

Appendix 2

Safer Neighbourhoods Deployment Protocol

Protocol

Purpose

This protocol supersedes all previous instructions, and has been developed as a result of changes to the Territorial Policing Operating Model (TPOM) relating to Safer Neighbourhoods (SN). It will be periodically reviewed in line with future developments within SN and the wider operating model.

The purpose of this protocol is to ensure that the ward residents of London's 32 Boroughs have improved access to their Safer Neighbourhoods Teams (SNTs) by regulating the circumstances under which SNTs may be deployed away from their own ward.

The primary aim of SNTs is to reduce crime & Anti-Social Behaviour (ASB) and deliver a visible, familiar and accessible policing service to the people of London, at ward level. This protocol sets out to ensure that more SNT officers are available to achieve these outcomes, allowing them to perform a lead role in delivering reassurance and problem solving locally.

The protocol also allows for ward residents to benefit from temporarily enhanced teams by drawing upon experienced SN resources from other wards to address local crime and ASB problems, which may be beyond the capability of a single ward team to address.

This protocol relates to officers and members of police staff (sergeants, police constables and police community support officers) that form the MPS Safer Neighbourhood Teams (SNTs).

The overarching aim of this SN Deployment Protocol is to achieve the following:

Outcomes: the primary outcomes sought from Safer Neighbourhoods Teams will be:

- Maintenance or improvement in levels of community engagement, confidence and satisfaction in policing.
- Cuts in crime and ASB.

SNT success will be measured against these outcomes.

Service: the role and function of Safer Neighbourhoods policing will be to:

- Provide a consistent presence in each neighbourhood that is capable of working in the community to establish and maintain control over crime and ASB in their area.
- Undertake intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns.
- Undertake joint action and problem solving with the community and other local partners to improve the quality of life of local people.
- Ensure that victims of ASB, particularly those identified at the point of call as a repeat caller or one that is considered vulnerable, are given appropriate support.
- Ensure that offenders residing in their geographic area of responsibility are managed in an appropriate way.

MPS Conditional Deployment Protocol for Safer Neighbourhood Team officers

There is a specific corporate protocol about when it may be appropriate to deflect a policing demand to an SNT officer.

This protocol requires a detailed knowledge of each SNT's priorities in order for the CCC Controller to make appropriate decisions. It is therefore essential that these have been communicated to the CCC Controller in a readily accessible format, utilizing MetBaTS system, SNT Web pages or an appropriate alternative forum. The SNTs have a responsibility to ensure that this information is kept up to date at all times.

To summarise, the process stipulates that it may be appropriate to deflect a demand (or task, resulting from changes in the operational picture) to a SNT officer if:

- There are SNT resources available in the geographic ward area where an incident is occurring and:
- The SNT resource available is appropriate to the demand (e.g. is the demand suitable for a police officer or a PCSO) and:
- The call is compatible to the designated priorities communicated to CCC by the SNT and:
- The demand is unlikely to result in a protracted enquiry or absence from the ward.

This initially looks like a fairly complex process but in reality, experienced CCC Controllers will be able to rapidly undertake this decision making process based on acquired knowledge of their SNTs designated priorities.

Arrests need not necessarily result in a prolonged absence if boroughs have made provision to have an effectively resourced Case Progression capability on the borough that will enable a SNT officer to be quickly released back to patrol duties.

The Controller is authorised to utilise available SNT resources in circumstances where there is a developing critical or major incident and the SNT is the most appropriate resource available to respond to that incident.

In order to ensure that appropriate deflections are being made to the SNT officers, all such deflected CADs are to be tagged "SNT" for future evaluation of the decision and to review unit performance.

Significant Events

The occurrence of a significant event on a Borough will often generate demand for police resources that far outstrips those readily available to deliver an adequate response. In these circumstances members of SNTs may be used. However the first consideration for their use should be reassurance to the local community and local delivery of that objective. This exception does not constitute authority to abstract SNT staff from achieving their primary aims within their wards so that they might, for example, carry out patrols on priority crime hotspots.

Examples of a significant event may include a terror attack, or other major incident.

*(Only in **extreme circumstances** should SNT officers be used away from their home borough).*

SN Shift Patterns

To maximise SN visibility and accessibility, Boroughs should consider offsetting the local SN shift pattern start point across several ward teams, to provide extended SN coverage on a 'cluster' basis. SN shifts should be based upon an analysis of the local SN demand profile, and should meet the expectation of London's residents to see more SN officers in the evenings and at weekends. Boroughs will need to establish the best fit for local need.

Flexing of SN resources

Definition of flex

In June 2011, the MPS and MPA agreed that deployment of Borough SNTs could include the 'flexing' of SN resources across ward boundaries within a Borough, on a temporary basis. Flexing of SN resources may be used by Boroughs to deploy SNT staff across ward boundaries where it is necessary to support SNTs on other wards within the Borough, to address a specific crime or anti-social behaviour (ASB) problem which is beyond the capability of a single ward team to deal with, and which consequently may be impacting upon community confidence on that ward.

Any movement of an SN officer across ward boundaries, while remaining within the Borough, which consists of a period of less than a single tour of duty, for example to conduct an arrest enquiry in a neighbouring ward, or to complete an urgent ASB repeat victim visit on a ward where the local SN team are not on duty at that time, does not constitute the use of flex. Operational matters of this nature relating specifically to SN responsibilities are to be conducted upon the authority of the cluster Inspector. SN cluster Inspectors will be responsible for ensuring 16/7 coverage of SN resources on a cluster basis to provide the necessary resilience to ensure that urgent ASB repeat victim matters and urgent offender management matters can be addressed.

The Commissioner is committed to a default position of flex being the exception not the rule.

SNT structure

Flexing of SN resources will not permanently alter the structure or functions of SNTs. If deployed operationally in this way, SNT sergeants and teams will continue to have ownership for the problems of their own wards, must be available to deal with urgent issues, and keep responsibility for managing communication with their community and partners. **During periods of flex, every ward will retain a minimum strength of one PC and one PCSO.**

Problem Solving

Flexing of SN resources must be based upon an intelligence led approach that is built into and authorised through the Borough tasking process, paying careful consideration to the number of SN staff involved, and the proposed duration of the deployment. The proposal for flexing of SN resources should form part of a set of clear aims, objectives and timescales captured within a Problem Solving Process (PSP) form 302. The Superintendent, or other senior authorising officer managing the Borough tasking process must endorse the form 302 to confirm that CARMs has been updated to show the change to the planned duties of the SN staff involved (see **Monitoring** below)

Role of SN SMT Lead

- Presentation of PSPs to Borough tasking process.

Where flexing of SN resources is required as part of a PSP, the relevant PSP form 302 should be escalated via the cluster Inspector to the SN SMT lead for review and presentation at the Borough tasking meeting. The PSP 302 should include a resource plan setting out recommendations for the quantity and identity of officers to be flexibly deployed to the receiving ward, to enable accurate CARMs records of 'SNT flex' activity to be maintained if the PSP is approved through the Borough tasking process.

- Management of flexing of SN resources

The review of PSP forms 302 (as above) will enable the SN SMT lead to manage the use of flexed SN resources, and will enable evaluation of problem solving progress, quantity of resources deployed, time frames, community views and results. This information will be invaluable to Borough Commanders in measuring not only performance in relation to crime and ASB but also the number, times and impact of SN resources being deployed on wards which are not their own.

- Ward dialogue

The SN SMT lead will be responsible for approving which wards will provide SN resources for flexing, and will ensure that dialogue takes place both with the panels of those wards receiving additional SN resources and those wards providing additional resources, to set out the purpose and rationale for the flexing of SN resources. Where possible this should occur before the flexing of SN resources takes place. The SN SMT lead must ensure that no ward is disproportionately affected by abstraction.

- Community Impact Assessment

The impact of the abstraction on the wards which are providing the resources must be closely monitored by the SN SMT lead, and it will be the responsibility of the cluster Inspectors to report any performance issues or community confidence issues to the SN SMT lead, to enable decisions regarding the flexible use of SN resources to be reviewed at the Borough tasking process.

- Ward Feedback

At the conclusion of the flexing of SN resources, the SN SMT lead will also ensure that feedback is provided to all relevant ward panels regarding the outcome of the deployment.

Flexing of SN resources – Duration

The flexible use of SN resources is intended to be a temporary measure to allow Boroughs to address emerging community problems within the Borough that are beyond the capability of a single SN ward team to deal with.

Wards with long- term problems requiring additional SN support over a protracted period will benefit from drawing support from other Borough wards over that protracted period, however this must be resourced by other wards on a short- term rotational basis. Ideally this short term period will be no longer than 4 weeks, reviewable after 2 weeks at the Borough tasking process.

It is for this reason that the SN SMT lead will be responsible for the ongoing monitoring of the flexing of SN resources, to account for its continuing need through the Borough tasking process, to

minimize abstraction from the wards providing resources, and to ensure that SN staff are returned to their own wards at the earliest opportunity.

Monitoring

In addition to the ongoing monitoring of the flexing of SN resources by the SN SMT lead through the problem solving process, and by the Borough Commander through the Borough tasking process, the Commissioner has agreed to provide the MPA with a regular monitoring report on Boroughs' use of flexing of SN resources. This report will enable independent scrutiny to take place on how the capability to flex SN resources is being employed.

The 'SNT flex' report for the MPA will be produced by PIB using data drawn from the CARMs record of SNT staff activity. A new CARM3 Operation code denoting 'Authorized SNT flex' will be used to record when SN officers have been deployed away from their own ward on the authority of the Superintendent or other senior officer managing the Borough tasking process.

The authorising Superintendent or relevant senior officer will be responsible for ensuring that the Borough resource management office is notified of the authorised SNT flex deployment to enable CARM3 records of SN staff to be updated with their new planned duties, and will endorse the form 302 to indicate that this action has been completed.

Definitions

Abstractions for the purpose of this statement do **NOT** include:

- Rest days.
- Periods of annual leave.
- Time off / compassionate or other leave entitlement.
- Mandatory training courses.
- Performing or maintaining skills required in a specialist role.
- Public order commitment at pre-planned major events. Those currently being:
 - Notting Hill *
 - New Years Eve celebrations *
 - and any other event agreed by Management Board . e.g. in previous years

May Day

* Use of officers on Safer Neighbourhood teams for these events is the responsibility of Boroughs and should be managed in such a way that SN officers are not used for aid on rest days with more than 15 days' notice and do not therefore have the right to a rest day in lieu.

This protocol supports the MPS objective to maximise officer presence and ultimately improve local confidence. It is essential that SNTs are visible as close to 100% of their duty time as possible.

This protocol supersedes all previous protocols relating to SNT deployment. Enquiries relating to this protocol should be addressed to the Crime and Customer Service (C&CS) Directorate, Safer Neighbourhoods Policy Unit, 15th Floor, Empress State Building, Lillie Road, London, SW6.