



# NPIA

National Policing  
Improvement Agency

CITIZEN FOCUS AND  
NEIGHBOURHOOD  
POLICING  
PROGRAMME



# NPIA Citizen Focus and Neighbourhood Policing Programme News

Right People. Right Places. Right Numbers.

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## Integrated service delivery - making it happen

This month I have mainly been travelling round the country, visiting sites nominated for the Exemplar Status Programme. This programme seeks to find a dozen neighbourhoods in England and Wales that have taken Neighbourhood Policing to the next level, and are offering a fully integrated package of service delivery and access to residents in partnership with all other agencies operating on the front line. I'm visiting 26 sites between now and the end of March, and on current performance it will be very difficult to whittle this down to twelve - there is some phenomenal work going on out there, especially in joint engagement. It's hugely encouraging to see traditional neighbourhood policing ward panels and public meetings turned into partnership events, with a range of agencies present; we know that at nearly all meetings issues are raised that are not necessarily police or crime related but greatly affect the quality of life of residents, so it's marvellous to see so many areas adopting regular multi-agency meetings, and setting neighbourhood priorities for the partnership rather than just the police.



I've also seen some really good examples of communication out there - from hi-tech solutions like Facebook and Twitter to more low-tech but equally effective approaches, like key fobs with the neighbourhood team contact details given to each resident (thank you Stockport!) and liaising with the local supermarket to hold engagement events and undertake surveys at key shopping times (thank you Milton Keynes!).

## Practitioner events

Once the "Super 12" have been agreed by the Joint Service Delivery Steering Group, in mid-March, summaries of the sites and contact details will be made available to all NP teams across the country so that any team will be able to identify the neighbourhood most similar to theirs or with similar issues, and liaise directly with the Exemplar team to get guidance and advice from practitioners succeeding on the ground. There will also be a range of practitioner events where the teams will showcase their excellent work and present ideas for you to take away and apply in your own areas. Watch this space!

[Chris Williams — Partnership Advisor](#)



# NPIA Citizen Focus and Neighbourhood Policing Programme News

## YRD going from strength to strength

The July issue of this newsletter introduced the Youth Restorative Disposal (YRD) pilot as an innovative option whereby the police can deal with low level offences there and then, by allowing the young person to make amends at the scene.

Early results are indeed encouraging with over 1,100 YRDs issued in the 9 months that the pilot has been running. This translates as over 1,100 fewer young people going through the courts and saves valuable resources that would be better spent on more serious offences and offenders. All YRDs are issued by specially trained officers and PCSOs, with almost 4000 police staff now trained in their use, and further training on restorative justice is ongoing. Response team officers are now also beginning to be trained.

### Rough picture



We are now able to paint a rough picture of the average young person receiving a YRD who is male, 14 years old and has either shoplifted, caused criminal damage or committed common assault. Early feedback suggests that victims and families have had positive experiences of the process and that officers have appreciated the opportunity to use their discretion. In addition to the YRD Stakeholder Group there are increased partnerships amongst the youth justice agencies, particularly among police forces and Youth Offending Teams. A formal evaluation of the scheme is currently in development. For

further information on the YRD please click [here](#). It includes more details on the pilot, as well as FAQs and a couple of case studies.

[Graham Underwood — Project Manager](#)

## Provision of information to the public

**Forces are thanked for their hard work towards meeting the information requirements for neighbourhood policing team web pages for the start of the Justice Seen Justice Done campaign on the 2nd March. This information will enable members of the public to access the same information including contact details of their local team via a postcode search wherever they are in England and Wales. We will continue to work with forces where requested to meet the requirements.**

Other developments this month include the NPIA facilitating a user group of the 30 Rock Kitchen Harris 'crimemapper' forces at Ryton. This provided a forum for the group to discuss developments in that particular system.

The NPIA are undertaking some significant research into crime mapping and the wider provision of information. The first stage includes an assessment of all 43 force websites. This research is currently being validated and will be shared with forces through their regional field officers as soon as practical.

[Brain Clifford — Citizen Focus Project Manager](#)



## Goodbye to...

This month the Citizen Focus and Neighbourhood Policing Team said goodbye to Pritti Kerai and Niel Cuzen.

Pritti Kerai our Events Co-ordinator joined the team in March 2008 and during this time she has provided support to the Citizen Focus team and managed the practitioners workshops and ACPO Leads events. We would like to wish her the best of luck for the future.



Niel Cuzen our Support Manager has been with the team since the Neighbourhood Policing Programme first started. Since this time Niel has provided support to our Field Officers and he has also supported the team with any I.T. issues. We would like to thank Neil for all his hard work over the past few years and we wish him the best of luck in his new job with the Police Reform Unit here at the NPIA.

## Smart approaches

**I have previously made reference in this column to the considerable work being conducted around embedding the principles of neighbourhood policing within NPIA learning and development products. Much of this activity has been directed toward material within existing programmes such as Initial Police Learning and Development Programme, Core Leadership Development Programme or contributing toward the review of Leadership Learning and Development.**

However, I was recently approached by learning designers working on a new programme for Roads Policing Specialists, intended to accredit officers moving into these posts. One of the modules – Partnerships AND People – offers clear opportunity to demonstrate how roads policing officers can effectively work together with local people and neighbourhood teams. The designers were seeking examples of good practice in this regard for inclusion as case studies.

### Working with local businesses and schools

Many thanks to all force colleagues who responded to the request I circulated via the CFNP Field Officers for examples of such working. A raft of excellent examples have been collated, covering a wide range of activity such as roads policing involvement in attendance at neighbourhood panel meetings; briefings for roads officers that incorporate awareness of local neighbourhood priorities; roads policing units engaging in partnership working with local businesses and schools; involvement in neighbourhood surgeries to raise awareness in the Polish community of roads legislation and Community Speedwatch initiatives, to name just a few.

The resulting product, due for release later in the year, will provide a further means of reinforcing the point that the provision of citizen focused and neighbourhood policing involves everyone and not just those working in neighbourhood teams.

[Alan Smart — Implementation Manager](#)



## Field officers' regional round-up

**North Region — Glen Ward**

**This month I have been getting a chance to meet with my force contacts as there is a lot of ongoing work across the region to deliver the Policing Pledge and Citizen Focus Policing. The North Region Forward to Basics Event will take place on the 17 March at the Royal Hotel York.**

Neighbourhood Officers in Cleveland have launched their 'Cuppa With A Copper'. Neighbourhood Policing Teams in Stockton, Billingham and Thornaby will be putting the kettle on and providing a friendly ear to residents who wish to raise issues about their area. For further information please click [here](#).



Neighbourhood Officers in Pennine Lancashire have launched '20 is Plenty!' to tackle a problem with speeding vehicles. They have been handing out 20mph reminder stickers to residents to remind them, and local motorists, about speed limits and for more information click [here](#). I am now a member of twitter, click [here](#) if you would like to join me.

A big thank you to everyone from the North Forces for their work, advice and feedback as part of the Provision of information to the public.

[Read more on the North Region](#)

**East Midlands, Yorkshire & Humber — Nick Glynn**

**I have been working with Forces on access to information for the public this month. It has been impressive to see how much progress has been made against some very tight timescales so a big thank you to those of you who have been busy with this. [West Yorkshire Police are using Second Life to get their personal safety message across to students. Second Life is a 3D Virtual World, which has millions of users from across the real world, who interact with each other via personalised "avatars" \(computerised characters\).](#)**

Lincolnshire Police have been working with partners on Project Respect and recently benefited from a visit from WBC Super-middleweight Champion of the World Carl 'the Cobra' Froch. He visited Yarborough Leisure Centre to give a talk to the young people on the project.



Froch told the group a personal story about a man he knew who had made the wrong decision in his life causing an end to his potential boxing career. Regarding Project Respect, Froch went on to say, "I think what you are all doing is brilliant and I am proud of you all. If you channel

aggression and energy into something positive, you can go on to achieve anything." Sector Inspector Shaun West said, "We are excited, honoured and proud to have hosted this visit. Carl Froch is an inspirational role model and this was a real opportunity for the young people engaged in Project Respect."

[Read more on the East Midlands, Yorkshire & Humber](#)

**East Region— Tim Peacock**

**Development in IT tells us that it may not be long before we are all using a variety of ways to communicate as part of everyday life. Forces are developing in this area and this month I have found new initiatives in Essex, where farmers are linked together in an e-mail system to combat rural crime, click [here](#) for more details and [Southend CDRP in partnership with Southend College of Arts and Technology, who are using community safety podcasts on their website](#)**

During this month I have almost completed all visits to say hello to many in the new Eastern region. I also attended the first in a series of 'Forward to Basics' event at Wyboston where workshops where well received.



I am now a Community Crime Fighter and on the 12 February, I attended the Community Crime Fighters training event in London. The idea of [Community Crime Fighters](#) is to equip members of the public with the information and confidence to ensure that they can become more effective advocates for their local communities and to foster stronger links between local agencies and the public. I have started twittering. If you Twitter already you can find me as [TimPeacockUK](#)

[Read more on the East Region](#)

**London and South East Region – Richard Mallett**



**I was really anticipating the "Forward to Basics" workshop at the Russell Square Hotel but was very disappointed that due to the weather the event in London had to be cancelled. There are only 3 further opportunities to attend these practitioners'**

**workshops, please email [cfnp@npia.pnn.police.uk](mailto:cfnp@npia.pnn.police.uk) for details of your nearest event and availability.**

I have been building my knowledge of the forces within my region and I have met the two Serious Organised Crime Agency (SOCA) Community Liaison officers who cover my area. I was interested to learn about their needs as well as the opportunities they bring especially by the investment of some of the proceeds of crime back into communities to help support and build cohesion and understanding.

I am looking forward to a busy period ahead — this includes attending a Community Crime Fighters training event and a Citizen Focus event hosted by Kent Police on the 26 February. Finally the next regional meeting will be scheduled during the week commencing 9 March.

[Read more on the London and South East Region](#)

**Wales and West Region— Clive Perry**

**I have now visited all of my new forces and I am keen to gather examples of developing innovative and/or effective practice. If you have an example of such work please send me an e-mail.**

South Wales Police invited me to attend one in a series of two day Citizen Focus workshops. Attendees appeared to thoroughly enjoy the event and the "Brand Ambassador" presentation gave a fascinating insight into the world of marketing and provided practical advice and tactics that NPTs can use to positively promote their activity within neighbourhoods. For more information on the workshop please contact NP Media and Marketing Officer, Mr [James Harper](#). The next Wales Regional meeting will be held at Cardiff on 24 March and will be hosted by British Transport Police (Wales).



## Field officers' regional round-up

**South West Region** – Garry Thomas

**The bad weather has caused some disruption to this month's visit to forces within the region however, we have all managed to keep in touch by e-mail, text and telephone, which shows the commitment of those concerned in the delivery of the Citizen Focus and Neighbourhood Policing Programme, even in times of adversity.**



I attended a Policing Pledge Seminar at Avon & Somerset Constabulary HQ which highlighted the commitment of the force to meeting all elements of the Policing Pledge. I also attended the first Hampshire Constabulary Citizen Focus Gold Group meeting chaired by Chief Constable, Mr Alex Marshall. I would like to convey my thanks to all those present for making me feel most welcome. My visit to Hampshire also included a demonstration of their Neighbourhood Management System (NMS), which is being piloted across a number of wards in the county.

Work is continuing to prepare for the forthcoming Citizen Focus Hallmarks visits, which are due to commence with Hallmark One 'Understanding People' in April.

[Read more on the South West Region](#)

**Central Region** – Andy Bennett

**Over the last six weeks I have been introducing myself to the CF and NP leads for my six Forces. A highlight this month was my time in Greater Manchester Police (GMP). I not only met some of the Programme team and managed a visit to the Gorton Priority Neighbourhood and the Wright Robinson College.**

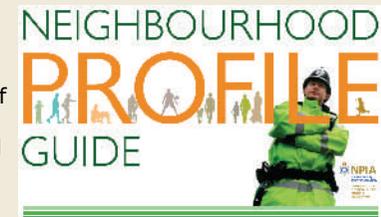
Gorton is the basis for the popular TV show '[Shameless](#)' which gives you an understanding of the policing challenges. At [Gorton](#) I met with the new Neighbourhood Inspector Damian O'Reilly but on arrival Damian and his team had been chasing a burglar around the estate before arresting the one man crime wave. GMP have a number of 'Priority neighbourhoods' based on factors including crime and deprivation. Through funding this provides a larger dedicated team to police that area which has raised the confidence of the public and reduced crime. I later went to the Wright Robinson College (1800 pupils) to meet the Schools Police Officer PC Dawn Harrison. GMP have embarked on an ambitious reinvigoration of the [Safer Schools Partnership](#) by increasing support in all schools. A risk assessment is conducted with each school and as a result they are offered one of three levels of support from a permanent officer to a nominated PCSO. What I found at this school was a seamless partnership between the officer and the school, worked together on positive initiatives and disciplinary matters - pupils are given clear boundaries for behaviour and conduct.

Next month I will be examining in detail the West Midlands Neighbourhood profiles which I want to share as Best Practice. The regional meeting for West Midlands, Warwickshire, Staffordshire and West Mercia is hosted at Warwickshire Police HQ. I will also be supporting my area Practitioner event at Ryton on the 31 March.

[Read more on the Central Region](#)

## Neighbourhood profile guide

**The new Neighbourhood Profile Guide is now complete and is now available to download from the Neighbourhood Policing website by clicking [here](#).** It is the result of a great deal of collaborative working with analysts, practitioners and policy makers. It covers issues such as the purpose and use of profiling and other issues such as, content, collecting and managing community intelligence, information sharing and links to the Prevent agenda.



## Understanding people – customer insight

**With the publication of the Citizen Focus Hallmarks and the increasing emphasis on embedding Citizen Focus in the day-to-day work of the Police Service, many forces are asking us for the tools to make this happen. Under the 'Understanding People' hallmark, we have already produced the Cultural Analysis tool to help forces in 'Understanding staff, and the internal culture of the force'. Over the coming months, I will be producing Customer Insight Guidance to help forces in 'Understanding the people a force serves' in partnership with the ACPO Citizen Focus Business area.**

### In the context of the Police Service



Customer Insight is basically good business sense. It is a process which allows an organisation to gain a really meaningful understanding of the people it serves, who they are, their needs and expectations, and how they feel about the organisation in question. In the context of the Police Service, it gives us information which explains how we can affect confidence and satisfaction through the interactions we have with the public. This understanding, coupled with a genuine commitment to use it to design better services, is central to citizen focused policing.

Customer Insight already happens in most forces, albeit in a fairly basic way. For instance, the trawling of complaints and letters of appreciation for insight into what really made people dissatisfied with the service they received, or what made them really happy. However, embedding customer insight and the use of more sophisticated techniques, such as customer journey mapping and segmentation, will routinely produce information which can be used to improve services across the organisation.

### Public confidence in the police

Put in simple terms, we cannot hope to affect confidence without a really deep understanding of what it is that makes the public confident in the police service. Traditional satisfaction surveys alone will not give us this information but a really committed and methodical approach to Customer Insight will.

Dan O'Mahoney — Citizen Focus Project Manager



# NPIA Citizen Focus and Neighbourhood Policing Programme News

## Seminar Franco-Britannique - Paris



**Members of the Citizen Focus and Neighbourhood Policing Programme participated in a French-Anglo summit on Neighbourhood Policing (NP) in the Bobigny suburb of Paris on Wednesday 11 February 2009. The summit, agreed at ministerial level last November, provided an opportunity for the British contingent to brief the French on the successful development and introduction of NP across England and Wales.**

The Anglo delegation led by CC Matt Baggott included representatives from the Metropolitan Police Service (MPS), National Policing Improvement Agency (NPIA), Association of Police Authorities (APA) and the Home Office. The summit covered the background to NP, the evidence base from the national reassurance pilot sites, how NP was introduced in London, community tension monitoring, and the role of the Home Office and Police Authorities within the tripartite governance arrangements. There was plenty of lively debate and 'bonhomie' with many common policing challenges being identified as well as some clear cultural differences. For example, the French police teams have clearly demarcated areas of responsibility and role rather than a more integrated local policing approach. Some suburbs in Paris have significant levels of deprivation and are currently suffering high levels of community tension leading to sporadic outbursts of disorder and community unrest. We identified many of the symptoms which characterised outbreaks of disorder in this country in the early 1980s.

### The day was successful

The French contingent were very interested in our NP model which is still very much in its infancy in France and has suffered a number of false starts over the past few years. We shared with our French colleagues the ACPO/NPIA guidance around NP and the summit finished with a return invitation to the French to visit NP teams on the ground in this country. Overall, the day was successful in its aims and demonstrated how advanced our policing is and that we have much to be proud of.



[Steve Mortimore — Citizen Focus and Neighbourhood Policing Programme Director](#)

## NPIA cultural analysis survey

The Research, Analysis and Information unit (RAI) has developed a model survey for cultural analysis.



The NPIA survey is one of a range of different social research methods that can be used to examine the attitudes and views of police officers and staff in order to gauge how aligned a force's organisational culture is with the philosophy of citizen focused policing. As a quantitative tool, the survey can be used to map and to monitor the extent to which officers and staff value citizen focus, as opposed to other approaches to policing. The survey will also allow forces to pinpoint specific aspects of citizen focus to assess their strengths and areas for improvement.

The survey is now available to forces and is being sent to force citizen focus leads. The survey and an accompanying guidance document will be uploaded to the NPIA website. RAI are planning to run a practitioner workshop to provide advice on using the survey and analysing and interpreting the data. Further information is available from [andy.myhill@npia.pnn.police.uk](mailto:andy.myhill@npia.pnn.police.uk)

[Andy Myhill — Senior Research Officer](#)

## Creation of the NCM strategy

**In December 2007 ACPO Council approved the commission of work to develop a National Contact Management Strategy (NCMS). The business case identified a need to; take into account emerging thinking in government and set contact management within the context of the Citizen Focus Agenda.**

The NCMS document has been created following a fundamental review of contact management working practices and national documentation. The review findings led to the creation of a first draft National Contact Management Strategy, which was circulated in October 2008 to all key practitioners and stakeholders for comment. Their feedback established that:-

- There was overwhelming support for the direction of travel that the draft National Contact Management Strategy proposed;
- Practitioners felt that the strategy document would benefit from some of the tactical information being moved to the proposed Standards and Guidance (NCMSG) document;
- The document needed to be more public facing; and that in the interests of future effective implementation and senior level commitment, to NCMS an ACPO consultation exercise should be commissioned.

In December 2008 the NCMP Steering Group agreed that a wider ACPO consultation exercise was mission critical and should be carried out once an updated version of the Strategy document was ready. The new consultation document was circulated to ACPO on 23 February 2009 and can be accessed [here](#). NCMS is underpinned by a strategic framework, which provides the tactical and operational level of detail needed to realise the key benefits. The detail of this framework is contained in National Contact Management Standard and Guidance document which will be circulated to forces once the Strategy has been agreed by ACPO.



[Mike Rawsthorn — Standards Developer, Service Delivery](#)

## Nick's knowledge



Going into the second month of 2009 things are very busy. The Audit Commission have produced two recent reports that practitioners and policy makers will find interesting. The Comprehensive Area Assessment framework report looks at the assessment frameworks for partnership working and can be accessed [here](#). The second report is entitled "Tired of Hanging Around" and concerns using sports and leisure activity to prevent anti-social behaviour in young people and in a nice coincidence Bradford Police have held a free soccer event in the February half-term to engage with young people, further details are [here](#).

An excellent example of citizen focused policing comes from Kirklees where the local community is being engaged to identify how their local police are contributing and how they should be recognised. Further information is [here](#).



Finally further developments in the use of web 2.0 or social media. Heath Park Neighbourhood Team in Wolverhampton are now on [facebook](#). Four UK Police Forces are now using [twitter](#), they are Gwent, West Midlands, Cumbria (with Street Safe) and West Yorkshire. If I was asked which of these is using the media to its fullest potential at this stage I would say [West Yorkshire](#) who balance appeals for public support around critical incidents with good news stories of successful policing operations. This gives a good blend around news,



appeals and people's perceptions of police issues in their area. However it's a fast changing area and if your force is engaging with the new media please let me know. We are hoping to run a workshop around social media at the Forward to Basics event in York in March. You can find me on Twitter as [NickKeane](#).

For the remainder of the month I shall be visiting Leicestershire, Humberside, Nottinghamshire, Kent and West Midlands. As ever if you have any examples of good practice that you would like to share with colleagues please contact me.

[Nick Keane — Knowledge Manager](#)

## Dates for your dairy

The final Forward to Basic practitioner event will take place on the 23 April at the Hotel Russell. British Transport Police, Kent, Sussex, Surrey, City of London and Metropolitan police will be invited to attend. It is also open to anyone that was unable to attend the event in their region and if you would like more information please e-mail [cnfpp@npia.pnn.police.uk](mailto:cnfpp@npia.pnn.police.uk)

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M	T	W	T	F	S	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
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## Citizen Focus Confidence Symposium



The Citizen Focus and Neighbourhood Policing Programme national Confidence Symposium took place in Birmingham on Friday 27 February 2009 to address the complex subject of public confidence.

This discussion-based event led by Chief Constable Julie Spence gave delegates the opportunity to debate the issues raised for their forces by the new single top-down 'confidence' target. Rebecca Bradfield, the Home Office Senior Policy Advisor for Public Confidence, outlined the rationale for the single

'confidence' measure.

## Work in Lancashire

Peter Langmead-Jones, Head of Corporate Analysis at Lancashire Constabulary spoke about his work in Lancashire to develop effective local confidence surveying that supported force improvements. Mark Burns-Williamson, Chair of West Yorkshire and Association of Police Authorities (APA) Board Member advised delegates that the APA accepted the challenge presented by the confidence targets while understanding force concerns.

## Public perceptions on policing

Paul Quinton, Principal Research Officer, NPIA Research, Analysis and Information Unit identified the national evidence on public perceptions of policing and Simon Merry, Head of Corporate Development at Dorset Police presented Dorset's innovative approach to organisational development that was assisting improved public confidence locally.

## Implementation of Neighbourhood Policing

Chief Constable Matt Baggott closed the event by highlighting the enormous progress made to date by the police service in the implementation of Neighbourhood Policing and how it had laid the foundations for future progress and improvements in public confidence. Please click [here](#) if you would like to download the presentations that were presented at the event.

[Jayne Pascoe — Citizen Focus Programme Manager](#)

## Here to help ...

Contact Number: 0207 147 8026  
 E-mail address: [nppteam@npia.pnn.police.uk](mailto:nppteam@npia.pnn.police.uk)  
 Website: [www.neighbourhoodpolicing.co.uk](http://www.neighbourhoodpolicing.co.uk)  
 Website: [www.npia.police.uk](http://www.npia.police.uk)

