
Safer Neighbourhoods scoping study July 2010

What do partners and partner agencies need from Safer Neighbourhoods policing?

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INTRODUCTION

Background

In the last six years much research work has been undertaken into the delivery of the Safer Neighbourhoods programme in London by the Metropolitan Police Service (MPS) Strategic, Research and Analysis Unit. In addition there have been national reviews, including Her Majesty's Inspectorate of Constabulary (HMIC) inspection into neighbourhood policing and citizen focus in 2008.

In considering a possible MPA project into Safer Neighbourhoods, the following two issues were taken into account by the MPA Business Management Group (BMG):

- The MPA has made a strategic priority in Met Forward to undertake a Safer Neighbourhoods scrutiny.
- The new Territorial Policing (TP) Assistant Commissioner is undertaking a review of TP which is likely to impact on the way Safer Neighbourhoods operate.

A MPA Safer Neighbourhoods project therefore had to be relevant to the review of TP and provide information which could support any changes to how Safer Neighbourhoods operate. In addition, an initial scoping study to determine issues to consider in the future MPA Safer Neighbourhoods scrutiny was necessary.

In March 2010 MPA BMG agreed that the principle focus of the Safer Neighbourhoods scoping study would be:

What do partners and partner agencies need from Safer Neighbourhoods policing?

Within the project scope it was agreed that the four following thematic areas would be considered:

- **Structure**
- **Communication**
- **Sharing information and intelligence**
- **Joint working**

A semi structured interview schedule based on these four thematic areas was devised. This can be found in Annex 1.

It was agreed that the project would look at four boroughs in depth. These boroughs were:

- **Hammersmith and Fulham**
- **Croydon**
- **Hackney**
- **Harrow**

Information on each of the four boroughs can be found in Annex 2.

Between six and ten interviews were undertaken in each of the four boroughs. A full list of the organisations that took part can be found in Annex C.

In total 57 individuals took part in interviews. This included eight interviews with senior MPS officers and staff based at New Scotland Yard and Territorial Police Head Quarters. The interviews were undertaken throughout March and early April 2010. The majority of these interviews were face to face, a few were undertaken on the phone. MPA officers also attended a Safer Neighbourhoods Panel Chairs Forum meeting.

Finally, this report is also informed by extensive background reading. A full list of all the research considered can be obtained from the Policing Policy Scrutiny and Oversight Unit.

Findings

In the report findings have been grouped thematically under each of the project areas. This report does not seek to provide an analysis of the interview findings; it merely presents a range of opinions on the work of Safer Neighbourhoods and partner agencies.

In considering the findings, the following caveats should be considered:

- The field work was undertaken prior to the general and local elections. The local election results have resulted in a significant change to the political landscape in London. In some boroughs this change could result in change being made to existing projects and initiatives.
- On occasion it was not possible to determine whether interviewees were referring to Safer Neighbourhoods specifically or the police in general. On other occasions interviewees referred to policing in general when in fact they were speaking about Safer Neighbourhoods. Throughout the report, where interviewees made a clear reference to Safer Neighbourhoods, distinction has been drawn between issues relating to Safer Neighbourhoods and those relating to the whole police service.
- Finally, in London the Safer Neighbourhoods concept includes Safer Transport Teams, Safer Town Centres, Safer Schools Teams and Safer Transport Hubs. In referring to Safer Neighbourhoods most interviewees did not differentiate between the different teams, often simply referring to Safer Neighbourhoods.

SECTION 1: STRUCTURE

This section of the report looks at how the Safer Neighbourhoods policing structure supports and impacts on partnership working.

Findings from national and regional research

In London the Safer Neighbourhoods policing model is coterminous to political ward boundaries. Whilst there are some variances on this structure (for example, in Hackney there are two town centre teams¹ which overlay the ward specific teams) on the whole the pattern has been one Safer Neighbourhood team per political ward.

The political ward structure provided the MPS with a primary base for defining Safer Neighbourhoods. Even in the early days of the Safer Neighbourhoods initiative, however, the MPS recognised that as the initiative developed it would need to be amended in line with clearly defined neighbourhoods.²

This point was reiterated in research undertaken by the MPS Strategy Research and Analysis Unit in 2006³, which found the areas that people perceive as their neighbourhoods *'are unbounded by electoral space.'* During the MPA interviews the issue of ward boundaries and Safer Neighbourhoods was raised by a number of interviewees. They stated that *"natural boundaries"* that reflected residents' understanding of their own community or neighbourhood would be more appropriate for the delivery of Safer Neighbourhoods.

The previous government released a neighbourhoods strategy⁴ earlier in the year, which recognised that whilst the original purpose for neighbourhood policing was about the *'right people, at the right places, in the right numbers, in order to create neighbourhoods that are safe and feel safe'* there could be no one size fits all approach. This strategy suggests that the *'size and make up of each team should be commensurate with the locally mapped needs of its neighbourhood.'*

Findings from the MPA interviews

STRENGTHS

Many positive comments were made by interviewees about the Safer Neighbourhoods initiative. The widespread acceptance of Safer Neighbourhoods and the recognition of the benefits it has brought to policing, partners and Londoners is an indication of its successful establishment in London. Many of the interviewees were keen to explore how Safer Neighbourhoods could be further evolved or amended to better meet the needs of the residents they worked with and represented.

¹ One of the two town centre teams is a night time economy team which is funded by the Local Authority.

² Metropolitan Police Authority (30 March 2006) *Safer Neighbourhoods Update* Full Authority London: Metropolitan Police Authority

³ Metropolitan Police Service (2006) 'Confidence in Policing' Strategy Research and Analysis Unit London: Metropolitan Police Service

⁴ Home Office (2010) *Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing* London: Home Office

Many interviewees felt that the ward based structure worked well, whilst some interviewees highlighted how the current structure⁵ had evolved or been amended to meet the needs of their individual boroughs. For example:

- In Hammersmith and Fulham there are two 18 hours a day/6 days a week Safer Neighbourhoods teams covering the Fulham Broadway and Hammersmith Broadway wards and one 24 hours a day/7 days a week team in the Shepherds Bush ward. In 2009⁶ an evaluation was undertaken by the MPS Strategy Research and Analysis Unit into a 24 hours a day/7 days a week two year pilot in two wards. This found that as a result of the enhanced teams, residents felt more satisfied with their local police and more residents felt that the police could be relied upon.
- In Croydon there is an additional Safer Neighbourhoods team in the north of the borough which covers four borough boundaries: Croydon, Lambeth, Lewisham and Bromley. The people living in this neighbourhood view themselves as one community and therefore this Safer Neighbourhoods team was introduced as a response to a locally defined neighbourhood.

A number of interviewees commented that the introduction of Safer Neighbourhoods in their boroughs had provided the public with a different access point to the police. This had resulted in residents feeling more engaged with the police. *“Safer Neighbourhoods has also helped residents to understand policing powers, what falls within the police domain and what does not...Safer Neighbourhoods has helped to create accurate demand and increasing understanding of the police”* Hackney interviewee.

This different access point was particularly crucial in regards to young people and Safer Neighbourhoods teams. Community engagement is a key requirement for Safer Neighbourhoods officers and Police Community Support Officers (PCSOs). The very nature of their roles provides them with the opportunity to develop positive relationships with young people. *“Safer Neighbourhoods officers help to establish a relationship between the police service [as a whole] and young people that moves outside of the uniform”* Harrow interviewee. One interviewee pointed out that this positive engagement had a by-product; it allowed Safer Neighbourhoods officers to identify young people who required additional support from intervention or engagement projects.

The Safer Neighbourhoods model was also seen as beneficial for partners with the structure providing an effective reference point for partners and other police teams. *“The very term ‘Safer Neighbourhoods’ denotes an approach that is focused on safety and thereby requires a partnership approach where everybody can work to this agenda...I feel that [because of Safer Neighbourhoods] we are working in a more collective way now”* Croydon interviewee. As one MPS corporate interviewee⁷ stated, *“the Safer Neighbourhoods model is unique.*

⁵ Safer Neighbourhoods teams usually consist of one sergeant, two constables and three police community support officers (PCSOs). In wards with populations of over 14,000 the Safer Neighbourhoods teams usually consist of one sergeant, two constables and three PCSOs.

⁶ Rehman, U. (August 2009) *The Hammersmith Initiative final 24/7 evaluation report* Strategic Research and Analysis Unit London: Metropolitan Police Service

⁷ Throughout this report the term ‘corporate interviewee’ will be used to describe those interviewees who are not borough specific but work at a strategic level at either New Scotland Yard or Territorial Police Head Quarters

With it you get one single point contact on each ward – the Sergeant...Studies show that a single person who has responsibility for an area is the best model for policing.” Another MPS corporate interviewee stated that the current Safer Neighbourhoods structure supported the Prevent agenda. Prevent engagement officers are able to utilise Safer Neighbourhoods ward profiles to tailor their community engagement work.

In discussing the strengths of Safer Neighbourhoods one issue was consistently raised by interviewees: committed and enthusiastic officers and PCSOs. Interviewees stated the success of the Safer Neighbourhoods initiative was often due to individual Safer Neighbourhoods officers. The particular role played by Safer Neighbourhood Sergeants was cited by some. *“...some Sergeants are proactive about getting buy in from partners, where you have a strong Sergeant you get buy in...”* Croydon interviewee.

Other interviewees stated that having officers and staff with the appropriate commitment to neighbourhood policing was also crucial. One suggested the Safer Neighbourhoods role was a specialist one and therefore it should be viewed as such by the MPS. *“It is essential you pick the right people to work in Safer Neighbourhoods. It should not be about the fact that they need community engagement experience. This type of policing should be portrayed as a vocation...and recognised internally and externally as such”* MPS corporate interviewee.

Interviewees also spoke about the strength of the community engagement methods utilised by the Safer Neighbourhoods teams and the positive impact this had had in their neighbourhoods. *“One of the results of Safer Neighbourhoods is that residents themselves have become more engaged with each other and are more invested in their neighbourhoods...[Safer Neighbourhoods] certainly has helped in residents becoming more active”* Hackney interviewee.

In particular partners highlighted the Safer Neighbourhoods ward structure has aided attendance by local councillors at Safer Neighbourhoods panel meetings. A few partners stated that all councillors should be encouraged to attend their ward panel meetings. *“I think they [councillors] must go to these meetings. Things crop up at these meetings and residents need to know the police will be working in partnership with the council to address these problems...”* Harrow interviewee.

CHALLENGES AND AREAS FOR IMPROVEMENT

Structure

Whilst there was widespread acceptance of the Safer Neighbourhoods initiative, a number of partners used the interview process to explore how Safer Neighbourhoods delivery could be improved in their boroughs. A number of interviewees felt there should be minimum provision for every London ward. One Harrow interviewee stated *“the removal of this model would be problematic for Harrow... The intelligence that we receive through Safer Neighbourhoods is essential... the regional reassurance and ASB targets are best delivered by the Safer Neighbourhoods teams...”* Those who stated the current structure should remain felt resources targeted at less challenging wards should not be put at risk because of

the needs of more challenging ones. They were concerned that in addition to a possible impact on reassurance, the removal of Safer Neighbourhoods teams from less challenging areas would result in a displacement of crime to these areas. It was recommended by one MPS corporate interviewee that should the resourcing of Safer Neighbourhoods need to be reconsidered; PCSOs should be kept in less challenging wards to continue reassurance work.

Other interviewees felt Safer Neighbourhoods and policing on the whole should be based on the needs of individual communities. *"It may be more useful to move from the static structure of Safer Neighbourhoods in every ward to a more proportionate resourcing based on actual needs and requirements."* Harrow interviewee. These interviewees felt that Safer Neighbourhoods should not be 'one size fits all' and boroughs should have the autonomy to determine how available resources would be used to meet the needs of all residents.

Connected to this was recognition by some interviewees that the ward boundary structures were artificial and that Londoners did not define their communities and neighbourhoods by the wards they lived in. It was suggested boundaries that reflected residents understanding of their own neighbourhoods would be more appropriate.

Some interviewees also argued the current Safer Neighbourhoods structure had a detrimental impact on effective partnership working as some partners did not allocate resources at a ward level.

A few of the Croydon interviewees spoke about a 'Street Services Review' that is currently being undertaken in the borough. As part of this review consideration is being given to whether resources would be better deployed at neighbourhood level rather than at a ward level. A possible result of this Review could be the decision to move from a ward based Safer Neighbourhoods approach to a neighbourhood based one.

Whilst some interviewees were keen to look at developing bespoke Safer Neighbourhoods services in their boroughs, there was recognition any revision of Safer Neighbourhoods delivery would require the support of all partners and a clear communications strategy to manage and respond to residents' concerns.

The suggestions made by some of the borough interviewees were echoed by four of the MPS corporate interviewees. One suggestion made by these interviewees had similarities to the Croydon 'Street Services Review' - Safer Neighbourhoods delivery could move from ward delivery to ward cluster delivery. It was suggested the ward cluster approach had a number of benefits. It would address the concern expressed by some partners and Londoners about the artificiality of the current ward structure. A ward cluster approach would also be more beneficial for more challenging areas in regards to resource allocation. One interviewee mentioned the approach adopted by Lambeth as a suggested way forward. Lambeth Local Authority (LA) has divided the borough into five distinct area. LA resources are now delivered and managed at an area level as opposed to a pan-borough level. Another said the Safer Neighbourhoods model should be intelligence led with resources focused on known hot spots.

The MPS corporate interviewees suggested that in considering the evolution of the Safer Neighbourhoods initiative, the focus should be on developing links with Local Authorities in order to realign and pool resources and funding. This was also considered in the Flanagan Review⁸. The Flanagan Review states that one of the principles that underpin a neighbourhood management approach to policing is *'financial planning and pooling of budgets to support outcomes.'* It seemed to these interviewees that a review of the current provision would be topical and necessary, given the current economic climate, but politically sensitive, given the need to maintain current Safer Neighbourhoods levels and generate further increases in community confidence.

A few MPS corporate interviewees were concerned that Safer Neighbourhoods teams have become 'overloaded' with multiple roles and responsibilities. One stated, *"currently SNT are involved in sports diversion activities...there are benefits to be gained by being involved ...but [we] still need to ask the question, what is Safer Neighbourhoods core business?"* They suggested Safer Neighbourhoods should go *"back to basics"* and focus on long term problem solving and responding to non urgent crime and disorder concerns.

Finally, some partners stated Safer Neighbourhoods shift patterns should be reviewed to ensure officer resources were being deployed at times of the day and in the places they were most required. There was also some recognition that visibility was not always an effective measure. *"The bottom line is that even a team of six [Safer Neighbourhoods officers] are not always going to be visible to the enormous population that make up the ward. At any given time there will be people in each ward that the teams will not be visible too"* Harrow interviewee. This interviewee suggested Safer Neighbourhoods patrols should be targeted at particular events and times of the day in order to increase the profile of the teams and maximise opportunities for community engagement. *"[they should attend] local fetes; be around at weekends on high streets; watch local sports games..."* It was also suggested there should be better communication with the public around Safer Neighbourhoods provision and shift patterns to better manage community expectations.

Only two interviewees expressed certainty that Londoners were aware of differences between Safer Neighbourhoods and other police officers. However, one interviewee suggested that this difference did not matter to Londoners. *"Londoners don't care whether Safer Neighbourhoods are ward based or not...as long as they have a local officer and this officer is visible"* Hammersmith and Fulham interviewee. The inference being that the structure used to ensure consistent visibility is less important than visibility itself.

Research has consistently highlighted the public's need for visible policing and the connection between visibility and confidence. However, the work of the MPS Strategy Research and Analysis Unit⁹ suggests that whilst visibility can influence confidence, it is not just about Londoners seeing police on their streets; it is also about what police are doing and what they are seen to be doing. This point is further highlighted in fact sheets produced to promote the previous government's neighbourhoods strategy¹⁰. The fact sheets

⁸ Flanagan, R. (2008) *The Review of Policing – Final Report* Sir Ronnie Flanagan London

⁹ Stanko, B. (2010) *Confidence in policing – the story so far* Strategic Research and Analysis Unit London: Metropolitan Police Service

¹⁰ Home Office (2010) *Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing* London: Home Office

highlighted research into what works in policing. Research undertaken to inform the neighbourhoods strategy indicates that problem solving and targeted foot patrols in hotspot crime areas worked, whereas increasing officer numbers without regard to the activities they would be undertaking did not.

Finally, two interviewees were concerned that the public did not always understand the difference between police officers and PCSOs. One stated the limited powers of PCSOs often meant they received little respect from young people. *“Young people who are experienced with legal matters know that the limited powers of PCSOs and consequently they are treated with disrespect”* Hammersmith and Fulham interviewee.

Many of the interviewees commented on the impact the turnover of Safer Neighbourhoods officers can have on joint working and information and intelligence sharing. As one stated that partners and residents had to *“begin from scratch”* rebuilding relationships and trust. *“The thing that I have found the most disconcerting in the last six years has been the police changes...the reason why this is a disadvantage is that it takes time for people to trust you and the changes are very hard on people”* Hackney interviewee. As stated earlier, a number of interviewees had specifically commented that the strength of Safer Neighbourhoods was the quality and commitment of the staff; therefore it is understandable interviewees would be concerned by the high turnover in Safer Neighbourhoods teams¹¹.

The previous government’s neighbourhoods strategy stated that for neighbourhood policing to make a long term difference, police officers and PCSOs need to work in their neighbourhoods for a sustained period, in order to *‘...develop familiarity with the particular needs of their community.’* Therefore, the strategy proposed that the Association of Chief Police Officers (ACPO)¹² will *‘encourage forces to think creatively about ways to incentivise officers and PCSOs to stay in particular neighbourhoods, including using exciting rewards and recognition schemes.’*

Community engagement

Guidance has been developed by the central Safer Neighbourhoods Unit for setting up and maintaining Safer Neighbourhoods panels. This guidance states Safer Neighbourhoods panels should:

- Be made up of local people who live or work in the area;
- Ensure panel members are recruited from all six diversity strands¹³;
- Be made up of 10 – 12 people;
- Be chaired by community members. Local councillors, it recommends, should not chair meetings;
- Feed back the results of police/partner activity to the wider communities; and finally

¹¹ According to the central Safer Neighbourhoods unit, in London Safer Neighbourhoods officers and PCSOs have a ‘statement of expectation.’ All Safer Neighbourhoods officers and PCSOs are expected to remain in their wards for two years. However, should officers or PCSOs apply for promotion or if their welfare concerns the full two year may not be completed.

¹² ACPO leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland.

¹³ Race, Age, Disability, Gender, Sexual Orientation, Religion and Belief.

- Meet regularly. The guidance suggests meetings should occur every six weeks.

Partners raised a number of issues about Safer Neighbourhoods panels. Interviewees suggested the MPS should provide further guidance to Safer Neighbourhoods teams about how to manage community engagement undertaken by Safer Neighbourhoods panels. It was also suggested:

- Panels needed clearer governance structures;
- Meetings should be better publicised;
- The remit of panels needed to be better understood by Londoners;
- Panel meetings should be consistent (there were concerns expressed that some panels met far less frequently than others); and finally
- Panels should be more representative of their communities.

Consistent timely meetings are necessary to ensure topical concerns are being addressed and actioned in real time. *“Issues can become less relevant by the time the next meeting happens...the learning from what took place to resolve the issue has been lost”* Hammersmith and Fulham interviewee. There was also some debate about whether panel meetings should be open to all. Some interviewees felt meetings should be only be open to Safer Neighbourhoods panel members with additional attendees present by invitation only.

A few interviewees suggested Safer Neighbourhoods panels should also be utilised to set LA priorities. In Hackney this issue was being explored in a pilot project. *“In two Hackney wards – New River and Brownwood - ...since January 2010 the CAP members¹⁴ have known that they are priority setting for both the LA and the police.”* The Hackney interviewee stated that to support partnership working and develop a cohesive response to crime and community safety in the borough it was essential panels supported both the police and the LA priority setting process. In addition, utilising panels to inform and support the LA priority setting process would allow both the police and the LA to demonstrate to Londoners that they were working together. As one interviewee stated, *“this is a win-win situation and the public doesn’t lose anything by doing this”* Hackney interviewee.

The MPA funds Community Police Engagement Groups (CPEGs) in every London borough.¹⁵ A number of interviewees specifically commented that the relationships between Safer Neighbourhoods panels and CPEGs seemed to be disjointed, with each CPEG/panel rarely informing the work of the other. It was felt there should be more linkages, coordination and information sharing between panels and CPEGs. There were also concerns expressed about whether panels were sharing information with each other in order to build a borough picture. There are attempts being made to address the lack of joined-up working between CPEGs and panels:

¹⁴ In Hackney Safer Neighbourhoods panels are known as Community Advisory or Action Panels (CAPs)

¹⁵ Community and Police Engagement Groups (CPEGs) are the primary local groups through which people can regularly consult about policing with their local police, the police authority, and key stakeholders in community safety and each other. They provide a mechanism for local police accountability and are a means of reporting back to the community. The groups are collectively known by the MPA as CPEGs. However, the individual groups use a wide variety of nomenclatures including Community Safety Boards, Community Engagement Boards; Community Police Consultative Groups and Police Community Consultative Groups

- At Hackney CPEG meetings time is set aside to look at how borough-wide data is linked to ward priorities. *“This helps us to build not only a borough picture but also a local one”* Hackney interviewee.
- In Harrow, panel representatives are expected to attend the bi-monthly CPEG meeting. Those that are unable to attend are requested to send the CPEG chair a written report.

Whilst a number of interviewees stated panels should remain free of political interference, many stated local councillors should be invited to attend (some suggested they should be compelled to attend) all ward panel meetings.

A few interviewees spoke about the plethora of community engagement mechanisms at a local level and that it would be useful to review existing mechanisms to ensure coherency and avoid duplication. *“We need to reduce the number of vehicles rather than add to them”* Croydon interviewee.

In considering these comments about CPEGs/panels, it is also important to recognise that community volunteers feel there is a great deal of demand on their time. One suggested that in order for volunteers to be able to fulfil their panel or CPEG duties effectively they required better support services. *“We are all volunteers...I have a full time job... the role of the panel chair on top of my other commitments is time-consuming...”* Hackney interviewee.

A few interviewees stated Safer Neighbourhoods panels had been more welcomed by the community than by the police. One interviewee said, *“They [Safer Neighbourhoods teams] don’t always listen...sort of put up with us because we are a statutory requirement”* Croydon Interviewee. This lack of interest damaged public confidence and resulted in the panel feeling they were not *‘part of the loop’*. This interviewee concluded that their particular Safer Neighbourhoods panel was more confident the LA would act on residents concerns.

There was recognition amongst a few interviewees that some Safer Neighbourhoods teams are failing to engage with certain demographic groups, for example young people and commuters. In Harrow a great deal of work had been undertaken in a particular ward to raise the profile and role of Safer Neighbourhoods. However, the team was not engaging with all sections of the community. *“There are people that we don’t know and we don’t know what their needs are.”*

Whilst recognising that Safer Neighbourhoods should not simply rely on the input of the *“usual suspects”* and must proactively engage with all residents, it should also be recognised that some Londoners may make a positive choice not to engage with Safer Neighbourhoods officers. The Harrow interviewee continued, *“We may not know them because they don’t need us or we may not know them because they are unprepared to be engaged by us.”*

Work undertaken by the MPS Strategic Research and Analysis Unit¹⁶ highlighted the balance the MPS need to achieve in order to ensure successful community police engagement. The research highlights the MPS must consider those who are prepared to engage with the police, with those who in fact need the police, and finally with those who report crimes. This analysis should be considered by the MPS in ensuring that panels and other MPS engagement mechanisms take into account both needs and diversity.

Finally, a few interviewees expressed concerns about the number of meetings Safer Neighbourhoods officers were expected to attend. It was suggested by one interviewee that rather than Safer Neighbourhoods officers attending numerous community and resident group meetings, representatives from these groups should be encouraged to attend or join their local Safer Neighbourhoods panel. It was felt that demands and requirements from community and resident group meetings could compromise priorities that had already been agreed with Safer Neighbourhoods panels. Conversely, there was also recognition that attendance at these types of meetings met with a core Safer Neighbourhoods priority to engage with and become familiar with the needs of local communities.

¹⁶ Stanko, B. (2010) *Confidence in policing – the story so far* Strategic Research and Analysis Unit London: Metropolitan Police Service

ISSUES FOR THE MPS TO CONSIDER

- The evolution of the Safer Neighbourhoods initiative in London must take into consideration the needs and requirements of each borough.
- The benefits of any changes to the Safer Neighbourhoods structure from the current static structure should be communicated clearly to Londoners in order to manage concerns.
- Taking into consideration the current MPS 'statement of expectation' for Safer Neighbourhoods officers and PCSOs, the recommendation in the previous government's neighbourhood strategy to encourage Safer Neighbourhoods officers and PCSOs to work in their Safer Neighbourhoods areas for a sustained and agreed period of time should be considered by the MPS.
- The MPS should outline and promote the role of PCSOs to Londoners.
- The MPS needs to ensure the guidance for the setting up and maintaining of Safer Neighbourhoods panels is relevant and that this guidance addresses the concerns raised by the MPA interviewees.
- Utilising the Safer Neighbourhoods panels to set LA priorities should be considered by the MPS and partners.
- Safer Neighbourhoods panels must reflect the diversity and the needs of residents that make up each ward.

SECTION 2: PROCESSES

Part 1: Joint working and problem solving

In this section, joint working and problem solving arrangements together with information and intelligence, are considered. Examples of good and promising practice are provided and consideration is given as to how these processes can be improved to support partnership working between Safer Neighbourhoods and local partners.

Findings from national and regional research

The success of the neighbourhood policing approach is reliant on a tripartite relationship between the police, partners and crucially the public. A 2006 partnership guide into neighbourhood policing produced by the Home Office¹⁷ recognised that individual partner agencies do not have the capacity to provide complete solutions to local crime and disorder concerns. It stated, *'building successful partnerships therefore holds the key to creating safer communities, with partners leading or supporting others as appropriate.'* In 2008 the Home Office¹⁸ outlined effective core principles for partnership working in regards to neighbourhood policing. These included the following:

- Strong local leadership at a strategic level to drive integration;
- Clearly defined and agreed neighbourhoods;
- Shared and publicly negotiated local community safety priorities; and,
- Strong joined-up community engagement with LA involvement at neighbourhood policing public meetings and vice versa.

Findings from the MPA interviews

STRENGTHS

During the interview process it was clear LAs and the police were the main and strongest partners in local partnership arrangements.

The majority of the interviewees agreed on the need for Safer Neighbourhoods/police and LAs to work together. As one interviewee stated, some of the issues Safer Neighbourhoods are asked to deal with are better tackled by LA and therefore a strong relationship between these partners is vital.

Interviewees provided examples of the partnership ethos that existed in their boroughs. Examples included:

- At a recent borough police commander's commendation ceremony in Harrow, local partners and agencies were recognised for the contribution they had made to

¹⁷ Home Office (June 2006) *Neighbourhood Policing – Partnership Guide* London: Home Office

¹⁸ Home Office (July 2008) *From the neighbourhood to the national: Policing our communities together* London: Home Office

community safety in the borough and were awarded commendations. Awards were given to LA staff, community volunteers, a member of the public and representatives from Harrow Mosque. In Harrow the ethos is: *“We have a house rule in the borough. We never say this is not a LA problem go to the police and the police do not say this is not a police problem go to the Local Authority.”*

- In Hackney the interviewees explained that good partnership working in the borough was built on trust. *“...relationship could be described as two book ends which rely on each other. They [the police] know they are trusted by us and vice versa.”*
- There was recognition by police interviewees in Croydon that investing time and building good rapport with partner agencies had long term positive consequences for effective partnership working. *“In regards to effective partnership working...I feel that you reap what you sow...if you invest time in getting to know people ...you get the assistance you require”* Croydon interviewee.

Co-location assisted partnership working and joint processes and systems. Examples of current and planned co-locations were given by interviewees:

- In Hammersmith and Fulham a police sergeant and administrator are located in a Youth Offending Service for part of the week. Harrow also has a police officer seconded to its Youth Offending Team.
- In Croydon, Hammersmith and Fulham and Harrow the co-location of LA and police staff supports Anti-Social Behaviour (ASB) initiatives.
- In Hammersmith and Fulham the police and LA also have joint responsibility for the borough’s Close Circuit Television (CCTV), an approach which has supported the sharing of information/intelligence.
- In Harrow a new detached youth work team will be co-located with relevant Safer Neighbourhoods teams.
- Hammersmith and Fulham are to develop an integrated management structure. This will involve the co-location of police and partners in one building.

Whilst Safer Neighbourhoods teams were seen to be an integral part of partnership working, one interviewee was keen to point out that whilst *“good partnership working had been enhanced by [the introduction of] Safer Neighbourhoods it [good partnership working] had not happened as a result of Safer Neighbourhoods”* Harrow interviewee.

Knowing who to contact for information and support was cited by two police interviewees as reasons for why strong relationships existed in their boroughs. Connected to this point, interviewees from three of the boroughs stated strong and clear leadership from senior police officers and senior LA staff had enabled the development of effective joint working

and problem solving and had helped to drive partnership working forward. Leaders who were driven and motivated to *“make things happen”* were said by many of the interviewees to be crucial. *“Part of the reason that the partnership approach by the Safer Neighbourhoods Teams and others is so effective is due to the proactive approach of the borough commander. In a short space of time he has made all the partners feel part of the process”* Harrow interviewee.

However, there was also recognition that it was not simply about having the right people *“round the table.”* Having the right structures in place was also key. *“In the space of the last 15 months there have been significant changes in personnel in the borough – however despite the changes the systems have stayed in place...because it isn’t just about the people, the strength has been in the systems and the fact that they work”* Harrow interviewee.

The strengths of the systems were demonstrated in examples given of joint processes that have been jointly developed and maintained by police and partners:

- In Hackney a Partnership Triage Unit (PTU) has been set up by the LA. The PTU is a co-located team based at the Youth Offending Team (YOT) offices, consisting of the Public Protection Desk, a YOT worker, a Youth Social Team worker, a Children and Social Care Worker and The Learning Trust. Young people deemed to be at risk are identified through the Merlin¹⁹ process. Merlin reports are submitted to the PTU via the Public Protection Desk. The majority of the Merlin reports are completed by Safer Neighbourhoods officers and PCSOs. *“The name of the young person is placed on the Triage unit database and information on the young person can be generated from the various partners. This information is pulled together...a decision is made as to where [the agency] the young person will be referred. PTU...[can] ensure that intervention is done at an early stage...and that issues don’t become complex and entrenched”* Hackney interviewee.
- A very similar process is also in operation in Harrow where an Early Intervention Panel has been set up by Young Peoples Services. This panel brings together a range of partners, including the Community Safety Unit, the borough’s ASB Team and Safer Neighbourhoods/police. Police and partners identify a young person they feel is at risk. Information on the young person is collated on a referral form and the referring partner is required to present information on the young person to the panel. *“The panel discusses how they can support the young person and identifies a lead professional... a plan of action is developed and the young person is monitored on a monthly basis. This process has had very positive results...there has been significant downturn in regards to First Time Entrants and a reduction in fear of crime...”* Harrow interviewee.
- Since the beginning of the year, Hackney police have had a shared database with the LA for ASB. The database was developed by the police and is open to all LA partners

¹⁹ The Merlin database is used by MPS officers to collate information on young people at risk or in need. Information on all five Every Child Matters strands is also inputted in Merlin.

to populate. The database is supported by a council ASB hotline which records ASB incidents that are not reported to the police. Since April 2010 there has also been an at risk section on the database which collates information on repeat calls.

A number of the interviewees also mentioned attendance at joint Safer Neighbourhoods/police and partner meetings including tasking group meetings and weekly partnership meetings. These meetings provided an opportunity to share information and intelligence and provided attendees with a better understanding of each other's work.

The role of Safer Neighbourhoods in youth engagement and youth justice deterrents was mentioned by interviewees in all four study sites. Examples included:

- Safer School Officers in Hackney have consistently supported the community safety agenda of the LA. Safer Schools Officers are trained in Restorative Justice principles and undertake home visits in partnership with Attendance Officers. *"They are able to determine what the root problem is for the lack of attendance. They are good at listening"* Hackney interviewee.
- The work of Safer Schools officers was also recognised as a key strength of partnership working by interviewees in Harrow. *"They know the young people who are at risk and therefore when our staff [Young Peoples' Services] are working with or targeting young people at risk, it is helpful because they can take these officers with them on home visits"* Harrow interviewee. This joined up approach to youth prevention, indicates to the young person that their behaviour has been recognised as problematic by a range of partners and any subsequent actions will be undertaken with the full support of partners.
- In Hammersmith and Fulham, Safer Neighbourhoods officers are being utilised by the Youth Offending Service to enforce bail conditions and encourage young people's attendance at Intensive Supervision and Surveillance Programmes²⁰.

Interviewees also provided numerous examples of joint projects being undertaken by Safer Neighbourhoods/police and partners:

- A number of examples were given of particular tactical operations and initiatives – Operation Curb, Operation Crackdown and Operation Safe for All - to address Serious Youth Violence, gangs and group offending and weapon enabled crime.
- Harrow LA has funded a police kiosk for the town centre Safer Neighbourhoods team which will act as 'drop-in' centre for patrolling officers.

²⁰ Intensive Supervision and Surveillance Programme is a non-custodial intervention programme for young offenders. It combines community-based surveillance with a comprehensive and sustained focus on tackling the factors that contribute to the young person's offending behaviour.

- Numerous examples were given of joint youth engagement projects undertaken by police and partners. This included a 'Met in the Middle' intervention and engagement project led by Safer Neighbourhoods officers and LA staff in Croydon, which helps to build positive relationships between the police and young people.
- Joint weeks of action where Safer Neighbourhoods/police and partners work together focusing resources on particular neighbourhoods to combat issues ranging from graffiti to abandoned vehicles.
- A Smartwater²¹ marking campaign funded by Harrow LA and delivered door to door by Safer Neighbourhoods teams.
- A Neighbourhood Champions²² campaign launched by Harrow in partnership with local police. The police are also involved in the training of the Neighbourhood Champions.

CHALLENGES AND AREAS FOR IMPROVEMENT

Blockages to joint working

In all four boroughs, when referring to partnership working, the majority of the interviewees primarily focused on the Safer Neighbourhoods/police and the LA. Whilst the contribution made by Safer Neighbourhoods panels and CPEGs was the noticeable exception, there was little mention of the role of the third sector or Small and Medium Enterprises in partnership working.

Interviewees were clear about which partners needed to play a more proactive role in local partnership working. A number of interviewees mentioned difficulties in engaging and working with some partners, particularly Probation and Primary Care Trusts (PCTs), while a few made particular reference to Accident and Emergency Departments. Other interviewees also highlighted that historically the youth service had not always engaged well with police and partners. There was a recognition this had been due to a clash of ethos and cultures and that the introduction of Safer Neighbourhoods officers and Safer Schools officers had helped. Safer Neighbourhoods officers and Safer Schools officers were seen to be engaging with young people in a positive non confrontational capacity.

Whilst Safer Neighbourhoods and Safer Schools had brought positive changes to how young people and police relate and communicate with each other, two interviewees expressed particular concerns about Safer Neighbourhoods/police behaviour at "*points of crisis*." An interviewee spoke about an incident that had occurred in a Hammersmith and Fulham LA office between a Safer Neighbourhoods officer and young person where it was felt that the

21 SmartWater works by assigning valuable items with a forensic signature which makes them uniquely identifiable. Once applied the liquid is virtually impossible to remove and can only be seen using a special UV light.

22 Working in partnership with the police and building on the Neighbourhood Watch programme the Champions scheme aims to appoint a network of volunteers – 'Neighbourhood Champions' - throughout Harrow. The two-year programme plans ultimately to recruit up to 2,000 Neighbourhood Champions across Harrow.

use of force had been disproportional. The interviewee expressed that such behaviour could damage the relationship between young people the police and onlookers who witnessed the situation. *“There is a very limited understanding by the police on how they can work with partners at a point of crisis. Whilst we recognise that the police have their own responsibilities and procedures they need to be aware that certain acts are not acceptable...at moments of crisis it seems that officers needs override everything else”* Hammersmith and Fulham interviewee. As a result of the incident the partnership protocol on how the Safer Neighbourhoods/police and partners work together and mutual expectations is being redrafted.

Another interviewee, in a similar post but from a different borough, raised a similar issue where detached youth workers working with young people were asked to move on by police officers. The interviewee stated that this request to move on was particularly perplexing as the detached youth workers were wearing jackets which clearly identified them as youth workers and senior police officers in the borough were also aware which neighbourhoods the detached teams worked in. The youth workers were unsure whether the police officers who made the request to move on were Safer Neighbourhoods officers. However, *“whilst Safer Neighbourhoods teams have great relationships with the youth workers and young people...these officers who come in and act in this way can throw all the good work out of the window.”* This behaviour has long term implications: *“young people do not separate officers into different categories. They won’t say well these are not Safer Neighbourhoods officers. All the good work [of Safer Neighbourhoods officers] can be destroyed in five minutes flat”* Croydon interviewee.

The Croydon interviewee also stated that it would be more useful if the MPS encouraged all front line officers to take part in initiatives such as ‘Met in the Middle.’ This is because, *“those who are getting involved [in youth engagement and youth participation activities] are those that least need to be involved. Actually what is required is a push from the top to ensure that those officers who need to be involved are compelled to do so.”*

Interviewees suggested three key reasons for the lack of engagement by some partner agencies in joint working:

1. a lack of resources;
2. a lack of understanding on why partnership working could be of benefit to them; and finally,
3. differing priorities resulting in no clear ‘fit’ or understanding on how they can support and aid the work of partners.

A few interviewees recognised that if partners understood and could quantify the benefits of joint working they would be more willing to engage in partnerships. Interviewees also understood partners would be more willing to engage if the given problem or concern was specific to the work that they were doing. However, even in situations where the benefits of joint working were self evident, interviewees stated that on occasion some partners need to be encouraged and prompted to be active partners. *“We have been clear to health and the*

substance misuse reps that they cannot come to the meetings if they are not going to fully support the process...It has to be about trust.” Harrow interviewee.

Two of the study sites – Croydon and Hackney – are Diamond District²³ boroughs. An interviewee in Croydon working with the Diamond District initiative demonstrated that agencies are willing to take part in joint working arrangements when there are clear benefits to all parties. The interviewee explained Safer Neighbourhoods played a key role in the Diamond District initiative and that offenders had benefited from this new method of working. *“This is because time is being spent with them directly. Offenders are also being helped to access resources with the support of the Diamond District team. It is good for offenders to be the beneficiaries of a multi agency response...they gain a better experience of the police”* Croydon interviewee. In regard to Safer Neighbourhoods officers and the particular support they were providing to the multi agency Diamond District team in the borough, the interviewee stated, *“Safer Neighbourhoods have been great in regards to Community Payback...they are encouraging people to turn up at their appointments and if they [offenders] do not turn up they pay a home visit and explain why they must do so. So in my opinion the rate of Community Payback in the borough has actually improved.”*

Another interviewee stated that home visits of newly released offenders by Safer Neighbourhoods officers and PCSOs had improved compliance with orders by 80% in the Diamond District boroughs. *“This helps to ensure less wasted time for Probation officers, better engagement with offenders, and ultimately reduced risk to the public.”* Hammersmith and Fulham Interviewee.

Individual interviewees also expressed a number of wider concerns which highlighted some of the existing blockages to joint working:

- Whilst effective partnership arrangements can work at an operational level and at a strategic level, there was a concern that an information gap existed at the ‘middle management’ level resulting in incidents such as the one described above involving the detached youth workers.
- There were concerns regarding political interference in one of the four study sites. It was felt that political leaders were directing police work; examples were given of pressure being placed on licensing teams to close certain pubs when there was no police data to support such requests.
- Whilst the effectiveness of joint working and problem solving in boroughs was dependent on the relationships between the LA and the police, it was mooted by one interviewee that not all Safer Neighbourhoods/police officers had the skills set or the right degree of influence to work at a partnerships level.

²³ The Diamond Districts project is a joint partnership between the MPS and the London Criminal Justice Partnership. Its main principle is that it is possible to break the cycle of re-offending, and therefore the demand for custody, by allocating resources at the front end on key neighbourhoods where offenders reside.

- Information on ward and borough priorities needed to be made widely available to partners.

A number of individual comments were made in regards to how joint working could be improved or enhanced. These are listed in full below:

- Safer Neighbourhoods teams should develop formalised relationships with Further Education colleges.
- Up to date contact lists for each Safer Neighbourhoods team should be made available to all partner agencies and members of the public, so that partners and Londoners have relevant points of contact for every Safer Neighbourhoods ward.
- Consistent relationships at both a ward and borough level are required. Some partnership arrangements at a borough level work better than others and some Safer Neighbourhoods teams are better at working at a partnership level than others.
- All partners should have an equal standing in partnerships. The primary focus should be on safety and not simply crime. This would encourage fuller participation from partners who may not have a crime remit as such.
- More proactive work should be undertaken with agencies working with victims and witnesses.

ISSUES FOR THE MPS TO CONSIDER

- All police officers, regardless of their roles, should keep the principles of the Policing Pledge in mind when dealing with young Londoners.
- Safer Neighbourhoods teams need to ensure that up to date contact details for each team are available for partner agencies and Londoners.
- In each London borough there needs to be a consistent approach taken by Safer Neighbourhoods teams to working with partners.
- Where relevant Safer Neighbourhoods ward priorities should be shared with partner agencies.
- Up to date contact sheets for each Safer Neighbourhoods team should be made available to all partner agencies.

Part 2: Information and intelligence

Findings from national and regional research

The Crime and Disorder Act 1998 states *'responsible authorities have a duty to share information that is necessary to provide a basis for action in the best interests of a community or individual.'* In addition, 2008 the Home Office²⁴ guidance in regards to neighbourhood policing stated, *'shared information, feedback and communication processes; and evidence-based deployment of resources, were key to effective partnership working.'*

Findings from the MPA interviews

STRENGTHS

All interviewees understood the importance of sharing information. Partners spoke about their information sharing principles. Broadly this could be summed up as:

- good information and intelligence sharing is achieved through networking and relationship building and is a two way process; and
- agencies need whole information in order to provide a comprehensive response to residents.

Numerous examples of how information and intelligence is shared between partners were provided:

- In Harrow photos and sanitised information on individuals the LA and the police are trying to locate are shared with refuse collectors and street sweepers. *"We tell them where they are likely to be. They are out and about and are therefore...valuable assets. We do in this in partnership with Safer Neighbourhoods Sergeant. It results in them feeling empowered...they feel they are valuable members of the community"* Harrow interviewee. This approach is advocated in the neighbourhoods strategy²⁵ which states that including street cleaners and environmental workers in the wider neighbourhood policing family, can *'provide an extra set of eyes and ears on the street'* and can *'instil a sense of pride and ownership in the area.'*
- Hammersmith and Fulham LA have set up a shared secure email system for partners. Partners have been trained and accredited to use the system. The secure email system also ensures relevant partners have access to information on the MPS Aware system. Daily information updates are provided by all partners.

²⁴ Home Office (July 2008) *From the neighbourhood to the national: Policing our communities together* London: Home Office

²⁵ Home Office (2010) *Safe and Confident Neighbourhoods Strategy: Next steps in neighbourhood policing* London: Home Office

- Harrow provides briefing sessions for front line staff, including drug workers, casualty staff, head teachers and YOT staff. These briefings are seen as crucial because front line staff are *“the eyes and ears”* of partnership working.
- The role of Safer Neighbourhoods in supporting the work of the Probation Service was highlighted by some interviewees. In Hammersmith and Fulham Safer Neighbourhoods officers and PCSOs are utilised for the execution of warrants for lower and mid-level risk/offences. Safer Neighbourhoods officers and PCSOs also provided valuable intelligence and information on known offenders. Probation officers have limited contact with offenders and therefore, *“if there’s something that tells us what they’re doing the rest of time that can only help”* Hammersmith and Fulham interviewee. Alongside engaging with known offenders, Safer Neighbourhoods officers and PCSOs also have the scope to identify individuals who may have links to crime or criminal activities.
- Similar to joint working, co-location supports information and intelligence sharing. Two of the boroughs provided examples:
 - In Hammersmith and Fulham a police administrator is based at the Youth Offending Service. The police administrator ensures information from the Youth Offending Service staff is placed onto the MPS CRIMINT²⁶ and Crime Reporting Information System (CRIS).
 - Interviewees in Croydon stated that there are nominated ASB leads in both the LA and the police. The police ASB lead is seconded to the LA part time and there is a reciprocal arrangement in place for the LA ASB lead. This arrangement ensures information is shared between the LA and the police. Safer Neighbourhoods are also linked to ASB teams and the intelligence systems.
- A number of the interviewees stated tasking group or daily planning meetings were a useful mechanism to share information and intelligence. In Harrow the Safer Neighbourhoods panel chairs are also invited to the Daily Management Meetings.
- Training events had been held in two of the boroughs to encourage more information sharing. In Hackney the training had involved YOT staff; youth workers and the police. One of the key drivers for this training was for each partner to better understand the requirements and responsibilities of the other. A similar training session is to be held with Education and Children and Social Care. In Croydon a Safer Neighbourhoods team had received training from the MPS Directorate of Information on police information and intelligence. This training had *“helped to take the mystery out of information sharing for my team”* Croydon interviewee.
- Intelligence provided by PlanWeb - an internet intelligence resource – is being used by one Harrow Safer Neighbourhoods team to ensure they have accurate

²⁶ CRIMINT is the MPS corporate criminal intelligence system.

information on the social and economic backgrounds of their residents. This information helps partners provide targeted information to residents.

CHALLENGES AND AREAS FOR IMPROVEMENT

Recognising the value of information and intelligence sharing

Whilst interviewees shared numerous examples of effective information and intelligence sharing processes and protocols there was recognition amongst some interviewees that there was a limited analytical capacity amongst some partners which resulted in an ineffective use of information and intelligence. *“I am not sure that we know what it is we need and once we have information I am not sure that we are making the best use of it”* Croydon interviewee. It was suggested that if Safer Neighbourhoods/police and partners explained how they needed the information and how it would be used, there would be better use of information and intelligence by partners and police.

It is inevitable that those partners who are unwilling to take up joint working opportunities will also be unlikely to share information and intelligence with each other. Interviewees stated some services working with young people were reluctant to share information with the police. As one interviewee explained *“They [youth workers] need to build relationships with young people and they don’t want to be seen to be too police friendly”* Hackney interviewee. One interviewee in Croydon suggested that police, in particular Safer Neighbourhoods teams, needed to assess how information on young people with specific needs could be formally shared with the Youth Offending Service: *“I am not sure if the Safer Neighbourhoods know how to access all our supports services for young people. It is very likely that they come across young people with needs and we need to look at how this can be fed back to us in a formal manner.”* There was also recognition that as young people move across ward and borough boundaries to attend school and Further Education colleges, Safer Neighbourhoods teams needed to share information at a pan-borough level. Clear protocols are also required on how information could be exchanged at a cross borough level. In Harrow, *“we know where young people go when they are dispersed from one area and end up in another. We know this because the Safer Neighbourhoods teams share information with each other.”*

It is essential partners and the police fully understand why information and intelligence is being shared and how it can be used to tackle and address crime and disorder concerns. In Hackney two Safer Neighbourhoods officers questioned the detailed requirements of the Merlin report and were unsure how these reports were utilised once they had been forwarded onto the Public Protection Desk.

Concerns expressed by the two Safer Neighbourhoods officers had commonalities with concerns voiced in Croydon by two interviewees. One stated that whilst there was a corporate understanding and recognition about the importance of information and intelligence sharing this was less understood at an operational or delivery level. Another Croydon interviewee stated - though this view was not shared by other interviewees - the police, including Safer Neighbourhoods, needed to review their approach to information

and intelligence sharing: *“there is still an element of an attitude within policing that they do it [share information and intelligence] because they have to rather than they should.”*

Lack of engagement

As noted earlier in the report, interviewees expressed difficulties in engaging some partners – Probation, PCT and Accident and Emergency – in partnership working. This lack of engagement also results in a gap in intelligence. In Harrow, interviewees stated that whilst Health and Substance Misuse representatives participated in the Early Intervention Panel and had access to information on young people, they did not share information they held on the young people. The Harrow interviewees stated, *“they have been reminded that there are two aims to this panel. Number one, support the young people and challenge their behaviour in order to give them a better start to life and number two, protect the community. These aims go hand in hand and all agencies therefore should be cooperative.”*

In Hammersmith and Fulham one interviewee explained why on occasion it was difficult for Probation to share information with partners. This interviewee stated that Probation do not share all their information with the police due to the different nature of their work and data protection issues. There were similar concerns expressed by a Harrow interviewee, who stated the difficulties in accessing Accident and Emergency information could be related to perceived constraints on information sharing and concerns about compromising the Health Services image of neutrality. However, it was felt this situation is likely to change as the partnership culture becomes more embedded. In return it was suggested partners also need to be better at providing information to PCT. Contact details of relevant Safer Neighbourhoods/police officers and information on specific issues affecting a locality, such as muggings, should be shared as a matter of course with PCT.

The Hammersmith and Fulham interviewee expressed a similar opinion. There was an expectation that the Integrated Offender Management Programme²⁷ would result in improved joint working and information and intelligence sharing. Due to the positive impact of Safer Neighbourhoods officers in the implementation of the Diamond Districts pilot in six London boroughs, there was recognition that Safer Neighbourhoods could play an important role in the Integrated Offender Management Programme.

Attempts are also being made to tackle the lack of engagement by some partners in joint working and data sharing. In Croydon a data sharing protocol has recently been agreed between the Accident and Emergency Unit and the Community Safety Team. In Hammersmith and Fulham, since April 2009 the PCT and local council have had a joint executive management team. The council and PCT also have a number of joint teams and individuals and posts, such as the Director of Public Health, are jointly funded.

²⁷ Integrated offender management is a system that provides all agencies engaged in local criminal justice partnerships with a single coherent structure for the management of repeat offenders.

Community volunteers from three of the boroughs also expressed concerns about the information and intelligence provided to them by Safer Neighbourhoods and partners. CPEG representatives stated that there needed to be better information sharing between CPEGs and Safer Neighbourhoods panels. It was suggested by one community volunteer that Safer Neighbourhoods teams were reluctant to share Safer Neighbourhoods panel information with the borough CPEG.

Data provided to volunteers at Safer Neighbourhoods panel meetings did not provide contextual information. Panels needed to be provided with substantive information on emerging issues in their wards and what was being done by Safer Neighbourhoods to address these issues. Information also needed to be shared more widely with members of the public *“Police need to be more proactive in giving information out to the public. Need to be more open sharing of information”* Croydon interviewee.

Improving information and intelligence sharing practices

Other interviewees acknowledged that Safer Neighbourhoods/police and partner agencies needed to be more systematic in the way they provided information and intelligence. They suggested that information and intelligence needed to be *“fit for purpose.”* One Hammersmith and Fulham interviewee stated *“...all partners could be more systematic about the way they develop and provide information.”* Two particular issues needed to be considered by Safer Neighbourhoods/police and partners:

- Formalised pan-borough systems which allowed partners to input and share information and intelligence were required.
- Partners needed to collate information in a consistent manner. *“Sometimes the Met information can be different to the rest of the partners and all partners could be more systematic about the way they develop and provide information”* Hammersmith and Fulham interviewee.

A lack of clear understanding of what constituted useful information and intelligence was also raised by a few interviewees. One interviewee speculated, *“people are often reluctant to be open about things because they are worried about sharing personal information mainly because they are not sure if this personal information is useful intelligence”* MPS corporate interviewee. Another interviewee stated Safer Neighbourhoods officers may not immediately recognise the information they have access to could be of use to other Safer Neighbourhoods teams/police and partners: *“Information does not become intelligence until it reaches a certain standard. Intelligence informs decision making for action. Information is local knowledge ... its often background noise, but background noise can be very important.”* MPS corporate interviewee. In addition, it was mooted that partners will often prioritise the needs of their own clients, their own corporate priorities and therefore are more likely to take note of information and intelligence that is of immediate use to their organisation. A Hammersmith and Fulham interviewee stated silo working such as this could be addressed if partners and the police had a single commissioning pot which would provide a further impetus to develop integrated local delivery.

Due to the breadth of the information collated by Safer Neighbourhoods teams, two of the MPS corporate interviewees speculated whether all this information was collated and noted by Borough Intelligence Units. It was felt that all information and intelligence collated by Safer Neighbourhoods teams should be formally noted. It was also suggested that Safer Neighbourhoods teams should be provided with feedback on how the information they have submitted has been utilised by other policing teams. This was reiterated by a second MPS corporate interviewee who works on the Prevent agenda. This interviewee suggested that the MPS needs to build awareness with Safer Neighbourhoods teams and partner agencies about why certain information was required by Prevent engagement officers and how this information is used by them.

A couple of interviewees observed the necessity of keeping electronic information sharing portals updated so that they remain of use and relevant to users who regularly access them for advice and support.

Finally, there was a diversity of individual comments regarding potential ways forward which are listed in full below:

- Police and Partners need to identify information and intelligence gaps in order to prevent the development of ineffective solutions. One suggestion put forward was to task PCSOs to gather information. *“If you are not getting information....PCSOs should be tasked by the Sergeants, told here is the issue that we need more information on, when you are out and about, this is what we require you to keep a note of”* MPS corporate interviewee.
- Police and partners should review cases to identify *“missed opportunities”* where partners should have made an intervention but failed to do so. The purpose of such case reviews would not be to apportion blame but determine what lessons could be learnt. *“After a murder has taken place and a gold group is set up we look at the usual issues for example the impact on the community for example...what we don’t do is a review of the individual and the missed opportunities so that we can develop good practice as a result of what we have learnt”* Hackney interviewee.
- Information and intelligence should not simply be about locating and tackling known offenders. There is a need to develop processes which also identify those individuals who are vulnerable and at risk of becoming victimised.
- Connected to the above suggestion, Safer Neighbourhoods/partners and the police need to be more proactive in encouraging witness reporting from all communities but in particular Black and Minority Ethnic (BME) communities. This proactive targeting of BME communities would tackle a significant gap in information and intelligence about the needs and requirements of these communities.
- Safer Neighbourhoods/police and other partners should not simply rely on information and intelligence from the usual suspects. Front line staff, such as GPs,

teachers, caretakers, street wardens, park police and receptionists have access to valuable information and therefore should be utilised.

ISSUES FOR THE MPS TO CONSIDER

- Sharing information and intelligence for its own sake is not useful. In sharing information and intelligence with partners, Safer Neighbourhoods/police should consider why information/intelligence is being shared and how this information will result in addressing agreed priorities.
- Safer Neighbourhoods/police should ensure that information provided to volunteers and Londoners is tailored to meet the needs of specific communities.
- Safer Neighbourhoods teams need to ensure that where relevant information and intelligence is shared with Safer Neighbourhoods colleagues in other wards.
- The information and intelligence needs of Safer Neighbourhoods panels need to be considered by Safer Neighbourhoods teams. Information and intelligence which supports the work of Safer Neighbourhoods panels and which will allow them to accurately assess the policing priorities for their wards should be made available alongside background contextual information.
- Information provided by Safer Neighbourhoods teams to Borough Intelligence Units should be formally noted and information on how it has been utilised should be shared with Safer Neighbourhoods teams.
- Front line staff, for example GPs, teachers, caretakers, street wardens, park police and receptionists, have a wealth of information and their involvement in Safer Neighbourhoods engagement activities would be beneficial.

SECTION 3: COMMUNICATION

In this section of the report, current Safer Neighbourhoods communication practices (both internal and external) are considered.

Findings from national and regional research

During the interviews, some participants referred to community engagement when speaking about their communication work. Communication is an important part of the community engagement process. Over the last few years Safer Neighbourhoods research undertaken by the MPS Strategic Research and Analysis Unit has consistently highlighted that information provision drives satisfaction with neighbourhood policing and has a key role to play in reassurance. The unit's research has also shown that information provided to the public by Safer Neighbourhoods teams influenced how people felt about policing and resulted in people feeling more engaged.

National policy documents have also highlighted the vital role of communication in addressing the policing concerns of the public. The Casey Review (2008)²⁸ identified the top ten policing approaches the public wanted to see. At least two of these approaches relate directly to communication:

- Named contacts and clear information about who is responsible for what locally, and how to contact them in both emergency and non-emergency situations.
- Good engagement with the community to identify their priorities for action and to give feedback on actions and outcomes on cases of greatest community concern.

In the same year, Flanagan's Review (2008)²⁹ found that an improvement was required in regards to information provision. Whilst Flanagan's comments do not solely apply to Safer Neighbourhoods they are applicable to the community engagement role that Safer Neighbourhoods teams have. He stated that for community police engagement to be effective, information needed to be provided to residents on opportunities available to engage. He also stated the information needed to be easy to access and understand and it should be timely, accurate and relevant.

Findings from the MPA interviews

STRENGTHS

A number of the interviewees referred to shared communication resources between Safer Neighbourhoods teams/police and partners, including joint LA and police communications staff and either jointly produced or joint contributions to materials such as newsletters.

²⁸ Casey, L. (2008) *Engaging Communities in Fighting Crime – A review by Louise Casey* Crime and Communities Review London: Cabinet Office

²⁹ Flanagan, R. (2008) *The Review of Policing – Final Report* Sir Ronnie Flanagan London

There was a suggestion that where possible, partners and Safer Neighbourhoods/police should always be encouraged to have joint branding on shared communications.

The examples given by interviewees of shared communications included:

- Joint press releases between the LA and police Communication officers;
- Joint information provided to residents at public meetings on actions taken and successful outcomes; and finally,
- Shared public communication messages via a variety of media on specific thematic community safety issues, such as firework safety; and topical concerns, for example dangerous dogs.

In Harrow, joined up messages to the public from police and partners were crucial during the September 2009 demonstrations at Harrow Mosque. In the run up to the demonstrations, there were numerous engagement and reassurance activities, including:

- Visits to shops and businesses in the vicinity of Harrow Mosque to keep employees informed and to reassure local people;
- Meetings with the local press to encourage balanced reporting in local newspapers; and finally,
- Briefing with local councillors, opposition parties, the MPA and the Greater London Authority.

During the 11 September demonstration, Safer Neighbourhoods teams were present to escort vulnerable people leaving the Mosque. The majority of the Harrow interviewees commented that the engagement work that took place in the run up to the demonstrations was mainly due to the police having consistently built up and maintained relationships with the various communities in the borough.

Interviewees also gave examples of innovative communications utilised in their boroughs, including:

- Electronic weekly bulletins sent to all Hackney schools that are cross referenced with LA community safety messages;
- Utilising Bluetooth technology to send messages to shoppers in Westfield Shopping Centre;
- A Harrow Safer Neighbourhoods team utilising PlanWeb to tailor messages and plan more effective Safer Neighbourhoods panel meeting times and venues;

- A street by street communication project in which a Croydon Safer Neighbourhoods visit all properties in their ward and ask residents if they know how to access their local Safer Neighbourhoods team and Safer Neighbourhoods panel and what their crime concerns are;
- A regular Safer Neighbourhoods slot in a local Croydon charity newsletter which is distributed to all the residents in the ward; and finally,
- Dissemination of information via Neighbourhood Watch coordinators in Hammersmith and Fulham.

Croydon is looking at quick time communication messages to their residents on actions taken to address issues or incidents that had occurred at a ward or borough level. This quick time communication response is likely to be piloted in three areas within the borough to assess impact on confidence and engagement.

Whilst there were pockets of innovation, a few interviewees commented they were keen to use new media but did not have the scope to do so. One interviewee stated Safer Neighbourhoods teams were keen to explore the use of social networking sites but were unable to do so due to corporate concern regarding the possibility of sites being hacked or hijacked by individuals or groups intent on causing mischief.

The value of good communication was recognised by many interviewees. There was recognition amongst both the police and the non police interviewees that feeding back to the public about the action taken by Safer Neighbourhoods teams increases public confidence. Some stated good communication was a useful by product of effective working relationships.

Two of the boroughs (Hackney and Harrow) had provided targeted training to Safer Neighbourhoods teams to ensure they understood the importance of communication and communicating clearly.

CHALLENGES AND AREAS FOR IMPROVEMENT

Improving communication

Whilst the interviewees highlighted multiple examples of traditional and innovative communication mechanisms being utilised by Safer Neighbourhoods/police and partners, there was recognition by interviewees that more could be done at a local and regional level to improve internal and external communication.

The MPS corporate interviewees suggested it would be useful to undertake targeted work with particular groups of people to ascertain how Safer Neighbourhoods communication could be improved: *"...we should harness [learning] from offenders; cadets; youth panels...and ask them how they do engagement...learn from them."* This linked to

comments made by Croydon interviewees who recognised it would be useful to build on what the public require in regards to communication: *“as part of the Street Based Service Review...an independent survey on customer engagement ...will be used to understand...what [communities] want to hear and in what format...”*

Some interviewees questioned whether the current communication methods used by Safer Neighbourhoods and partners reached a wide range of groups. It was suggested all Safer Neighbourhoods/police and partners needed to focus on communicating with those Londoners who are not currently being reached, for example, commuters and young people.

More effective and consistent communication with some groups would be particularly beneficial for Safer Neighbourhoods and partners. The MPS confidence research undertaken by the MPS Strategic Research and Analysis Unit³⁰ has found that there are some Londoners who are more likely to identify local problems: *‘these are often the individuals that could be considered the most disenfranchised – young people; those whose immediate area is in poor condition; victims and those most in need of social cohesion.’* This research suggests that whilst community police engagement need to take into account local diversity it should also take into account local problems. *‘The police need to think about their different users and what they know about them and their needs. Those that do not engage with the police may be the very people that the police need to be reaching out to.’*

Linked to this there was also recognition that communication mechanisms utilised by Safer Neighbourhoods/police and partners needed to be both relevant and accessible to the communities targeted: *“Communication [should be] ...relevant to the communities they are intended for...communication [should be]...relevant – most young people have mobile phones but we don’t think about...texting...”* Hammersmith and Fulham interviewee.

A number of interviewees from one of the boroughs expressed concerns regarding joint communications in their borough. One stated that the LA took credit for work that had been actioned by the police whilst not acknowledging police input. Joined up consistent messages in this borough were limited and there appeared to be a lack of agreement between the LA and the police on how messages should be delivered. Interviewees stated the LA preferred a hard line zero tolerance approach whilst the police interviewees desired an approach that highlighted positive news and successes: *“I am a resident of the borough and for me the paper [weekly LA publication] is a good confirmation of the good changes that I have seen in the last two years of living on my street. However whilst positive results are one thing I am not sure what impact [zero tolerance] stories have”* Hammersmith and Fulham interviewee.

A few of the interviewees felt that current Safer Neighbourhoods communication mechanisms were ‘haphazard’. A consistent approach was required. In all communications partners needed to consider what was being communicated to residents, why it was being communicated and finally how often the communication should be. *“Consistency of approach is very important this should not be misinterpreted with the concept that of one*

³⁰ Wunsch, D. (February 2009) *Public confidence in the police* Strategic Research and Analysis Unit London: Metropolitan Police Service

size fits all but more about understanding what we want to communicate to the public”
Harrow interviewee.

Connected to the point made in regards to a need for consistent messages, there was also recognition that there can be a tension between what communication messages are required by the public and what partners feel would be useful to share. One interviewee explained that the public were more interested in hearing about quick fixes than hearing about long term solutions. Another interviewee highlighted the challenges around how much information should be communicated to the public. There was a need to balance the public’s right to know with what they may do with the information.

Finally, there was a diversity of individual comments regarding potential ways forward which are listed in full below:

- The role of Safer Neighbourhoods needed to be better marketed both internally and externally so that partners, Londoners and non Safer Neighbourhoods police officers understood how Safer Neighbourhoods could support and enhance their work.
- Local media should be more proactively engaged in the Safer Neighbourhoods communications process.
- Safer Neighbourhoods teams should consistently and regularly involve all relevant partners in street briefings and drop in surgeries.
- Partners, Safer Neighbourhoods/police in particular, should learn from research on confidence and communication conducted by the MPS Strategic Research and Analysis Unit.
- Safer Neighbourhoods/police and partners need to provide clear factual information to the public to counter and challenge their perceptions of rising crime and fear of crime. Information on sentencing outcomes and the role of the police in achieving these outcomes should also be made available to Londoners.

ISSUES FOR THE MPS TO CONSIDER

- Providing information is an important aspect of communicating and engaging with the public. Therefore, information provided by Safer Neighbourhoods to residents needs to be relevant to both the local circumstances and people's experiences.
- Resources need to be used in the most effective way: for example targeting different types of information to different communities and using the most appropriate information mechanism for each community.
- Safer Neighbourhoods need to ensure that there is consistent and regular communication with residents.
- Safer Neighbourhoods/police and partners where possible should provide joint communications to residents.

ANNEX A: SAFER NEIGHBOURHOODS SCOPING STUDY SEMI STRUCTURED INTERVIEW SCHEDULE

Introduction to Safer Neighbourhoods

The Safer Neighbourhoods vision is for a truly local policing style: local people working with local police and partners to identify and tackle issues that matter to them in their neighbourhood.

Safer Neighbourhoods officers should understand the neighbourhood in which they work, engage with the people who live there, identify their specific needs, work out the best way to provide policing and community safety services to their community and to do this with a constant three-way communication process between the police, public and partner agencies.

At the heart of the Safer Neighbourhoods ethos is joint working and joint problem solving between the police, partner agencies and the communities they serve.

Introduction to the project

Bearing this Safer Neighbourhoods vision in mind, we are interested in finding out what the partners who work with Safer Neighbourhoods Teams (SNTs) need from Safer Neighbourhoods (SN) policing. For this we are focusing on four key areas: structure, joint working and problem solving, sharing information and intelligence and communication. These are the four areas we would like to speak to you about today.

We will be visiting four study sites for this work: Hackney; Hammersmith and Fulham; Harrow and Croydon. A range of key stakeholders in each of these four boroughs are being approached to take part in the interviews. The information from all the interviews will be collated, analysed and used to produce a report which will be presented to the MPA Strategic and Operational Policing Committee on the 1st July 2010.

Structure

- Does the way that SN policing is currently structured affect the way that you as a partner agency work within SN policing?

For example, geographical coverage of the SN policing team, borough/ward coverage, composition of team, numbers/types of officers.

- How could the current structure of SN policing be changed to improve the way that you as a partner agency work within SN policing?

Joint working and problem solving

- Thinking about the way you as a partner agency work with SN police, what could be done to improve joint working and problem solving?

What joint working and problem solving are you currently/have been involved in? How could this be made better? If none, what sort of joint working/problem solving do you think you should be involved with?

How do partners deal with issues that fall outside of the work of Safer Neighbourhoods (for example an abandoned car)?

Are there any partners who are not working with Safer Neighbourhoods? What impact does this have on joint working and problem solving in your borough?

Sharing information and intelligence

A lot of information and intelligence is gained through neighbourhood policing and partnership working. Partner agencies also gain a lot of information and intelligence that relates to community safety.

- What needs to be done to facilitate better sharing of this information and intelligence?

Are there currently any blockages to sharing information and intelligence? Do all partners (including the police) regularly share information and intelligence?

Are there any partners who are not regularly sharing information and what impact is this likely to have on Safer Neighbourhoods?

Do all partner agencies (including the police) recognise the value of sharing information and intelligence?

Communication

Communication is vital if we are to maximise the benefits of SN policing.

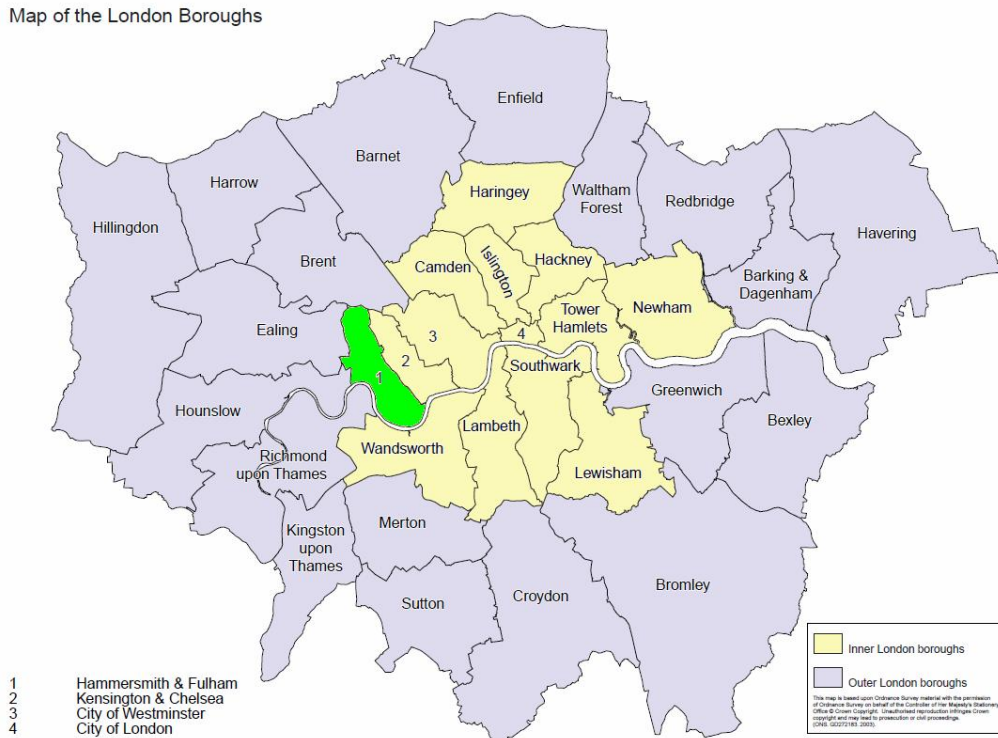
- How could SN police and partner agencies improve the way they communicate both with each other and jointly with the communities they serve?

For example, regular meetings, joint newsletters, shared public meetings.

ANNEX B: BOROUGH INFORMATION

Hammersmith and Fulham – key facts

Map of the London Boroughs



- Hammersmith & Fulham is an inner London borough situated in the centre west of London. Excluding the City of London, it is the third smallest of the London boroughs in terms of area, covering 1,640 hectares.³¹
- Hammersmith & Fulham is the fourth most densely populated local authority in England and Wales. A 2004 estimation of the boroughs population found there was approximately 176,800 residents.³²
- As of 2007, white British people made up 61% of Hammersmith & Fulham's population, followed by 'other white' people (14%), principally people from both Western and Eastern Europe, Australia and New Zealand. The ethnic minority population is lower than Inner London as a whole or Greater London. 22% of residents are from BME groups.³³
- In 2007, two Hammersmith & Fulham wards piloted Britain's first round the clock Safer Neighbourhoods teams. This two year pilot project was deemed a success and has resulted in three of the boroughs wards with extended Safer Neighbourhoods provision.

³¹ Source: Census, 2001, Table UV02

³² Hammersmith and Fulham Borough profile

³³ Data provided by Hammersmith and Fulham Community Safety Unit – Performance and Information Team

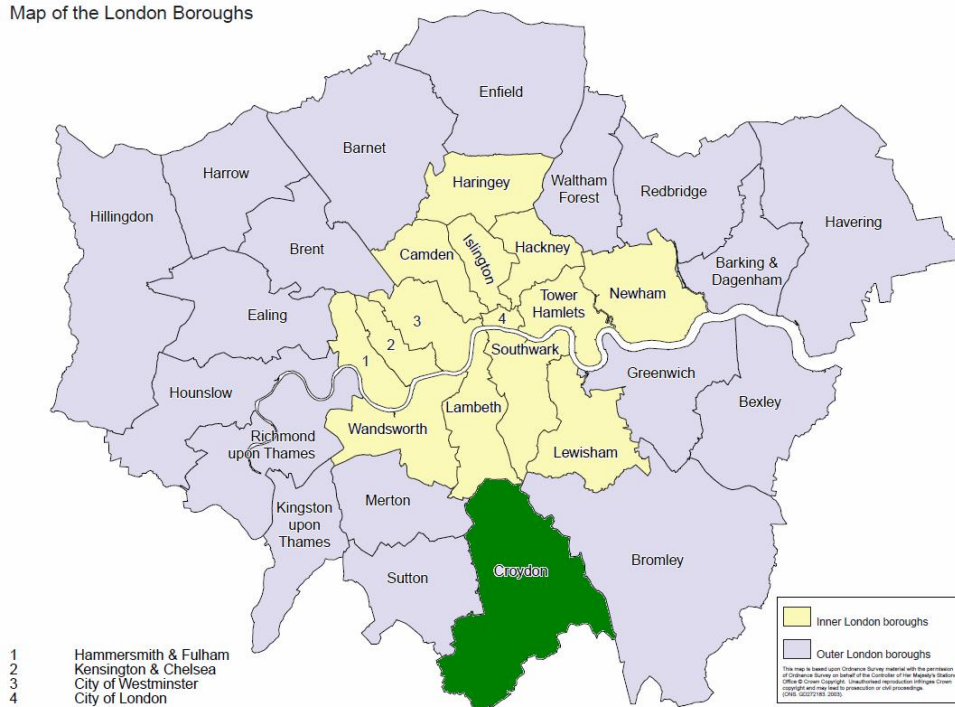
- Hammersmith has a major transport hub which has resulted in close working relationships between other partners including British Transport Police.
- Hammersmith and Fulham has recorded reductions in youth violence, gun crime and knife crime. Recent Public Attitude Survey results, however, have indicated increased levels of worry about gangs.
- Drug dealing and drug using are the second highest priority for local Safer Neighbourhood ward panels.³⁴
- The borough has a strong sporting profile. It is home to three professional football clubs, Chelsea, Fulham, and Queens Park Rangers. The Westfield shopping centre, the largest in town shopping and leisure centre in Europe is located in the borough. Finally, two of London's largest exhibition centres, Earls Court 2 and Olympia are also situated in the borough.³⁵

³⁴ Data collated from MPA Joint Engagement Meeting April 2009

³⁵ Data collated from Hammersmith and Fulham website

Croydon – key facts

Map of the London Boroughs



- Croydon is a large south London borough with an approximate population of 335,000 people; the largest borough population in London. Croydon also has the largest population of 0-19 year olds; there are approximately 80,000 children and young people living in Croydon.
- There is a significant mixture of affluence and deprivation across Croydon's neighbourhoods. There is also a wide diversity within the borough with strong concentrations of different social groups in particular neighbourhoods.
- The proportion of residents in Croydon who are from Black and Minority Ethnic (BME) groups is higher than the overall pattern for London. Greater London Authority projections indicate that in 2009, 40% of the population were from BME groups compared to 35% in London. Croydon also has a higher proportion of people from the Muslim and Hindu faiths than other areas in England.³⁶
- Crime is lower in Croydon than it is across the whole of London. Croydon's criminal activity is more concentrated in the wards encompassing the town centre and district centres. However, Croydon has a greater proportion of criminal damage and drug-related crime than London as a whole.
- Croydon has an extended Safer Neighbourhoods team structure which is funded by the Local Authority.

³⁶ Croydon Borough Profile August 2009

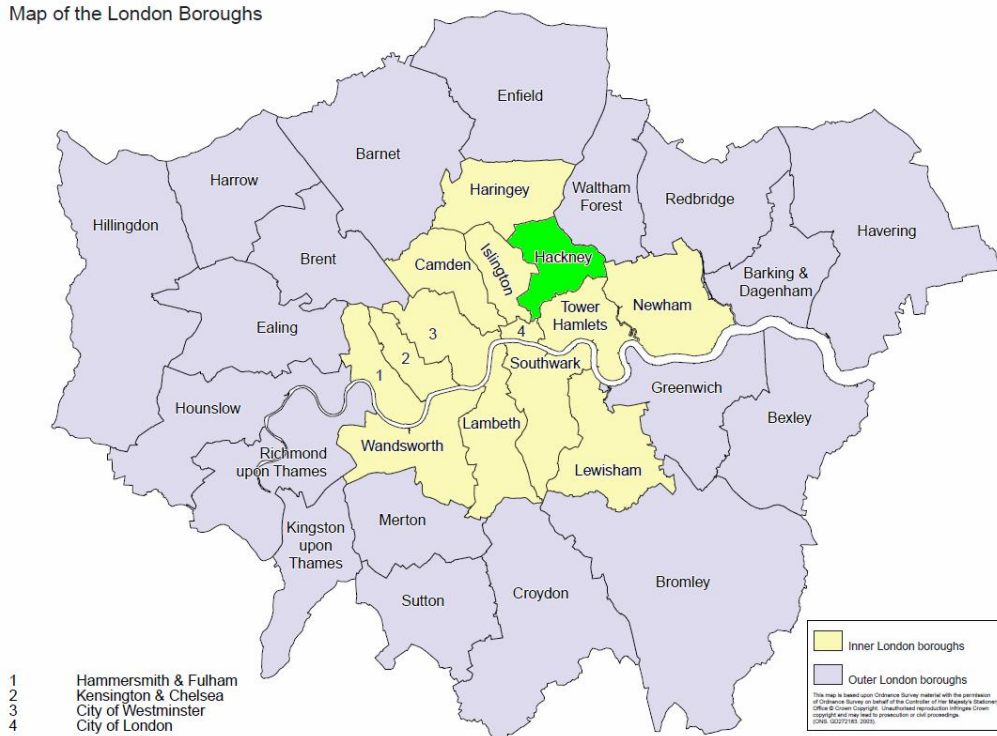
- The borough is currently undertaking a comprehensive Street Services Review to assess the full extent of current local service provision.
- Croydon has a number of shopping centres including the Whitgift Centre and Drummond centre.³⁷ It is also an important centre for the arts, having several venues such as the Fairfield Halls, the Warehouse Theatre and the Croydon Clocktower Arts Centre.³⁸

³⁷ Data taken from Croydon Borough Profile August 2009, The Safer Croydon Partnerships Unit Updated 26th April 2010

³⁸ Croydon Borough Website

Hackney – key facts

Map of the London Boroughs



- Hackney is an inner city north east London borough. Unlike other London local authorities, Hackney is governed by a directly-elected Mayor.
- Hackney is one of London's smaller boroughs; however its population density is high when compared to other boroughs in London, ranking third behind Kensington & Chelsea and Islington.
- Hackney is a diverse borough, with a population of more than 207,000 people from a wide range of ethnic backgrounds. However, it also has a relatively young population with relatively few people over the age of 55.³⁹
- A 2006 Hackney MORI survey found 76% of residents said Hackney was a place where people from different backgrounds got on well together. This is much higher than other areas with similar population profiles.⁴⁰
- Residents from white ethnic backgrounds make up 59.4% of Hackney's residents. Black and Black British residents are the second largest ethnic group in the area, accounting for 24% of Hackney's residents. This is a significantly higher percentage of Black residents than found in Inner London or London as a whole.

³⁹ Hackney Borough profile 2006

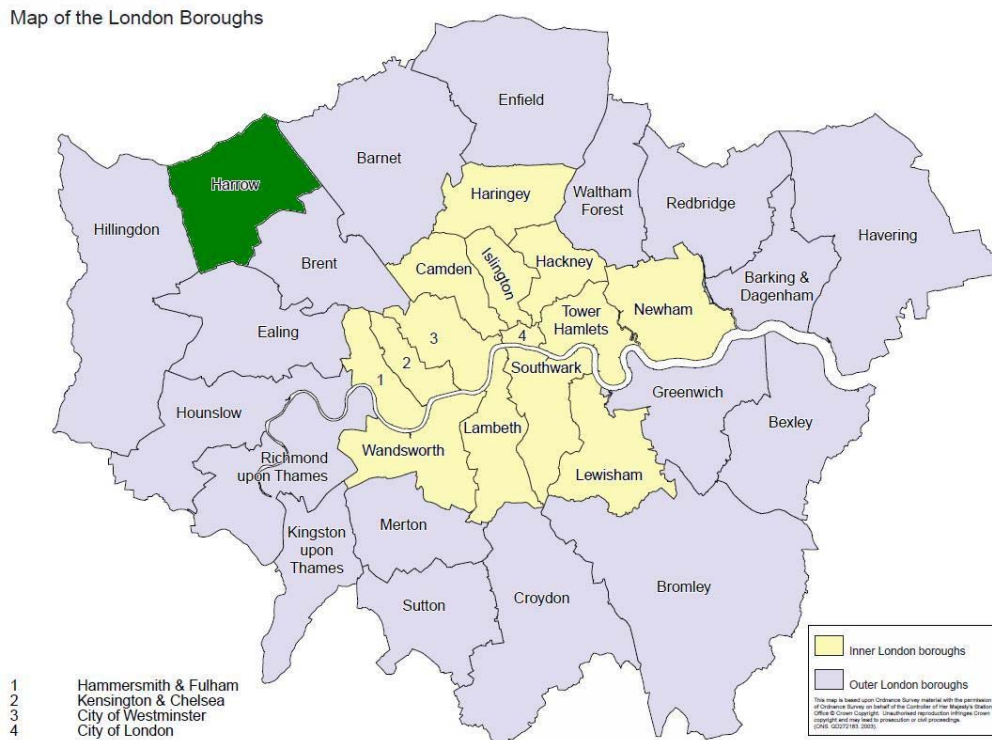
⁴⁰ Hackney web site

- Hackney has had a reputation as one of the most crime affected London boroughs, but partnership working between the local police and council has resulted in the borough experiencing a bigger drop in crime than any other London borough in the four year period up to 2007 (28% reduction).⁴¹
- The borough has been tackling a disproportionately high level of youth violence including gun and knife crime in comparison to other London boroughs. However, there are a number of proactive and positive initiatives underway to tackle this issue involving partnership working between the local authority, police, probation, youth and voluntary sector organisations.
- Hackney has also developed a comprehensive ten year community strategy – ‘*Mind the Gap*’ which is aimed at tackling poverty and inequality whilst improving opportunities.
- Hackney is inner London's 'greenest borough' and London Transport's 'best bike borough 2006', with 62 parks and open spaces.
- Hackney Marshes is also a 2012 London Olympics site.

⁴¹ Hackney Today 157 23 April 2007

Harrow – key facts

Map of the London Boroughs



- Harrow is an outer London Borough, situated in North-West London.
- It has an estimated population of more than 216,000 and has the second-least deprivation ranking in London.
- Harrow has one of the most ethnically diverse populations nationally. 53.4% of Harrow's residents were of ethnic minority in 2007. 22.3% of Harrow's residents are of Indian origin, the largest minority ethnic group in Harrow and the second highest level in England, after Leicester.
- Harrow has one of the lowest crime rates in London. For each of the last 3 years Harrow has contributed less than 2% of the MPS's overall total crime rate. In the past however, the fear of crime has been disproportionately high when considered alongside the rate of reported crime.⁴² However, initiatives such as the 'Weeks of Action' where a range of local partners and police work together targeting particular community safety and ASB concerns in different neighbourhoods has had a positive immediate impact on crime as well as improving residents perceptions of quality of life.
- Harrow is home to Harrow school the starting point for a number of prime ministers including Winston Churchill and Indian Prime Minister Nehru.

⁴² MPA Joint Engagement Meetings Information

- Harrow has the third largest population of millionaires of any borough in London⁴³.

⁴³ Life in Harrow website

ANNEX C: FULL LIST OF ORGANIZATIONS THAT TOOK PART IN THE MPA SAFER NEIGHBOURHOODS SCOPING STUDY

HAMMERSMITH AND FULHAM

Safer Neighbourhoods x 2
Member of the council
Representative from the Community Safety Team
Representative from the Youth Offending Service
Representative from Probation
MPA member
Community Safety Board representatives x 2

CROYDON

Safer Neighbourhoods x 2
Member of the council
Community Safety x 2
Representative from the Youth Offending Service
Representative from the Integrated Youth Service
Representative from Probation
Representative from the London Fire Brigade
MPA member
Safer Neighbourhoods panel representative
Community Police Engagement Group x 2

HACKNEY

Safer Neighbourhoods x 4
Member of the council
Representative from the Community Safety Team
Representative from the Youth Offending Team
Representative from The Learning Trust
MPA member
Safer Neighbourhoods panel representative

HARROW

Safer Neighbourhoods x 7
Borough Senior Management Team x 2
Member of the council x 2
Representative from the Community Safety Team
Young People's Services x 2
Representative from the Primary Care Trust
MPA member
Safer Neighbourhoods Panel Chairs Forum

Representative from the Community Police Engagement Group

MPS corporate interviewees

Eighth interviewees including representatives from: Safer Neighbourhoods; Diamond Districts; Youth Strategy; Prevent and Partnerships.