“The money has run out - we are going to have to use our brains.....”

(Intensive Engagement- Delivering Policing in Austere Times)

Supt Richard James-Northants Police
Creating evidence during policing: community and problem centred policing

- Intensive Engagement
- Rich Picturing
- LISPing
- A little bit of algebra
Why do things have to change?

National
• Austerity
  – impact on public sector
  – impact on police resource levels
• Diverse communities, diverse needs
• Growing recognition of individual responsibility and local accountability (localism)

Local
• Force Priorities- pressing performance targets- (same problems in the same places?) – long-term sustainability of progress made so far
• Safest Place in the England our aspiration
• Community Engagement- fundamental part of Policing Plan
• Need to develop and deliver Evidence based policing-
• ‘Policing is Living in a Time Warp’ (T. Winsor 2014)

We need to do some ‘step-changing’ rather than talk about it…. 
Creating cohesion to prevent crime

- Community cohesion is understood to reduce the conditions for crime
- Crime vulnerable communities are often fragmented and distanced from Policing
- Crime vulnerability is multi-faceted and complex
- Intelligence and resilience has to be created rather than expected
Building Legitimacy to Reduce Demand

• Long-term compliance with the law depends on feelings of police legitimacy (Tyler 2003)

• Legitimacy- an adequate moral justification for the exercise of power (Bottoms and Tankebe 2013)

• The ‘L’ of HMIC Inspection regime PEEL
Community Engagement is woolly?

- Short-term events with little lasting effect
- Scatter-gun approach, thinly spread
- The wrong people attend open days and fairs
- Information provision rather than motivating change
- Solutions looking for a problem
- Forces are at risk of eroding Neighbourhood Policing (HMIC 2014)
Strategically focussed
Intensive Engagement

• Areas known to be vulnerable (Jill Dando Institute index)
• Greatest contribution to police statistics
• Long-term issue that resists improvement
• Lots of potential stakeholders
Bridging & bonding between police & citizens

- Identify networks
- Enter networks
- Build trust
- Recognise assets
- Understand problems
- Reinforce networks
- Create Solutions and Practices
Evidence led Policing

- Research and large scale studies are slow and expensive
- Need short-term, ‘good enough’ evidence for small locations & populations
- Need new data- existing data is not good enough
- Need to capture the evidence produced
Enriching the Data

- Understanding perspectives of the stakeholders
- Investigating links with other issues
- Exploring solutions
- Developing a sustainable plan- Locally Identified Solutions and Practices (LISP)
Rich Picturing
HIGH LEVEL STREET - CLOSED I SEE NOTHING

LOW LEVEL STREET - OPEN (I SEE YOU!)
SIX PLAN SOLUTION

HAJS - October

1. OP Isotonic 2012/13 Gold
   - Closed Box
   - Spencer

2. Rich Picture EBA
   - Closed Box
   - Spencer

3. LIST
   - Identified to target community
   - Closed Box
   - Target Address
   - CP Asotonic Pumps

4. Spencer
   - Identify Stakeholders + Scopes + Roles
   - Close fence

5. Parent identified and assigned to stakeholder's community
   - Review Practice
   - Identify Location
   - Review Location
   - DATW For Stakeholder MEET 4!

6. Open
   - Lighting
   - Fencing
   - Gates
   - Alarms

3 x Open
3 x Closed
1 x Fluid Maintainer
Resilience

• Getting others (citizens, community groups and agencies) to support and secure the Police investment
• Do *with*, not do *to*
• Recognise capabilities and assets
• Securing community investment
• Embedding practice through social media
  https://www.youtube.com/watch?v=IFN5B1o-ZvE

• On-line toolkit
  http://lisptoolkit.weebly.com/

• Showcasing progress and success
  http://www.youtube.com/watch?v=42Gkd2LwpBY&feature=share&list=PLEgE1Ylw9u6pRwzN-M-TJVOS_smwvNvw3
Back to School

D x V x F > R
And that’s all there is to it… job done!

- Gleicher’s model-if $D \times V \times F > R$ then change will happen
- $D =$ Dissatisfaction with how things are now;
  $V =$ Vision of what is possible;
  $F =$ First, concrete steps that can be taken towards the vision;
- If the product of these three factors is greater than $R =$ Resistance
  ($R =$ Culture, tradition, operational focus, performance now focus, personal risk)
Policing the Future

- Developing an experiment to test IE
- Need to measure whether ‘social capital’ has been generated
- Need to measure whether community cohesion has been strengthened
- Need to measure police legitimacy (PEEL-HMIC)
Questions