

NOT PROTECTIVELY MARKED
SURREY POLICE AND CRIME PANEL

JOINT ENFORCEMENT TEAMS
29th September 2015

SUMMARY

The purpose of this report is to update the Police and Crime Panel on the evaluation carried out on Joint Enforcement Teams (JETs) and to ask for support in rolling out future JETs.

BACKGROUND

The Office of the Police and Crime Commissioner has been pleased to receive a highly encouraging independent report into a one year pilot project to test the Joint Enforcement Team idea in three areas of Surrey. As a result, Spelthorne has adopted the scheme with a few localised variations and Reigate and Banstead has agreed to fund the scheme for a further five years. The OPCC would now like to recommend the adoption of JET to the Panel in each of their own boroughs. Below is an explanation of the project and an analysis (taken from the report) of its success.

In 2013 the Police and Crime Commissioner proposed to Surrey Police and the local authorities in Surrey that they should integrate their work and resources to take a zero tolerance approach to address low level crime, antisocial behaviour (noise, graffiti etc.), on street parking management and environmental crime (littering, fly tipping etc.).

A pilot, agreed by the Community Safety Board, sought to test the integrated model employed in the London Borough of Newham (LBN) in Surrey, a two-tier local authority setting with a very different range of socio-economic, crime and anti-social issues. This model co located specially trained council officers and police officers within Newham Borough Council offices. A number of police officers were funded by Newham, and as such were dedicated members of the JET (Joint Enforcement Teams). The result was that the different powers held by Police and Council Officers were more than doubly effective when applied jointly.

Some examples are:

- 1) The ability to pull suspect vehicles off the road (police), check the driver's credentials (police) check the licensing of the vehicle to carry/dispose of industrial waste (council) check the safety of the vehicle (VOSA). Within an

NOT PROTECTIVELY MARKED

hour a vehicle could be taken off the road without delay or recourse to expensive legal teams.

- 2) Moving on small groups of illegally camped travellers . The combined powers of police and council officials can make the eviction of travellers effective within a matter of hours rather than days. Again reducing cost and recourse to the courts.
- 3) The issuing of FPNs by uniformed council officials with regard to littering, graffiti etc is effective in deterring anti-social behaviour whilst also creating revenue to help pay for the JET service.

THE PILOTS

Reigate and Banstead Borough Council (RBBC) and Spelthorne Borough Council (SBC) both agreed to act as pilot sites and have developed different approaches, variations on a theme, to delivering the project. The vision of the PCC was made clear from the outset based on his manifesto promise of zero tolerance on anti-social behaviour in Surrey.

BENEFITS

The Police have played a successful role in mentoring and giving direction to the pilot projects without taking control away from the Borough Councils, which is positive. There seems to be considerable enthusiasm at all levels for the JET pilots to succeed. This included serious and sustained political commitment. This enthusiasm brought closer relationships and in turn more successful joint working and knowledge share.

The benefits from the cultural change as part of the JET pilots included the following:

- An increased exchange of dialogue between stakeholders who would not have otherwise connected as successfully
- Closer communications and liaison, increased knowledge share
- Familiarity generated trust and transparency
- Productivity was improved through better joint working

All these benefits enabled the police, JET officers and other stakeholders to feel a greater sense of 'team work' enabling a more efficient service for residents and other stakeholders. Many suggested uniforms worn by JET officers had a number of advantages over non-uniformed council staff. These included the following:

- Projected an image of authority
- Reflected someone in a position of control with legal powers
- Generated a greater respect towards JET officers
- Acted as a deterrent to potential perpetrators
- Offered anonymity to council officers
- Offered some defence against abuse
- Reassured residents

- *'I believe there is a need for a physical presence that is easily identifiable...it's there...it gives a visible reassurance...making visible our responsibilities'. (Gavin Stevens, ACC, Surrey Police)*

CO-LOCATION

Police and council employees have been co-located across the county for some time. However, the depth of relationships and cooperation were different depending on the Borough/District. The benefit of the JET pilot in building closer relationships and increasing formal/informal liaison was significant in the Reigate & Banstead pilot. It was felt by most that co-location played an important part in that success.

There were several perceived advantages to joint working. These included the following:

- Formalised procedures for joint working and operations
- Improved working relationships
- Generated a more cohesive and team approach
- Increased the knowledge of both the police and council workers of each other's responsibilities
- A result of joint working and tasking was to be better at sharing information to get a clearer picture of the connections and links between police and JET tasking.
- *'We have the official tasking process, but if things come in-between we just naturally have those conversations. If it needs to be raised for the next meeting it's raised...just to flag something is being done. We are in a fortunate position that we are co-located so it does work'. (Inspector Angie Austin, Neighbourhood Inspector Reigate & Banstead 2015)*

Joint working also included working with other stakeholders either to share information or work on joint operations.

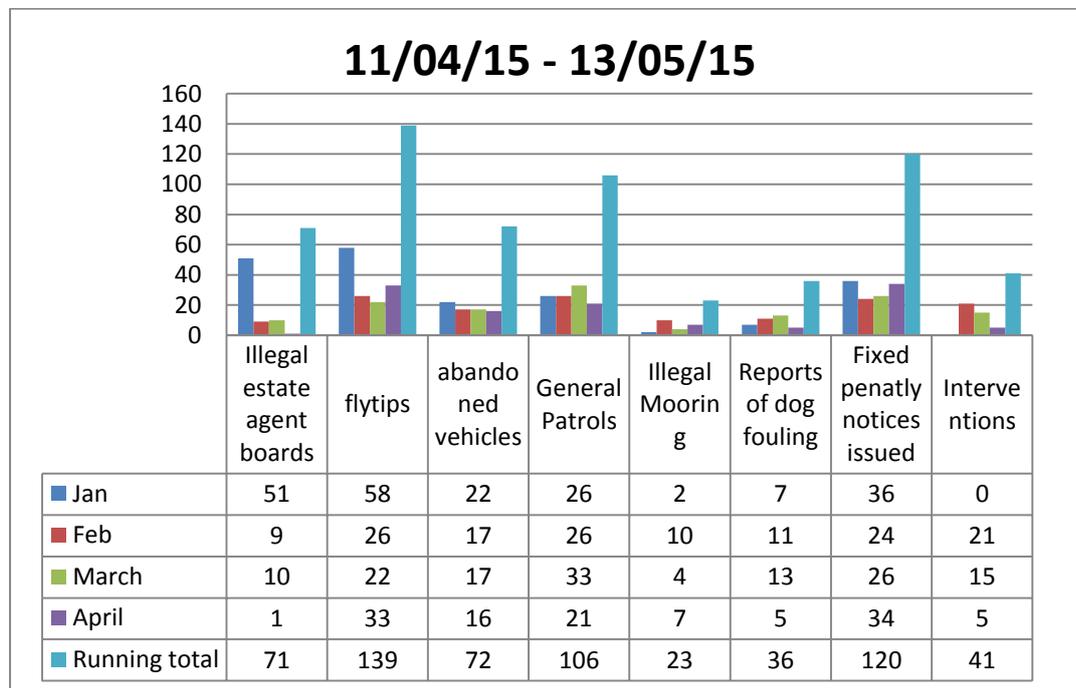
- *'The nice thing from my perspective is that it starts to break down those silos that exist...in any organisation where you have a reasonably complex structure- it's a fact that from a working relationship -everybody starting to work together but the technology is coming in with it well...'. (Councillor James Durrant, Portfolio Holder)*
- *'There is a river operation coming up in June with the Met Police, Surrey Police, and the Boroughs...we will be involved with all the other enforcement agencies...'. (Martin Cole, JET Officer, Spelthorne Borough Council)*
- The Reigate & Banstead pilot created an excellent network of stakeholders for joint working and built on relationships which grew into successful multi-agency operations.
- Some stakeholders (i.e. licensing) significantly benefitted from the increased manpower JET provided which in turn increased their ability to keep the residents of Reigate & Banstead safe by identifying more unlicensed taxis and highlighting unsafe premises.

NOT PROTECTIVELY MARKED

- This is a significant step forward for residents trying to address anti-social issues who otherwise may not have had a response or may have been directed to another local authority.

JET TEAM ACTIVITY

The activities logs (below) show how much progress (as a measurement of activity) was made in each pilot area. In the context of 'enforcement activity' Fixed Penalty Notices were an indicator of the effectiveness of the JET team in taking action against perpetrators. This is one of the performance measures where residents and other stakeholders see that action is taking place and JET officers are engaged seriously in enforcement.



VIEWS FROM COUNCILLORS AND RESIDENTS

As part of the evaluation, councils and residents were asked their views of the JET team. The overwhelming majority of respondents were keen for the JET to continue in both Reigate & Banstead and Spelthorne.

'100% for it, absolutely...I will fight to keep JET in the Borough'. (Councillor Victor Broad, Leader of Council, Reigate & Banstead Council)

'I think it is a fabulous idea. I just think we should increase... the more that are doing this the more learning there will be'. (Councillor Penny Forbes-Forsyth, Spelthorne Borough Council)

The acceptance of JET by the community will be a significant factor in its success. This acceptance will be demonstrated through JET being seen to tackle anti-social behaviour. It is important to make sure that JET is perceived by residents as an 'additional' asset to police officers and PCSOs and not as a replacement.

...I don't really think about the fact that Spelthorne collect my rubbish on time every week and there are no problems with it...you expect it, that's the norm what you are paying them for...this is just going that little bit further...I think there is a real opportunity there to say we are doing more and we are seeing there is a gap between the structure of the community and police and what we are doing...'. (Male, Resident, Spelthorne)

They are good...I think if things are looked after and everything is clean people generally more respect it, the kids are aware of it "maybe I shouldn't throw this litter"...when things do get messy the litter just continues...you get that don't care attitude'. If they do I'll do it because no one is going to pick it up anyway'. (Female, Resident, Reigate & Banstead)

ISSUES

Two main issues with the JET teams were picked up during the evaluation:

1) Staff confidence

The most significant challenge during pre-launch and implementation was in the area of 'personnel' in both Reigate & Banstead and Spelthorne. The greater enforcement role and the requirement of JET officers to wear uniforms was one of the major hurdles. In the past enforcement activity was minimal and there was no requirement to take an active enforcement approach. Within JET, officers are expected to confront ASB offenders and issue FPNs. The understanding gained from the pilots covering personnel and vetting will be of great value in the recruitment of JET officers in the future and help inform other Boroughs/District thinking of trialling a JET pilot.

'One of the problems I have had is when some of our enforcement officers are not enforcing...you shouldn't be hesitant in enforcing the legitimate bylaws of the Borough...we have weeded out that sort of attitude...if they do encounter any problems the police will be with them or respond very quickly'. (Councillor Victor Broad, Leader of Council, Reigate & Banstead Council)

2) Shift patterns

The '9-5, 5 days a week working hours' issue could be considered a serious barrier to more effective JET operations especially around anti-social behaviour (i.e. noise) outside those hours. There is clear evidence from residents that they struggle during these hours to address noise issues and other anti-social behaviour. Reigate &

Banstead are looking at the possibility of extending JET coverage in the evenings and weekends.

CONCLUSIONS

The JET team, whether on joint operations or working on their own, are establishing themselves as an important asset for residents to address anti-social behaviour.

JET officers can deploy to support police on less serious crime prevention or tackle low level anti-social behaviour. This emphasizes the flexibility of JET to do more with less by providing a valuable asset to the local police and residents of Surrey.

This sharing of knowledge, information and intelligence enabled the police to carry out more 'targeted enforcement', with positive performance indicators with regard to the effectiveness of the JET team and positive views from communities.

RECOMMENDATIONS

That panel members promote the adoption of JETs in each of their own boroughs/districts. The evaluation report included advice on how to set up a JET which can be made available on request.

LEAD OFFICER: Liz Wickham, Communications Manager, OPCC

**TELEPHONE
NUMBER:** 01483 630 200

E-MAIL: Liz.wickham@surrey.pnn.police.uk