



NPIA

National Policing
Improvement Agency

CITIZEN FOCUS AND
NEIGHBOURHOOD
POLICING
PROGRAMME

'Working in partnership: the police perspective'

FOSS 2009 Conference, 6 May 2009

Steve Mortimore

Director of Citizen Focus and Neighbourhood Policing Programme

National Policing Improvement Agency

Current partnership landscape (Traffic light model)



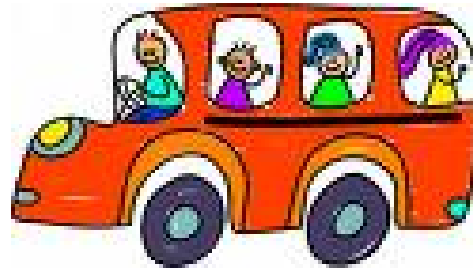
National



CDRP



Neighbourhood



The partnership
bus

Partnership work is closer at the CDRP-level than the national and neighbourhood level, although neighbourhoods are catching up!

“There are times when it feels like us and the police are running things and we have to try and drag other people along.”

Head of Community Safety, London Borough of Ealing

Aspiration: fully integrated service delivery at the frontline

- Sharing responsibility as a multi-agency team (Flanagan, PSA 23, etc.)
- No passing the buck: initial point of contact ensures successful outcome
- Presenting a united front
- Buy-in from all partners
- The partnership 'brand' = 1 identity



What is working? - Hartlepool

- NDC area - all agencies at one site
- LSP commitment to area-based working across the district (three areas)
- Strong resident involvement, accountability and relationships
- Significant reductions in crime and fear of crime, and increases in satisfaction



What is working? – Hull (Freedom centre)

- FOSS – multi-agency presence:
 - Neighbourhood Policing Team
 - City Council Area Team representative
 - Housing officers
 - ASB officers
- ‘One-stop shop’ in the heart of the community
- Working side-by-side on local issues
- Joint patrols/ tasking: fire service, community wardens, ASB team, police, housing officers



What is working? – Wincanton, Somerset

- Police moved in with District Council
- Council – open counter
- Police – screened counter
- Open plan office behind counters although no sharing of resources
- Completely different IT systems



Wincanton, Somerset

- In practice works well because of informal arrangements, good relationships and personalities
- Concerns raised by Unison
- Complicated because police staff now part of Joint Venture Company – Southwest One.



Opportunities

- Co-location of all services
- + Realignment of existing resources
- + Providing one voice and one point of contact for all services
- + Multi-agency customer insight
- + Joint working structures
- + Effective information sharing
- = **a better outcome for the customer**



Blockages

- Are organisational culture/systems a problem?
 - the tale of two carpets
 - locked doors and desk screens
 - different IT systems and log-ons (making shared services difficult)
 - information sharing paranoia
 - different risk assessment models

In brief, shared office ≠ shared culture!



Blockages

- Getting senior buy-in (LSP)
- Realigning resources across the whole area (not just deprived areas)
- Blame culture
- Local politics
- Success = personality driven?
- Do we trust our partners?

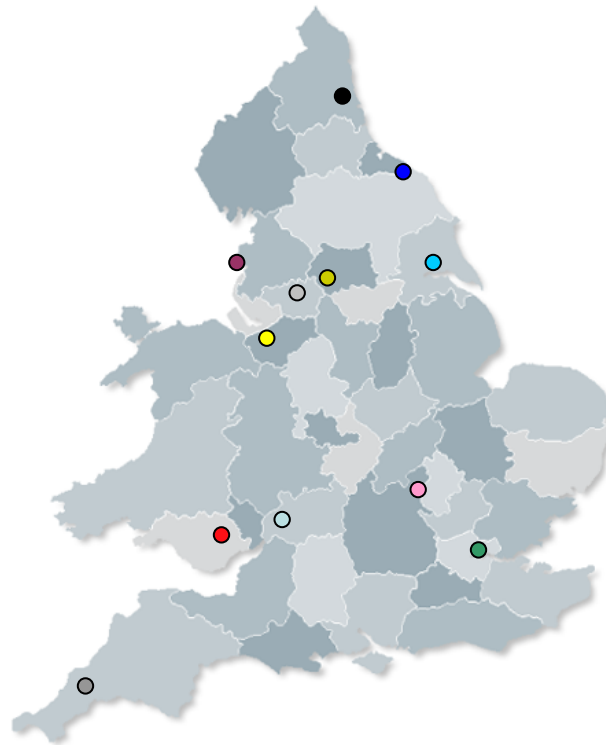


Moving forward together: Exemplar sites

- 12 sites across England and Wales
- Integrating neighbourhood policing and neighbourhood management
- Selected on basis of excellence
- Full range of areas represented: inner city, rural, seaside resorts, market towns, suburbs
- Share knowledge with other areas

12 NPIA/ IDeA Exemplars

- Newcastle
- Hartlepool
- Halifax
- Manchester
- Blackpool
- Warrington



- Hull
- Milton Keynes
- Lambeth
- Gloucester
- Cwmbran
- Redruth

Conclusions

- Some good work – but patchy
- Neighbourhood policing ⇒ neighbourhood management (Exemplar sites)
- Nationally we need to do more
- Shared performance/ outcomes (single confidence measure, PSA 23) = the driver
- Customer = number one focus

‘Working in partnership: the police perspective’

FOSS 2009 Conference, 6 May 2009

Steve Mortimore

Director of Citizen Focus and Neighbourhood Policing Programme

National Policing Improvement Agency

www.neighbourhoodpolicing.co.uk