

**POLICE AND CRIME PANEL**

**25 June 2020**

**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE**

**SAFER NEIGHBOURHOOD TEAMS – DERBYSHIRE’S APPROACH**

**1. PURPOSE OF THE REPORT**

1.1 To inform the Police and Crime Panel (the PCP) of the role and function of neighbourhood policing and Safer Neighbourhood Teams (SNTs).

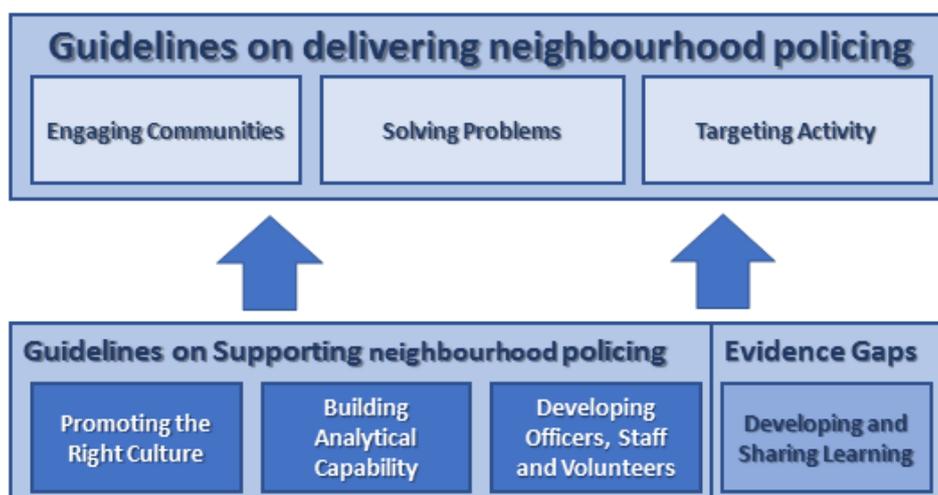
**2. BACKGROUND**

2.1 Neighbourhood policing is a fundamental part of how Derbyshire Constabulary seeks to keep its communities safe. There are 94 SNTs covering Derby City and Derbyshire. (Details of these can be found in Appendix A)

2.2 It is clear from the #D383 tour and conversations with the public that a visible neighbourhood presence provides reassurance to local communities and is greatly valued by the people of Derbyshire. The PCC’s belief in the importance of neighbourhood policing has ensured it has remained a cornerstone of Derbyshire’s approach at a time when neighbourhood resources have seen significant cuts in other police force areas. This neighbourhood presence is supported by other parts of policing which deal with higher threat and risks to keep the public safe, but are less visible to the public. A good combination of the two is required to effectively ‘Make Derbyshire Safer Together’.

2.3 Much of the work is based on the College of Policing’s guidelines for effective neighborhood policing which is based on seven guidelines or pillars. These are:

## Neighbourhood Policing Guidelines



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- **Engaging Communities** Working with the police and crime commissioner to deliver and support neighbourhood policing and ensure it is built on effective engagement and consultation with communities.
  - **Solving Problems** Ensuring officers, staff and volunteers use structured problem solving to deal with local priorities, working collaboratively with communities and, where appropriate, private, public and voluntary sector partners.
  - **Targeting Activity** Ensuring policing activities within neighbourhoods are targeted according to the needs of different communities, taking account of threat, risk, harm and vulnerability.
  - **Promoting the Right Culture** Promoting an organisational culture that encourages the public to participate in neighbourhood policing. We will take steps to ensure that all police contact with colleagues, partners and the public seeks to build trust and is consistent with procedural justice.
  - **Building Analytical Capability** Ensuring there is sufficient analytical capacity and capability necessary for problem solving.
  - **Developing officers, staff and volunteers** Supporting and equipping officers, staff and volunteers to work in neighbourhood policing and ensure they receive learning and continuing professional development on the areas identified in these guidelines.
  - **Developing and sharing learning** Working with the College of Policing, the wider police service, partners and academia to identify and share learning about neighbourhood policing and current threats.
- 2.4 Over the past 18 months the force has reviewed its approach to SNTs. This was intended to consider the previous allocation of resources and determine if they met the current threat and risks faced to ensure that the investment or uplift of additional resources were placed in the right place. The force also renewed its approach to neighborhood policing to ensure the best return on this additional investment to deliver the best outcomes for our communities.
- 2.5 It is important to note that whilst the delivery of SNTs is a policing response, it is heavily reliant on engagement with and support of other partners in order to make Derbyshire Safer Together. Long term sustained problem solving cannot be achieved as a single agency.
- 3. Engaging Communities**
- 3.1 Effective engagement with individuals and groups within local communities is key to successful neighbourhood policing.
- 3.2 Initiatives such as Neighbourhood Watch and Community Speedwatch have been identified as key local partners within communities to ensure a free flowing

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of information.

- 3.3 As part of its developing work, the force have developed a communication strategy to sit along-side the Neighbourhood Policing Strategy to ensure that all SNT officers and staff are aware of the tools available to them to support engagement and ensure tailored and sustainable communications in local areas.
- 3.4 Following support from the PCC, the force have reinvigorated Derbyshire Alert as a key communication tool that allows users to define the type and frequency of messages they receive from the force. At the time of writing this report Derbyshire Constabulary has in the region of 32000 people signed up to the service. Information about the service can be found at Appendix B of this report
- 3.5 Operation Relentless is using its crime prevention activity as a platform to continue to increase participation in Derbyshire Alert. This is proving to be successful.

### **4.0 Problem Solving**

- 4.1 Training is being rolled out to all SNT officers highlighting the SARApplus model approach to problem solving. This involves:
  - Scanning: identifying and prioritising potential crime and disorder problems
  - Analysis: the analysis of potential problems, by gathering information and intelligence to identify underlying causes of the problem
  - Response: the development and implementation of tailored activities to address the causes of the problem, as identified in the analysis phase
  - Assessment: the measurement of the impact of the response to test if it had the desired effect and to make changes to the response if required.
- 4.2 Work is also being undertaken to understand what approaches other police force areas are adopting to tackle local community issues and bringing the learning back to Derbyshire where appropriate.
- 4.3 Review work is being undertaken into the workloads of Police Community Support Officers (PCSOs) to ensure that they have the opportunity to fully engage with their communities and have the time to invest in looking for longer term solutions – linking in with community members and partners.
- 4.4 The importance of the role of PCSOs in this area of work should not be underestimated. PCSOs support engagement within all areas of the community from youth engagement through to hard to reach communities and supporting vulnerable people. They are the eyes and ears on the street and the creators of intelligence pictures that allow us to prevent and tackle criminal behaviour.
- 4.5 The Force is utilising the officers it has recruited through the Police Now scheme to look specifically at problem solving with neighbourhood policing and improve its skills and approach. The ten Police Now officers are embedded within SNT's and have all created problem-solving plans that are relevant for their local areas. These have been presented at a force 'Problem Solving

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Impact Day' and work is ongoing to continue with the SARA principles to tackle the issues that have been identified as most problematic by local communities.

- 4.6 The Constabulary is continuing to develop its problem-solving approach by introducing the Prevention, Partnership and Collaboration Department. This is led by a Chief Superintendent and a small team and is actively developing an operating model where problem solving becomes an inherent part of all force activity. Plans are being developed to invest additional staff, including Problem Solving Tactical Advisors, who are accredited experts in advising and coordinating problem solving activity.
- 4.7 Furthermore, the Constabulary has been working closely with the Safer Derbyshire Board, to review and refine priorities for partnership working, with prevention being a key theme to for Community Safety Partnerships to deliver upon.

### **5.0 Targeted Activity**

- 5.1 The two key force innovation programmes will support SNTs to work more effectively and efficiently and to target their activities to the areas of greatest need. These include the National Enablers Programme (NEP) which improves how staff work together along with more effective tasking and information sharing. This is combined with the force Business Intelligence and Analytics programme which creates dashboards providing SNTs with real-time information about crime within their local area. It allows them to view the data at a macro level looking for long term trends, as well as to drill down into the micro level and see what incidents have occurred and the details behind this.
- 5.3 A key tool for engagement is Derbyshire Alert, which has been heavily supported by the PCC. This support community feedback allowing for a two-way dialogue between the police and communities and can help highlight where activity can be targeted. 'Derbyshire Talking' is an initiative that has been launched over the past few months, being led by PCSO Supervisors. This utilises a survey tool that is integrated with Derbyshire Alert and allows SNT's to survey local communities to understand what is important to them and to target entrenched issues.
- 5.4 Due to their local understanding, SNTs play an important role in work with specialist policing teams dealing with issues such as modern slavery, children at risk of exploitation or counter terrorism. Their local knowledge helps develop the intelligence picture and supports the work of these specialist teams.
- 5.5 Work is underway to develop youth engagement teams to increase the knowledge and awareness of young people who may be facing challenging circumstances that will enable early interventions. This will be particularly beneficial when dealing with issues such as County Lines.
- 5.6 Work is being carried to support a common approach, ensuring the force achieves best practice. Guidelines around school inputs and what SNTs should be delivering are being created, providing lesson plans so the messages delivered are consistent and clear.

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- 5.7 PCSOs will be the key point of contacts for schools and should ensure the delivery of material is within the force's remit, and supportive of the organisations and student's needs, e.g. it would be another agency's responsibility to deliver an input on mental wellbeing, however the force should be delivering Project Zao (the Force's knife crime initiative) inputs.

### **6.0 Promoting the right culture**

- 6.1 This work includes achieving sustainability in policing areas, recognising that the public want to see this area of policing maintained or increased. Therefore, the focus is around ensuring outcomes are based on visibility, engagement and long-term problem solving with partners.

- 6.2 Through recent investments in this area we have seen PSCO Supervisory roles developed to support the work of PCSOs as well as Police Staff Investigators who are able to support activity. 2019/20 saw the following increases due to investment:

- 20 additional SNT Constables
- 11 PCSO Supervisors
- 3 PCSO (including 2 digital PCSOs)
- 11 Neighbourhood Enquiry Officers
- 22 Detective Staff Investigators
- 2 Community Speedwatch Coordinators
- 8 Officers dedicated to the Rural Policing Team

2020/21 will see a further 20 PCSOs added to the workforce to further support this work.

- 6.3 Neighbourhood Profiles have been completed and continue to be developed for all areas to ensure that the force understand the key local issues as well as who the significant partners and local community contacts are in each area.
- 6.4 A vital tool in engaging with large numbers of community members is the use of social media. Work is ongoing to support the effective and appropriate use of social media to maximise its benefits.
- 6.5 As previously stated, Derbyshire Alert is another tool the force is using to promote dialogue between communities and SNTs. Survey tools on the system will help ensure that enforcement activity is proportionate and necessary to community needs and is based on evidence.

### **7.0 Building Analytical Capability**

- 7.1 An unintended consequence of austerity has been a diminution of the analytical capabilities of police forces across the country. This in turn has led to a reduction in the understanding of the drivers of crime and the impact and effectiveness of police and/or partner interventions. This is at a time where modern culture is inherently based upon the generation and consumption of large amounts of digital data and contact via diverse electronic means is very much the norm.

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- 7.2 The Force Business Intelligence and Analytics Programme has been in place for over eighteen months and its work recognises the need to become a data driven organisation. The Programme has created cloud-based technology that enables data to be configured and presented in data dashboards that give live time insights at all levels within the organisation. An SNT dashboard has already been developed that shows live time crime information, allows instant self-briefing and informs patrol and preventative activity to deal with crime hotspots.
- 7.3 Through the roll out of the National Enabling Programme, forces should see greatly increased opportunities to understand what the data is telling them and how effective they are being at tackling local issues.
- 7.4 The PCC has previously reported to the panel on the use of the ECINS tool to help share information between the force and partners, primarily local Community Safety Partnerships. Whilst this tool continues to offer significant benefits the Force are also seeking to understand what opportunities the move to Office 365 will bring for appropriately sharing data with a variety of partners who are also using this platform.
- 7.5 It should not be forgotten that a strong analytical capability will be key if the force are to successfully adopt the SARA approach to problem solving.

### **8.0 Developing Staff and Officers**

- 8.1 The force has a strong desire to continue to professionalise the SNT roles. It has been recognised that there will need to be specific training rolled out to support staff and officers in their role. This is currently being undertaken with a specific focus on problem solving.
- 8.2 The implementation of NEP and Office 365 will support the sharing of information and best practice amongst teams and developments are underway to the force's Intranet to develop team spaces where information about changes to legislation can be shared as well as discussions about approaches that have been successfully adopted in specific areas can be shared between SNTs.
- 8.3 Scoping work is being completed to understand what national training is being offered to neighbourhood teams across the country. Continual Professional Development is vital to ensure we support our staff and officers to provide the best service we can to our communities.

### **9.0 Developing Shared Learning**

- 9.1 As has previously been stated, new methods of sharing information and best practice are being rolled out across the force to support the development of SNTs. An 'SNT Communities Platform' is now available on Connect (Force Intranet) to maximise opportunities to share learning with all SNT's across the County. Also, 'Shared Learning Days' are being employed to promote ongoing work that is taking place across the force; ensuring that effective projects are highlighted and available to all.
- 9.2 The force continues to seek examples of best practice from elsewhere and

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using these to continuously improve the development of work within Derbyshire.

- 9.3 As previously mentioned, a Partnership, Prevention and Collaboration Team has been established to ensure the maximum benefits are realised through our partnership activity with the County and City and the local CSPs. This is also supporting the professionalisation of the SNT roles, standardising the force approach and maximising its benefits for our communities.

### **10.0 Operation Relentless**

- 10.1 Following the increase in Council Tax precept agreed by the Panel, the PCC and Chief Constable agreed to invest in a refresh of the Operation Relentless approach to tackling volume issues within communities.
- 10.2 Specific areas of focus include targeting burglars, car thieves and those involved in robbery offences.
- 10.3 Officers have been carrying out a series of warrants, identifying handlers of stolen goods, conducting checks of scrap metal dealers and locking up suspects in a concerted effort to reduce burglary, auto crime and robbery.
- 10.4 SNTs will be engaging with local people to mark items and issue crime prevention advice to keep themselves, their homes and vehicles safe.
- 10.5 A proactive media plan is in place to inform the public about Operation Relentless activity and to share results. As part of the campaign journalists are being invited to accompany officers on a series of warrants and events to help also raise public awareness of the activity that is taking place.
- 10.6 The Operation will run for the next year; as part of the suite of activity, there will be the opportunity for Local Policing inspectors to bid for funding to facilitate innovative problem-solving projects to tackle issues that are a concern to local communities. These projects will be informed by 'Derbyshire Talking' and the 'Derbyshire Alert Survey Tool' which will provide an evidence base for identifying what matters most to local communities.
- 10.6 In summary, Neighbourhood policing is at the heart of public confidence and feelings of safety. The force recognises this and is ensuring it develops best practice, has a sustainable partnership problem solving approach and mindset, with professionalised roles and motivated staff to deliver the best outcomes and services that it can.

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## **APPENDIX A: Safer Neighbourhood Team Locations**

### **SOUTH DIVISION**

#### **South Derbyshire**

- Etwall, Hatton & Hilton
- Mercia
- Melbourne
- Gresley, Woodville & Swadlincote
- Newhall & Midway
- Linton, Overseal & Lullington

#### **Derby East**

- Alvaston
- Boulton
- Sinfyn & Osmaston
- Chellaston

#### **Derby West**

- Mickleover
- Littleover & Blagreaves
- Abbey
- Rose Hill
- Normanton

#### **Derby North**

- Mackworth & Morley
- Allestree & Darley
- Derby City
- Derwent & Oakwood
- Chaddesden & Spondon

#### **Ilkeston**

- Ilkeston Rural
- Cotmanhay & Shipley View
- Ilkeston Town
- Larklands and Gallows
- Kirk Hallam & Hallam Fields
- Borrowash & Ockbrook
- Long Eaton Rural
- Sandiacre
- Long Eaton North
- Long Eaton South
- Long Eaton Town

# **NORTH DIVISION**

## **North East**

- Killamarsh
- Eckington
- Dronfield
- Unstone & Rural
- Wingerworth & Rural
- Clay Cross
- North Wingfield, Pilsley, Stonebroom & Shirland
- Holmewood, Grassmoor, Calow & Arkwright
- Barlborough
- Whitwell
- Clowne
- Bolsover & Shuttlewood
- Creswell
- Scarcliffe
- Shirebrook
- Pleasley
- Tibshelf

## **Chesterfield**

- Staveley
- Chesterfield Town Centre
- Brimington
- Dunston Moor & St. Helen's
- Hasland & St. Leonard's
- Hollingwood, Inkersall & Duckmanton
- Middlecroft & Poolsbrook
- Newbold & Brockwell
- Walton & West
- Whittington & Barrow Hill

## **Amber Valley**

- Duffield, Belper Rural & Holloway
- Belper Town
- Kilburn
- Heage
- Alfreton Town
- South Normanton & Pinxton
- Somercotes & Riddings
- Alfreton Rural
- Ripley Town Centre
- Codnor, Waingroves & Langley Mill
- Heanor & Loscoe
- Quarndon & Kirk Langley
- Shipley, Smalley & Horsely

## **Derbyshire Dales**

- Ashbourne
- Bakewell, Sheldon over Haddon & Ashford
- Darley Dale & Winster
- Hathersage
- Hullands & Brailsford
- Marston & Clifton
- Matlock Bath, Cromford & Bonsall
- Matlock
- Stanton, Youlgreave & White Peak Villages
- Tideswell, Litton, Baslow & Beeley
- Tissington & Carsington
- Wirksworth & Middleton

## **High Peak**

- Buxton Rural East
- Buxton Rural West
- Buxton Town
- Chapel & Chinely
- Fairfield
- Gamesley & St. Johns
- Glossop Town Centre
- Hadfield & Tintwistle
- Hope Valley
- New Mills & Hayfield
- Whaley Bridge



# Sign up today ...to be aware of crime updates and local policing news in your area

Derbyshire Alert is a free two-way community messaging service that allows Derbyshire Constabulary to send out messages on local crimes, good news, community events and crime prevention.

- Choose the information you would like to receive
- Manage your own account on line
- Receive and reply to messages from your local Safer Neighbourhood policing teams
- Work together with us to tackle crime and anti-social behaviour in your area

Log on and sign up to create your profile at:

**[www.derbyshirealert.co.uk](http://www.derbyshirealert.co.uk)**

to receive emails, and urgent messages by text and voice mail.

**Remember to activate your account from your initial sign-up email.**



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Suspicious vehicles

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