified habitual knife carriers.

Why

Knife crime is a strategic priority for Leicestershire Police. A new approach was needed that looked at prevention, intervention, education, enforcement and proactive policing of knife crime.

Who

Leicestershire Police

Where

East Leicester Neighbourhood Team

When

June 2017 – present

How

Setup

The initiative involved the creation of a dedicated neighbourhood officer role with a bespoke role profile to tackle knife crime.

Delivery

Targeted activity

Habitual knife carriers are identified through crime reports, intelligence and referrals. A habitual knife carrier is defined as someone who has been involved in three or more incidents with a knife within a 24-month period.

Subjects are visited at home by the dedicated officer and partners, such as representatives from the Youth Offending Team. It is explained to subjects that they will be the target of police enforcement activity if they do not desist. They are provided with opportunities for desistence and diversionary activity.

Information about the habitual knife carriers is recorded in Niche, the crime recording system. This information includes:

- a bespoke plan and strategy
- the activity undertaken with the individual.

Extensive work has been undertaken to break down cultural barriers with the local Somali community. In this community, the carrying of weapons by young men has been identified as a particular issue, linked back to cultural norms in Somalia.

Partnerships have been developed with third-sector providers for interventions. The team works with statutory service provision for managing offenders, Youth Offending and Probation. An example of partnership working includes using tenancy enforcement by social housing providers as a tactical option.

Universal prevention activity
The team also focuses on preventative activities, working closely with schools and community groups. The team delivers presentations at secondary and primary schools. As a result of these presentations, a number of knives have been handed in to the school.

Governance
A bi-monthly, force-level Knife Crime Delivery Group meeting takes place to discuss the highest risk cases and cases of greatest concern. The Group is chaired by the superintendent, head of neighbourhoods and involves partners from Youth Offending, the Pupil Referral Unit, schools, universities, local authority, ASB unit and Probation.

Regular meetings are also held at the tactical level to discuss cases.

This is a force-level approach to knife crime, but with a dedicated resource from the neighbourhood team in the highest-demand area.

Example
Activity by officers, including enforcement operations, is supported by intelligence products. Intelligence includes geographical heat maps and profiles for the most high-risk individuals. For example, a small-scale operation in April 2018 using neighbourhood team resources recovered seven knives and a sword from the streets.

Evaluation
No documented evaluation or assessment

3. Targeting activity

Select a link for case studies that illustrate targeting activity.

Humberside ACE Focused Early Intervention Teams

Guideline areas:

Targeting activity ↗

What

Humberside Police has established dedicated early intervention teams in their busiest and highest-demand wards. They are co-located and work collaboratively with a number of other agencies. They work with vulnerable individuals and families across the area, based on young people with four or more adverse childhood experiences (ACEs).

Why

Aware of a change in policing demands, Humberside Police needed to adopt a new approach to focus on vulnerability and the risk factors.

Who

- Humberside Police
- Youth Offending Team
- Local authority youth outreach services

Where

Humberside Police area – five local sites

When

2017 – present

How

Setup

Humberside Police set up early intervention teams in their busiest areas after reviewing the work of South Wales Police on ACEs and that of the Early Intervention Foundation.

These early intervention teams were placed in locations experiencing high demand based on police crime and incident data. The geographic areas were aligned to local authority electoral wards.

The teams were set four key aims working with a community and a place-based focus:

- engagement
- problem solving
- early intervention
- community resilience.

Each team consists of one sergeant, one PC and five PCSOs and is based in a local authority premise with Child Sexual Exploitation, youth outreach and the Youth Offending Team. Their location is being developed to allow a safe area for young people to use as a drop in.

Delivery

A multiagency panel meeting meets once a month and reviews referrals from different agencies. Each referring agency must demonstrate what they have done first to support the individual or

family. All referrals are subject to a triage process and if subjects are already in statutory services they are not taken on.

Referrals are scored using a variation on the national ACEs process. The 13 national indicators have been expanded to 21 to reflect local concerns.

A lead agency is appointed to formulate a plan and an exit strategy. Those taken on will be subject to intensive engagement from the team.

Team members are protected from abstraction to other duties to focus on their work. They also have access to the local authority ECLIPSE system, allowing real-time information sharing with their key partners.

Eclipse replaced CareFirst as the social care IT system used by local authorities. Both systems are provided by the OLM Group. Eclipse is intended to be more user friendly than CareFirst.

Potential benefits
A key success factor of the team has been working with those excluded from mainstream education and a close working relationship with Keys 7KS, the local approved school. The early intervention team sits on the access panel, working closely with the school and the top five and bottom five pupils. The team aims at getting the top performing returned to mainstream schooling and the bottom five to continue to secure attendance and compliance.

Where offending behaviour is identified, the team works closely with these subjects to avoid criminalisation and pursue out-of-court outcomes, such as conditional cautioning.

Other keys to success include:

- integrated multiagency working, including co-location of key partners
- using a common language and agreed outcomes
- developing shared outcomes – an outcomes-based accountability framework is used by inspectors to direct activity, supplementing partnership frameworks across all local authority areas
- looking at the local evidence base and tailoring the service locally, each team works in a different way to represent local partnerships and issues
- using the Joint Strategic Needs Assessment (describes the current and emerging health and wellbeing needs for people in the local population) to inform local activity
- workforce capability – empowering staff with the right skills and support
- an exit strategy written at the start – experience has shown that subjects may become overly dependent on services.

Evaluation
A light touch assessment has been done. This involved an academic review of the ACEs scoring process in association with Hull University.

Leicestershire Braunstone Blues

Guideline areas:

Targeting activity ↗

What
The **Braunstone Blues** is a dedicated team made up of officers from the fire and rescue, police and ambulance services, the local authority and occupational health. This team works to reduce 999 call demand in the area by getting people in Braunstone to help themselves, by educating them about alternative support services.

Why
In 2015, it was established that the highest demand area in Leicestershire for police, fire and rescue and ambulance services was in Braunstone.

Who
- Leicestershire Fire and Rescue Service
- Leicestershire Police
- East Midlands Ambulance Service
- Leicester City Council
- Housing
- GPs, pharmacies, schools and community groups as well as working closely with Braunstone residents and local voluntary groups such as B-Connected

Where
Braunstone, Leicestershire

When
2015 – present

How
Setup
A fire and rescue service-led project was put in place to manage and reduce demand in Braunstone.

Delivery
All officers have sufficient knowledge to deliver the messages of all partners.

There are four strands to the team's activity:

- **home visits** – includes joint messages from all agencies, a key message being 'working together to create a healthy, safe, secure Braunstone'
- **community events** – officers attend events to engage with the community
- **project work** – where persons or groups are identified as repeat 999 callers, specific work is undertaken to understand reasons and reduce demand
- **Life Skills course** – focussed on improving the confidence, self-esteem, self-care and aspiration of those living in the Braunstone area.

Home visits

Home visits are a free 30 minute service the team offer to understand and identify any problems or risks residents may have. The team can then give appropriate advice and information on home and vehicle security, safety in the home, fire and child safety and health and wellbeing and direct them to correct services and channels. The team also offer help with loneliness, anxiety, depression and dealing with antisocial behaviour. Each home visit is tailored to suit each person or family's needs and information about other organisations that may be able to help is available during the visit.

Through visits, issues such as food poverty are sometimes identified – the team assists by contacting food banks and puts in place medium-term solutions at a future visit.

Around 1,800 'Healthy, Safe, Secure' visits have taken place in the two years, 2016-17 (around 40 per cent of homes in the area).

Community events

The team runs events, including film clubs. These have been attended by around 60 children and 30 adults. Through these events, attendees interact with the team and pass on information. It is felt that the team get more information through the events than through more traditional 'surgeries'.

Life Skills course

The Life Skills course is intended to provide a legacy to the team's work, building community capacity and longer-term resilience. Over 200 people have completed the course and feedback has been very positive.

Practical considerations

The team has found the community reacts differently to the different services. Generally the community is more open to talking to fire officers than police officers and fire officers break down barriers, improving the community's relationship with the police.

Data sharing was an initial barrier to effective working and evaluation of the team's effectiveness. A private company was used to develop a data-sharing agreement and run an 'excellence in data sharing' workshop which tackled fears around sharing data.

Potential benefits

The visits have led to intelligence-gathering opportunities as officers build relationships with the community.

Evaluation

There is no documented evaluation or assessment.

An evaluation is being conducted on the impact of the dedicated team on 999 calls and the Life Skills course.

4. Promoting the right culture

Select a link for case studies that illustrate promoting the right culture.

Durham Constabulary – Community Peer Mentor Programme

Guideline areas:

Promoting the right culture ↗

Solving problems ↗

What
Volunteers engage with repeat victims and those that perceive they are repeat victims of crime, antisocial behaviour and neighbour disputes. This has resulted in a reduction in call volume and demand from high-impact service users.

Why
A new approach was needed to tackle the route cause issues behind repeat callers to the police with complex needs, and to reduce vulnerability and demand. Additional practical support and continuity that many repeat victims and callers need could move them away from a reliance on statutory service provision.

Who
Office of the Durham Police and Crime Commissioner

Where
Countrywide

When
2015 – present

How
Setup
A proof of concept was run in Darlington in 2015, which saw significant reduction in demand.

Delivery
Life experience and credibility with the client base are seen as critical factors in selecting volunteers. Volunteers come from all types of backgrounds, including ex-prisoners, people in recovery from drug and alcohol abuse, survivors of domestic and sexual abuse and professionals such as barristers and probation officers. This has enabled the clients to see that someone supporting them really does understand their point of view. Mentors are required to develop positive relationships with the clients. A background of having been through, or understanding journeys of positive change and recovery is important.

There is a robust risk-assessment process for volunteers, as they are required to have a 'colourful' DBS. This helps them have credibility with the clients.

A good relationship with the Job Centre has helped to identify the right volunteers to take on the role of mentor.

The mentors do not necessarily represent the police. They present as representing the agency that referred them.

Mentors are treated as members of staff. There is a very low dropout rate.

137 mentors have so far been trained, with 96 active, including a transgender mentor (Feb 2018).

The mentor role
The role requires that mentors:

- spend time getting to know the clients, understanding root cause issues and setting realistic goals with them

- act as an advocate, attending professional appointments, such as doctors and housing, and supporting the associated activities needed to address their vulnerabilities

- plan exit strategies to be self-dependent

- link in to over 200 agencies across County Durham

- have no maximum timeline for involvement with clients

- have the aim of reducing volume and severity of calls

- always share crime and risk information, but all other matters are discussed in confidence.

Example
A 19-year-old female with mental health concerns is a repeat caller to the police.

In the repeated calls to police, she threated self-harm. Police would attend and refer her to health services. She was given appointments so see mental health professionals but then failed to attend these.

As a result, she did not receive the support she required and there was a cycle of her then calling the police at crisis point. It was established through a peer mentor that she suffered from anxiety and could not face attending the appointments.

The volunteer worked with her and supported her in attending her appointments. As a result, she started to receive treatment and support that broke the cycle of her self-harm episodes. This reduced her vulnerability and resulted in a significant reduction in the demand for police.

Practical considerations
The programme is PCC-funded. The setup cost was £35,000. The running cost is £130,000 per year, including, administration, training and four part-time members of staff. This is balanced against the estimated cost saving to Durham Constabulary of £466,000 (based on a formula of staff costing). However, the savings across the broader partnership would be considerably more.

Benefits
Clients engaged by the programme have reduced their calls to Durham Constabulary by an average of 71 per cent and some by 100 per cent. Mentors have provided clients with a 'sounding board' and the time to listen to their individual stories. They have identified their needs and signposted them to the relevant agencies. Clients have reduced their dependency, learnt new skills and feel part of the community again.

Success has been seen in the reduction in calls to the police and, subsequently, other emergency services, councils and services.

The cost and time savings have been substantial. Clients have had the chance to have their voice heard as mentors act as advocates to provide support in them achieving the goals identified. They have helped clients into employment, training and in negotiating the maze of officialdom which often frustrates them.

The programme has received support from various agencies and organisations that have identified that it helps to 'complete the circle'. It does not have a restrictive criteria for client engagement and there are few barriers to engagement, so long as a person wants support and wants to change.

Evaluation

A light touch assessment has been done. This involved an analysis of 12 months of data prior to the community peer mentor programme and analysis of data post-implementation. This showed a reduction in incidents involving the clients in the group from 1,238 to 234, reducing the staff hours involved from 20,253 to 18,638. The saving of staff cost alone to Durham Constabulary was estimated at £466,075.

Further information

The programme is a Durham Problem Orientated Policing award winner.

The approach has now been developed countywide.

Metropolitan Police POP Awards

Guideline areas:

Promoting the right culture ↗

What

The MPS Problem Orientated Partnership (POP) awards recognise good problem-solving practice. An annual awards ceremony takes place where a panel presents bronze, silver and gold awards to the top three entries.

Why

In 2005, supported by the Mayor's Office for Policing and Crime, Transport for London, London Councils and **Safer London Foundation**, it was decided to offer an incentive to encourage and promote:

- good practice in the POP approach
- the maintenance of a continued focus on problem solving
- examples of partnership problem solving and innovation.

This became the annual London POP Awards.

Who

All teams across the MPS

Where

Metropolitan Police area

When

2004 – present

How

Delivery

Each year submissions to the POP awards are received from across the force.

There are two separate awards:

- **Safer Communities** - entries can focus on any aspect of police or partnership work including, for example, projects undertaken to reduce specific crime and disorder problems
- **Safer Travel** - entries can focus on any aspect of police or partnership work that has led to significant reductions in crime, disorder or the fear of crime among people using the public transport network.

The awards are open to anyone who has been involved in partnership work leading to a reduction in crime, disorder or fear of crime. One of the partners must be the Metropolitan Police and, in the case of the Safer Travel POP Award, Transport for London.

The submissions are no more than 4,000 words and use the SARA model (scanning, analysis, response, assessment) as a framework. A submission guidance talk is given when submission entry opens.

For the 2017 awards, six finalists were selected. A brochure is always produced with details of the finalists' entries.

The day takes the format of a networking lunch, followed by presentations by the finalists, and then the awards. The presentations by the finalists last approximately 15 minutes. A keynote speaker, usually an academic, attends to add value to the day.

A panel of judges, including partners such as the local authority and police and crime commissioner, selects the top three entries.

Bronze, silver and gold places are awarded, with gold receiving a trophy and £1,000 to put towards community problem-solving projects – bronze and silver also receive a trophy and all finalists receive a certificate.

The Media and Communications team publicises the event internally and externally.

Example

London Borough of Enfield Gold winner 2017 POP Awards

The London Borough of Enfield was a Gold winner in the **2017 POP Awards** for their innovative approach to reducing the number of illegal traveller encampments.

Practical considerations
The awards take place in a force or partner-owned room free of charge. Providing refreshments is therefore the biggest expenditure.

A market place is set up where exhibitors pay to have stalls. This generates some income, though not enough to cover the costs of the awards.

Evaluation
There has not been any documented evaluation or assessment.

Further information
The event has been scaled back in recent years due to a reduced budget. Now around 120 people are invited to attend, including partners like local authority community safety leads and Transport for London.

5. Building analytical capability

Select a link for case studies that illustrate building analytical capability.

Hampshire Evidence Based Neighbourhood Policing Tool

Guideline areas:

Building analytical capability ↗

What
Self–service analytical reports are made available for neighbourhood policing teams to use them as an evidence base to target activity and aid problem solving.

Why
Hampshire Constabulary identified a need to provide frontline officers with crime, disorder, demand and vulnerability data that would help inform and tackle local policing priorities. Up-to-date, accurate crime and antisocial behaviour (ASB) data was not easily obtainable from front-end searching of the crime recording system.

Who
Hampshire Constabulary

Where
Hampshire and Isle of Wight, countywide

When
2014 – present

How
Setup
The Evidence-Based Neighbourhood Policing (EBNHP) tool was developed to satisfy the need to provide frontline officers with crime, disorder, demand and vulnerability data that would help inform and tackle local policing priorities.

The EBNHP tool was designed to give officers in a frontline neighbourhood policing team access to a variety of self-service reports to highlight where crime and disorder is occurring, identify repeat callers, victims and offenders. It was developed to be accessible on the constabulary's intranet.

All neighbourhood policing team staff and new PCSOs are trained in using the reports. This includes how to use the data effectively to provide an evidence base to identify threat, harm, risk and vulnerability in communities.

Using data, officers are challenged as to why a person/location frequently requires public service intervention.

The data is shared in partnership at crime reduction-focused meetings and community events to enable neighbourhood teams to use information and intelligence to reduce demand.

Delivery
Technical solution
The EBNHP tool is an example of a data warehouse that uses Business Objects to enable users to filter through the data, select reports of interest and extract those reports as needed. Data warehouses are central repositories of integrated data from one or more disparate sources.

Purpose of the reports
A series of reports are produced by the tool to enable neighbourhood policing teams and district management teams to easily compare the previous 90 days to the current 90 days or the previous 12 months to the current 12 months to look for:

- specific crimes causing most impact
- ASB demand and risk
- which crimes are increasing
- who the local suspects and offenders are
- who the repeat victims of all calls for service are
- who the repeat missing persons and most vulnerable are.

Types of reports
The reports use data transferred from Hampshire's command and control and crime recording systems. The data warehouse is refreshed on a daily basis, so the available reports are up to date to the last 24 hours. The reports can be filtered by the user to look at a number of different areas based on geographical and nominal information. The reports available in the system include:

- **crimes by street** – a drillable report which allows the user to look at all crimes within the force geography from force-wide to ward-level data, allowing different crime types to be selected
- **crimes by aggrieved** – reports which can identify who the most victimised are in any given geography, looking at either the last 90 days or the last 12 months
- **crimes by suspect** – a similar report to the aggrieved, but showing those persons who have been linked as suspects and offenders.

Each of the reports will provide headline information on the number of times that a particular person or street has been involved with crime, but is also drillable to obtain detailed information on the crime report for further analysis if required.

Supervisors
Supervisors use the information available to prioritise the actions of their teams. The data can also provide support and challenge to their teams and partners.

Inspectors and above
Inspectors and above use the data to hold their teams to account and support partnership problem solving.

Practical considerations
The following lessons have been learnt:

- The user needs to incorporate common sense and sound judgement in how they use the data
- The tool is not a scorecard or a traditional policing performance framework, but is more of a guidance and question facility to ensure users rely on evidence in their discussions and decisions around tackling crime and vulnerability

- The accuracy of the reports is reliant on users inputting original data correctly. Crime data quality is a continuing challenge to the integrity of the end product and users need to be aware of this. Common examples include:
  - an aggrieved person being recorded as a reporting person only or not linked correctly in all circumstances
  - incident locations not being 100 per cent accurate as officers have defaulted an entry to a street, without being specific with linking.

Potential benefits

The reports empower staff by giving them data sets to solve problems using the Problem Analysis Triangle, providing data sets for each side of the triangle.

Problem Analysis Triangle
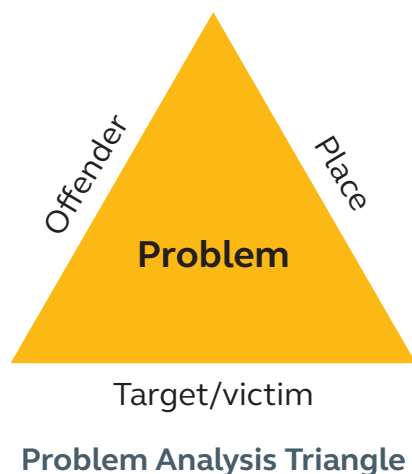
Users are able to see the whole picture around demand for service and vulnerability and, following a short period of data scrutiny, teams can quickly direct effective and efficient engagement and policing to reduce demand and vulnerability.

The information can be shared in partnership at crime reduction-focused meetings and community events to provide trust and confidence in the process of effective neighbourhood policing. Users have reported feeling empowered and confident in their support and challenge to communities and partners and working together can identify the quick wins to reducing demands on service delivery.

The tool contains the ability to lift crime data in a public-friendly format, which has been used in neighbourhood meetings to set more informed and evidence-based local policing priorities.

The EBNHP tool also allows users to check data on repeat calls with a non-crime context that is recorded in the force's command and control system. Contact management data enables frontline teams to better understand non-crime demand and vulnerability, including information on those who contact police most often, repeat missing persons and mental health callers. Data are also available in relation to victims and locations of ASB reports.

Evaluation

No documented evaluation or assessment

Staff indicated that they considered the tool a valuable resource in a 2015 survey of neighbourhood policing.

Further information

HMICFRS has recognised the processes around using the data as an effective and empowering tool. (**Hampshire Constabulary Peel Report 2015**).

The main cost was the staff time to develop the reports.

Staffordshire Local Policing Team Problem Solving Document

Guideline areas:

Building analytical capability   ↗

Solving problems   ↗

What
This example is an automated document providing ward-specific crime, victim, offender and location data to frontline staff to inform and direct local problem-solving activity. It also provides management information to the local command team to monitor and drive performance.

Why
PCSOs were operating largely untasked and there was a lack of proactive patrol coordination.

A gap was also identified in understanding what activities Local Policing Team (LPT) officers were undertaking to solve problems and what tools they were making use of in tackling local issues.

There was also a lack of management information available for leaders to monitor problem-solving activity across their commands.

Who
Stoke North LPT, operational staff PCSOs, PCs, sergeant, inspector and chief inspector

Where
Stoke North, Staffordshire

When
April 2017 – present

How
Setup
This is an IT solution, using Business Objects software that pulls in information from a number of data sources (crime recording system) to provide regular updates for frontline neighbourhood officers on their repeat victims, repeat offenders and repeat locations.

The LPT Problem-Solving Document is in two parts.

- The first part was created by local management responding to the needs of frontline officers

- The second part provides information for LPT management.

Delivery
The first part of the LPT Problem-Solving Document is delivered to frontline PCSOs and PCs during their first day back on their shift pattern. An automated email is sent containing ward-specific data to the area that an officer works. The brief document:

- details all of the information that they need to effectively police their area of geographic responsibility

- provides officers with crimes in their area over the preceding seven days, repeat victims, offenders and locations

- reminds officers of what powers they have used recently (dispersals, Criminal Behaviour Orders (CBOs), etc.), the amount of times they have used them, how many problem-solving packages they have on Staffordshire's bespoke problem-solving system and when it was last updated.

The second part of the LPT Problem-Solving Document gives the LPT commander a breakdown for each ward including:

- problem-solving packages

- powers that are regularly being used

- breakdown of those wanted

This part of the document also includes repeat victims, offenders and locations within the LPT.

Potential benefits
PCSOs were involved in developing the product and have welcomed it.

The document provides management information to leaders to monitor problem-solving activity across their commands and drive performance.

Evaluation
There has been no evaluation or assessment

6. Developing officers, staff and volunteers

Select a link for case studies that illustrate developing officers, staff and volunteers.

North Yorkshire Neighbourhood Management Qualification   30

West Yorkshire NDM Framework for Problem Solving   33

North Yorkshire Neighbourhood Management Qualification

Guideline areas:

Developing officers, staff and volunteers ↗

What

North Yorkshire Police neighbourhood policing staff are required to obtain a Skills for Justice award in Neighbourhood Management to professionalise their workforce and recognise neighbourhood policing as a specialism.

PCSOs, PCs and sergeants obtain a level 3 award in Understanding Neighbourhood Management.

Inspectors obtain a level 5 award in Neighbourhood and Community Planning.

Why

North Yorkshire Police undertook a root-and-branch review of neighbourhood policing in 2015. This identified a need to professionalise neighbourhood officers, providing them with the tools to do the job and formal recognition of the skills needed to undertake what is viewed as a policing specialism.

Who

North Yorkshire Police

Where

North Yorkshire Police – force-wide

When

2015 – present

How

Setup

The development of the initiative to award a formal qualification in neighbourhood policing was a direct result of recommendations made in the force's review of neighbourhood policing, published in October 2015.

This review looked at:

- the force neighbourhood policing structure

- drivers for change, including mission, values and the crime and policing plan

- the changing face of police demand

- focusing on the THRIVE approach and the need to deliver prevention and early intervention.

THRIVE is an approach used to access how best to respond to a report of a crime or problem. It stands for Threat, Harm, Risk, Investigation Opportunities, Vulnerability of the victim and the Engagement level required to resolve the issue.

The review used qualitative surveys, focus groups and interviews with frontline staff, partner agencies and gathered the community perspective through surveys. North Yorkshire staff also visited other forces that have implemented change in their neighbourhood policing delivery.

The need for specific training around neighbourhood policing was reflected strongly in the feedback from the focus groups. This feedback was used to create course content for the neighbourhood management award.

Skills for Justice were chosen as the awarding body as it allows North Yorkshire to tailor the content to local force need.

Delivery
Officers have one year in which to complete the qualification. This involves three days abstraction into a classroom environment and subsequent work-based case studies. The work-based case studies also link in with an in-house 'What Works' library.

A portfolio is completed by each candidate. This is held on the standalone internet-based Learning Assistant module, which is also used by student officers' portfolios.

An assessor is assigned to the candidate for the duration of the qualification. The requirement is that the assessor is operationally competent and is usually of one rank higher than the candidate.

The award in neighbourhood management is a requirement for all staff in a neighbourhood policing role up to the rank of inspector. PCSOs also undertake a diploma, which is part of their initial training for the role, but once completed will also undertake the neighbourhood management award.

Practical considerations
Facilitating factors
The factors that influenced the successful implementation of this qualification include:

- obtaining buy-in from the Chief Officer Team to drive the change through, supported by the recommendations contained in the review of neighbourhood policing
- getting course content developed by the frontline through focus groups
- getting the training department bought into the process and helping to pull together course content
- giving the Duties department lots of notice of training dates to ensure attendance
- ensuring subject matter experts provide training inputs – the passion of those working in subject fields is vital to success
- giving subject matter experts lots of notice of training dates to ensure they can attend
- getting the administration right, for example, front-loading the planning process.

Costs

The cost per candidate for the Neighbourhood Management registration and certification with Skills for Justice Awards are as follows:

- SFJ level 5 award in Neighbourhood and Community Planning = £45
- SFJ level 3 award in Understanding Neighbourhood Management = £40

Potential benefits

The practitioner input in developing the syllabus is thought to have contributed to its success.

Evaluation

A light touch assessment has been conducted.

Currently, evaluation of the impact is measured qualitatively through surveys of staff undertaking the qualification.

The introduction of the qualification has been well received by staff and there has been positive feedback on formally recognising skills and professionalising neighbourhood policing.

West Yorkshire NDM Framework for Problem Solving

Guideline areas:

Developing officers, staff and volunteers ↗

Solving problems ↗

Promoting the right culture ↗

What
West Yorkshire Police undertook a review of its problem-solving process in 2016. They developed a new approach structured around the National Decision Model (NDM) that was informed by feedback from the frontline.

A problem-solving masterclass has been developed to support this new approach.

Why
West Yorkshire's HMICFRS 2016 Effectiveness Inspection highlighted an area for improvement for the force in relation to problem solving.

'The force also needs to adopt a more consistent approach to problem solving, which includes sharing evaluations of its initiatives' (HMICFRS 2016).

A previous approach to managing problem-solving activity structured around the SARA model was not being used well. This was seen as an overly bureaucratic process, with a form requiring completion for each element of SARA. Feedback from operational users was that this was too time-consuming and a new approach was needed to secure staff buy-in and demonstrate improvement to HMICFRS.

Who
West Yorkshire Police

Where
Force-wide

When
2016 – present

How
Setup
Review
As part of the review, problem-solving workshops were held with the frontline over a 10-month period.

The feedback from these workshops suggested that problem-solving activity needed to be held on Niche (West Yorkshire's crime recording system) to make it simple to use and searchable.

Frontline staff wanted the process to be mapped to the NDM, which they were all familiar with and trained in. A command paper was submitted to the Chief Officer Team that recommended a move to using the NDM model.

Development
The problem-solving process was aligned with the NDM, while retaining and integrating the principles of SARA and associated opportunity-reducing theory, ie, Problem Analysis Triangle, **Routine Activity Theory** and the **10 Principles of Crime Prevention**. The principles of Routine Activity Theory and the Problem Analysis Triangle were integrated into the NDM structure.

The previous six forms were reduced down into one simple-to-use form.

Training
The use of problem-solving champions on district was not seen as working, as the subject matter experts did not stay in role and there was felt to be little return on investment, so a force-wide 2.5 hour training package in problem solving was developed with the frontline.

The training was provided to the following roles: neighbourhoods, response, safeguarding, intelligence, anti-social behaviour and crime.

Delivery – training and support
Additional support to frontline officers is provided by bi-monthly district problem-solving masterclasses, which district senior leadership encourage all staff to attend and which are mandatory for those new to neighbourhood policing roles.

The masterclass training covers the principles of crime reduction, problem solving and nudge theory[1]. This is supported by the command team with a video message from the ACC on the importance of problem solving.

The training is tailored to the audience. For example, a session run for regional crime used examples of human trafficking and modern day slavery.

Partnership involvement in the training has been extended to housing officers and antisocial behaviour officers from the local authority.

Special constable
Since December 2017, all new special constables receive a two-hour input on problem solving.

PCSOs
All new PCSOs learn about this problem-solving process at initial training.

Police constables
All new police constables receive the training at post foundation – this links into their City & Guilds qualification and confirmation in post.

Police sergeants
The operational sergeants' course also contains a specific three-hour input on supervising problem-solving activity.

Senior leaders
Senior leadership support has been key in closing each training session.

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[1] Nudge theory proposes positive reinforcement and indirect suggestions as ways to influence the behaviour and decision-making of groups or individuals.

Practical considerations

Approximately 1,000 staff have been through the masterclasses over an 18-month period.

Evaluation

A light touch assessment has been conducted. Participants were asked for their views of the masterclass. Positive feedback was received from frontline staff.

Problem-solving activities are dip-sampled and reviewed at local accountability meetings.

The force received positive progression in the HMICFRS Effectiveness Inspection updated on 22 March 2018:

'West Yorkshire Police is good at preventing crime and tackling anti-social behaviour. It is undertaking a neighbourhood policing review in response to our **2016 inspection**. The force's approach to neighbourhood policing focuses on crime prevention. It: uses targeted patrols with the aim of preventing crime, focusing resources on areas of high crime; and trains officers and staff to apply the principles of problem-solving for crime prevention…

…The force is using a new model for problem solving and is developing a partnership approach to early intervention. It attends local partner meetings that promote effective collaboration, exchange of intelligence and setting of joint goals' (HMICFRS 2017).

Further information

The process is fully aligned to the National Policing Crime Prevention Strategy.

7. Developing and sharing learning

Select a link for case studies that illustrate developing and sharing learning.

Sussex Snapchat

Guideline areas:

Developing and sharing learning ↗

Engaging communities ↗

What
Since August 2016, Sussex Police have used Snapchat for youth engagement. This has included a child sexual exploitation (CSE) campaign, as well as more general engagement.

Why
A gap was identified in engaging with a younger demographic who were not using Sussex Police's social media channels. To improve engagement with them, a decision was made to use a medium that young people are familiar and comfortable with.

Who
Sussex Youth Intervention Team

Where
Force-wide

When
August 2016 – present

How
Setup
A pilot was launched at Brighton Pride in August 2016. Each post received up to 300 views.

The Youth Intervention Team was keen to get involved in using Snapchat. Their enthusiasm and knowledge of the target audience made them a good fit.

User research
The response from users was analysed through their comments on posts, other social media and from discussions with young people.

The feedback was that the target audience were interested in posts about operational policing and wanted to learn more about the team's work.

Delivery
Promotion
Use of Snapchat was promoted, for example, through posters in schools.

CSE campaign
In March 2017, a CSE campaign was launched through Snapchat.

The general engagement work through Snapchat prior to the campaign was considered to be crucial to building a rapport with the audience and testing what went down well.

The campaign ran in two phases – there were around 900 views per Snap during phase 1 and up to 1,300 views per Snap in phase 2.

The campaign resulted in a 15-year-old girl reporting a sexual assault.

Other engagement

As well as running big campaigns, the team runs smaller campaigns and engagement days and Snapped throughout Brighton Pride in 2017.

In mid-2018, Snaps had views of 1,500 – 2,000.

Potential benefits

Sussex Police think that there is a higher rate of engagement - where engagement means actual conversation - than on other social media platforms.

Practical considerations

Using Snapchat can be time-consuming but it is felt that tailored engagement work does yield good results.

Apps used by younger audiences can change quickly.

Evaluation

There has been no documented evaluation or assessment.

Further information

Geo-located Snaps can be seen by users not following the account.

Index of case studies

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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