



**\*\*\*PIYN and Prevention Work\*\*\***

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**What are the Policing Principles?**

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| Accountability <input checked="" type="checkbox"/> | Fairness <input checked="" type="checkbox"/>   | Honesty <input checked="" type="checkbox"/>      |
| Integrity <input checked="" type="checkbox"/>      | Leadership <input checked="" type="checkbox"/> | Objectivity <input checked="" type="checkbox"/>  |
| Openness <input checked="" type="checkbox"/>       | Respect <input checked="" type="checkbox"/>    | Selflessness <input checked="" type="checkbox"/> |

## 1. Purpose

This paper provides an overview of the changes which will take place on 1<sup>st</sup> October 2018 to the existing Policing in Your Neighbourhood (PIYN) model which are intended to reinforce the importance of neighbourhood policing and increase the capacity of teams to focus on problem solving and engagement with the community. The paper also provides commentary on plans to improve Surrey's Prevention and Deterrence (Neighbourhood Policing) activity, one of the priority areas contained within the new Force Management Statement process as introduced by HMICFRS.

## 2. Changes to PIYN

### 2.1 Background

**2.1.2** Since the implementation of PIYN, the role and responsibility of Neighbourhood Inspectors has grown significantly in that they have line management for both Area Policing Team (APT) and Safer Neighbourhood Team (SNT) staff along with key responsibilities for engagement, partnership working, chronic problem solving and performance. This means that they are often stretched and cannot give the amount of focus they would like to their core role. When comparing the workload of the Neighbourhood Inspector with that of the APT (Duty) Inspector, who has no direct line management responsibility (albeit they lead a team of staff during their shift), it is clear that there is a significant imbalance. In addition to the workload imbalance between the two roles there is a need to reinvigorate neighbourhood policing, particularly as demand on policing continues to rise.

**2.1.3** The national picture is also relevant in that the HMICFRS raised concerns in its 2016 Police Effectiveness Report, that local policing had been eroded and that many forces had failed to '*redefine*' neighbourhood policing in the context of reduced budgets and changing demand. Work has begun nationally and locally to address these concerns including the recently introduced national Modernising Neighbourhood Policing Guidelines of which Surrey is one of a number of adopter forces with DCC Stephens as the NPCC Lead.

### 2.2 New PIYN structure

**2.2.1** From 1<sup>st</sup> October 2018, to truly embed the ethos of neighbourhood policing, the name of APT (Area Policing Team) will change to NPT (Neighbourhood Policing Team) and with it, relevant titles e.g. APT Inspector becomes NPT Inspector, Superintendent Operations becomes Superintendent Neighbourhoods etc. Perhaps most importantly, in order to emphasise the status and importance of the Neighbourhood Inspector role in setting the tone, direction and priorities of their borough, they will become known as Borough Commanders. They play a significant leadership role in the areas they have responsibility for and are arguably one of the most important roles in the Force. For that reason the title Borough Commander was felt to fit most aptly. [It is worthy of mention that consideration was given to making this role a Chief Inspector post however during consultation on the proposal it was felt that this was not necessary and that a change of their line management commitments and title achieved the same objective].

**2.2.2** In addition to the change of names, line management of NPT staff will move under the NPT Inspector from the Borough Commander allowing the latter the time to concentrate on problem solving in their borough whilst maintaining management of the Safer Neighbourhood Team (SNT) who will become known as the Specialist Neighbourhood Team. Community Safety Teams will remain unchanged. The current and new structure is shown at Appendices A and B.

**2.2.3** A key element of the changes is that NPT staff will retain their existing borough alignment to ensure that they remain locally focussed and do not revert to a response model of policing. They will continue to parade from their existing locations and investigate local crimes and incidents – all that changes is their line management.

**2.2.4** It is felt that these amendments, much of which follows staff feedback following the implementation of PIYN, will be well received internally. External partners who work closely with neighbourhood teams should also see the benefits from having a Borough Commander who has more capacity to deal with local

priorities and drawn into fewer staffing issues. A communications plan is in place to ensure that all those directly affected by the changes are fully briefed before implementation on 1<sup>st</sup> October 2018.

### **3. Prevention and Deterrence**

#### **3.1 Background**

**3.1.1** Surrey has a strong history of neighbourhood policing and we currently have the highest levels of public confidence in policing nationally (latest quarter results from the Crime Survey of England and Wales). That said, the force is not complacent and there is still work to do to address increasing demand on police resources and ensure that we are tackling the issues that matter most and cause the most harm to the public. Recent national work has assisted in this regard.

**3.1.2** HMICFRS's newly introduced Force Management Statements (FMS) include a requirement for forces to describe their prevention, deterrence and community-based activities in order to reduce demand and make the community more confident in the police. The work in completing the FMS along with a baseline readiness assessment of neighbourhood policing (following the release of the national Neighbourhood Policing Guidelines), has assisted in identifying strengths, risks and opportunities to improve. Whilst the Force achieved a grading of "Good" for neighbourhood policing in its HMICFRS 2016 PEEL inspection we have an ambition to move this to "Outstanding" when we are re-inspected in April 2019.

#### **3.2 Strengths**

**3.2.1** One of Surrey's strengths in neighbourhood policing is that officers, staff and volunteers have a targeted visible presence with most teams co-located with their Local Authority partners. The Force is built on a solid neighbourhood policing model and there is good evidence across the county of strong partnership working and innovative problem solving.

**3.2.2** Partnership working is demonstrated on each borough through Community Safety Partnerships, Community Harm and Risk Management Meetings and Joint Action Groups etc. which have seen some excellent examples of problem locations and individuals being tackled in a joined up approach. This work is well supported by the OPCC through funding of initiatives such as Joint Enforcement Teams, Youth Engagement Scheme (supporting young people who are at risk of involvement in crime and ASB) and Crimestoppers Fearless project to increase awareness of the risks of CSE, Modern Day Slavery and Drug Related Crime (County Lines).

**3.2.3** Another identified strength is the Force's dedicated ASB team and the ASB enforcement activity which takes place across the county. The Force is widely acknowledged as being very effective in tackling chronic problems through relevant legislation with many examples of vulnerable people being protected from "cuckooing" through property closure orders. Criminal Behaviour Orders are given to the most prolific offenders of ASB.

#### **3.3 Identified gaps/risks**

**3.3.1** Whilst there are many strengths to our prevention and deterrence work, there are also gaps. It is accepted that following the implementation of PIYN that engagement with some of our key communities has been drawn back too far and needs re-igniting. Examples include contact with the schools community and groups such as NHW. Purposeful engagement with secondary schools has never been more important due to the risk of children being criminally exploited or becoming victims of crime (e.g. cyber bullying). Having more meaningful engagement with our communities will assist in identifying local priorities which were highlighted, during our last HMICFRS inspection, to be largely set according to the views of the police and partners alone.

**3.3.2** Improvement is also needed in terms of consistency of approach to problem solving (embedding the O'SARA problem solving model) and sharing of best practice amongst teams. With demand on policing continuing to increase in terms of volume and complexity there is a risk that resources will be drawn into a reactive spiral and away from prevention and proactivity. Effective problem solving is therefore key to addressing this and will feature heavily in the Force's neighbourhood policing action plan.

#### **3.4 Plan to improve and governance**

**3.4.1** With DCC Stephens as NPCC Lead for Neighbourhood Policing and C/Superintendent Alison Barlow having Force portfolio working to ACC Nev Kemp, there is strong commitment to continue to drive the Force forward in this area of policing. As Surrey Police is one of a number of early adopter forces of the Modernising Neighbourhood Policing Guidelines an action plan will be drawn up against the seven PIYN and Prevention Work\_version1

areas identified within it to oversee improvement. The seven areas outlined within the Guidelines are: *engaging communities; solving problems; targeting activity; promoting the right culture; building analytical capability; developing officers, staff and volunteers; developing and sharing learning.*

**3.4.2** The recent FMS process and Neighbourhood Policing Guidelines readiness assessment will assist in prioritising where the focus of the Surrey plan needs to be. Governance will be through a bi-monthly Borough Commanders meeting which is chaired by C/Supt Barlow with strategic oversight given by the Local Policing Board chaired by ACC Kemp.

**3.4.3** Examples of work which has already commenced include:

- Neighbourhood profiles to be written for each borough which will provide information on demographics, political structure, key sites and infrastructure, crime types and threats, rural and SOC picture etc. Waverley will be first profile to be written and once approved for content and design will be used as a template for the remaining 10 boroughs. These will be completed by the beginning of December 2018.
- Joint Surrey/Sussex neighbourhood CPD days were held in April 2018 with positive feedback received. Further Surrey specific problem solving CPD days (6 x half day sessions planned) are planned for 12<sup>th</sup>, 13<sup>th</sup> and 16<sup>th</sup> November and will include partners.
- Best practice and problem solving is now a standing agenda item at the bi-monthly neighbourhood Inspectors meeting. From the autumn each meeting will give opportunity for two presentations by Borough Commanders on problems/case studies they have worked on to allow teams to share learning. Sharing best practice and innovation is also a standing agenda item at the monthly Local Policing Board.
- Re-engagement with NHW. Neighbourhood inspectors have been tasked to make contact with each of their local Chairs in the next two months to re-establish the relationship with a community which currently has 65k members. The NHW Association attended the August Neighbourhood Inspectors meeting to give a presentation on how NHW is modernising and to discuss the need for a closer working relationship with the Police.
- Renewed engagement with schools. This has already begun and will increase from the autumn term. An example is the Woking Youth Intervention Officer who has been trialling working from the staff room of one of the borough's secondary schools once a week as part of Operation Popcorn (an operation targeting police activity on drug and knife crime in the borough). This visible presence in the school is hoped to increase intelligence flow and provide much needed reassurance to staff and students. This approach will be considered force-wide.
- PCSO role profile to be reviewed to ensure consistency of PCSO taskings across the Force and in preparation for the PCSO apprentice scheme which launches in 2019. A force-wide PCSO forum has been established and an ASB mentoring scheme (overseen by the ASB Manager) is currently being considered for PCSO representatives from each division.
- Force-wide training by the Corporate Communications team on using social media platforms has been rolled out to APT. This is intended to improve the confidence of teams in using social media and provide the opportunity for wider engagement with the community.

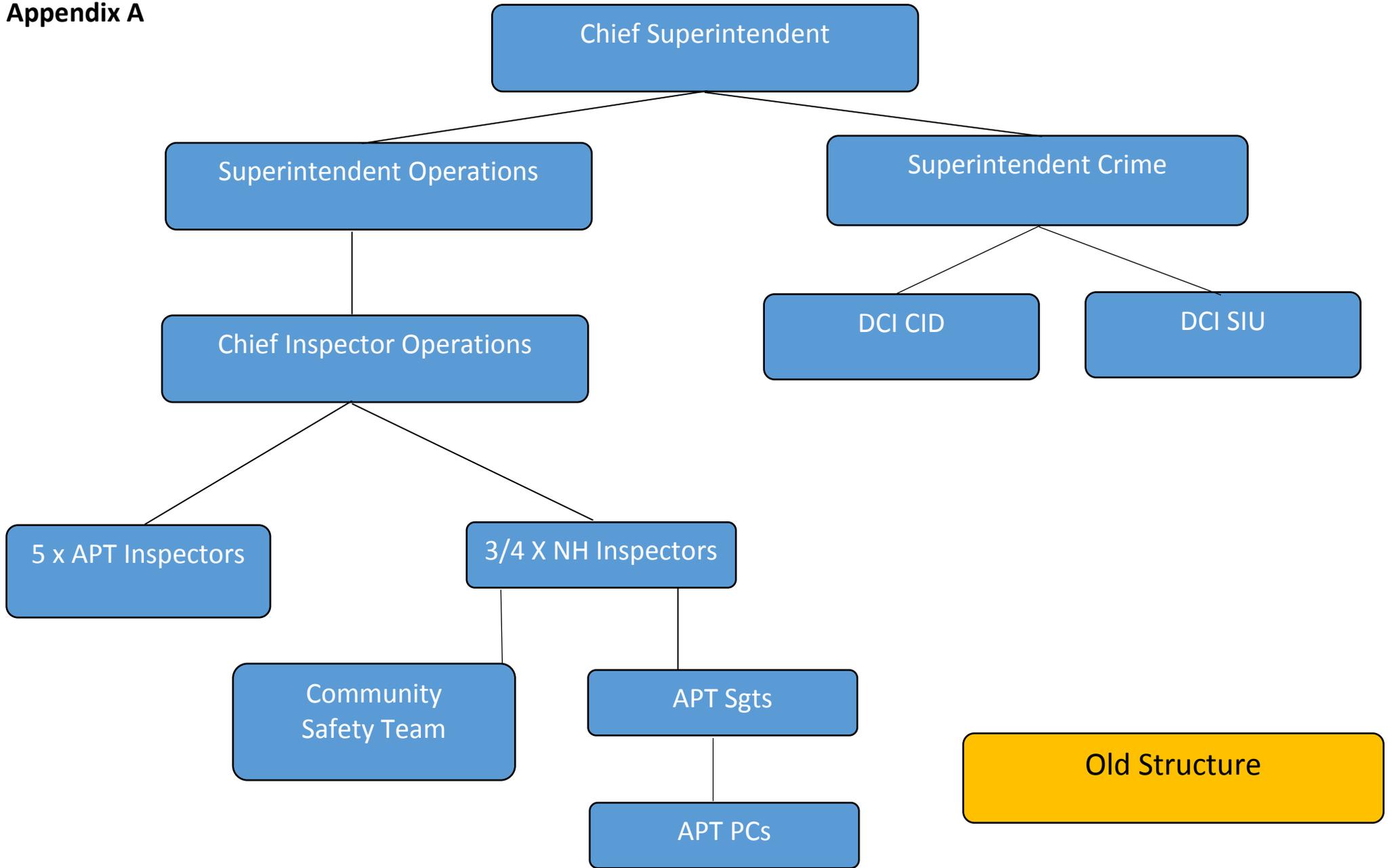
#### **4 Conclusion[s]**

Surrey was at the forefront of Neighbourhood Policing for many years and whilst neighbourhood policing remains the bedrock of our model the changes to the PIYN model from 1st October, along with ongoing and planned activity as outlined above, will demonstrate our commitment to the public of the importance we continue to place on neighbourhood policing as a Force. We aspire to be "outstanding" in this area and through better engagement with our communities, effective problem solving and sharing of best practice amongst teams there is no reason why we cannot achieve this.

#### **5 Decision[s] Required**

**5.1** None, this paper is for information only.

**Appendix A**



**Appendix B**

