

HUMBERSIDE POLICE

# EARLY INTERVENTION STRATEGY



**MD** MAKING A DIFFERENCE

# Foreword

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## **Evidence shows that the most effective way to prevent crime, reduce harm and build public confidence is stop problems arising in the first place.**

Early intervention combined with prompt, positive action will be our focus as we strive to protect the most vulnerable. The police are often the first agency to be in contact with families in need of help. We want to be part of the solution that prevents problems reaching the point where people need the emergency services. We can only do this by working closely with partners and by giving our police officers and staff the skills they need to adapt and to be part of the solution.

Early Intervention helps us understand and tackle repeat demand, vulnerability and workforce capability, this strategy will drive our approaches to joint working that keep our communities safe.

**Lee Freeman**  
Chief Constable



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## **The police have a crucial role to play in relation to early intervention and protecting vulnerable people.**

They see the children and young people likely to experience poor outcomes day in, and day out, and so are uniquely positioned to make a difference and initiate action to stop problems worsening.

The time is right for thinking about early intervention in policing. Crime is changing; public safety and concerns for welfare now represent the largest category of recorded incidents in some forces. This has significant implications for the police who need to adapt to this changing environment. New approaches, models and ways of working have never been more needed.

Through our 'Early Intervention Academy for Police Leaders' programme, The Early Intervention Foundation have been delighted to work with forces in England and Wales who are at the forefront of developing ideas about how policing should adapt to this changing context and how the service can work differently. Humberside Police have made a real contribution to this work and to the developing national perspective. It is fantastic to see, through this strategy, Humberside taking this agenda to the next stage. Colleagues in EIF and I look forward to continuing to support Humberside in the next stage of their journey.

**Donna Molloy**  
Director of Dissemination  
Early Intervention Foundation



# What is Early Intervention?

**Early Intervention is a cross cutting theme that is not the preserve of specialists. All officers and staff aspire to work towards the principles.**

The Early Intervention Foundation (EIF) defines it as “...taking action as soon as possible to tackle problems for children and families before they become more difficult to reverse.” This definition provides the basis of a working model for Humberside Police.

## The Case for Early Intervention

### **Demands and expectations on policing are changing faster than ever.**

Traditional crime prevention methods need to be revised to focus on reducing crimes that have the biggest impact on victims. Some of the highest impact crimes, committed against the most vulnerable victims are often the most under-reported.

As important a function for policing as crime reduction is, fewer than 20% of police calls for service now relate to crime. The remaining 80% incorporate broader issues.

Crime and other calls for police service are commonly symptoms of vulnerability. Vulnerability leads to a wide variety of negative outcomes that impact on a number of agencies such as addiction, substance misuse, poor

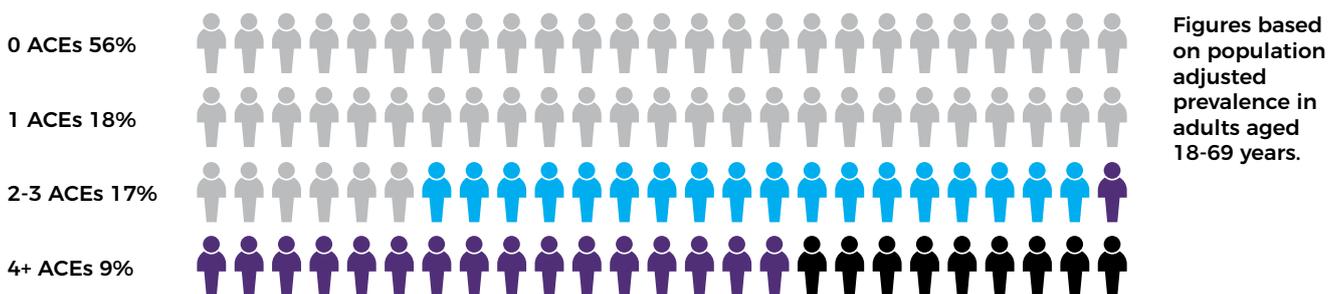
educational attainment, unemployment and teenage pregnancy. A more holistic approach with partners working in an ever more integrated way leads to efficiencies, reduces duplication of effort and enables long term, sustainable problem solving.

Negative influences throughout a child’s early development are a major contributor to underachievement and poor outcomes. Evidence shows that this frequently becomes a recurring generational cycle.

Exposure to issues such as domestic abuse, alcohol and substance misuse, bereavement, parental breakup and parents in prison are called Adverse Childhood Experiences (ACEs).

The higher the combinations of ACEs the more likely the person will get into problems and criminality in later life. If someone experiences four or more ACEs, then the likelihood of them becoming a violent offender, a victim of violence or vulnerable per se is significantly increased.

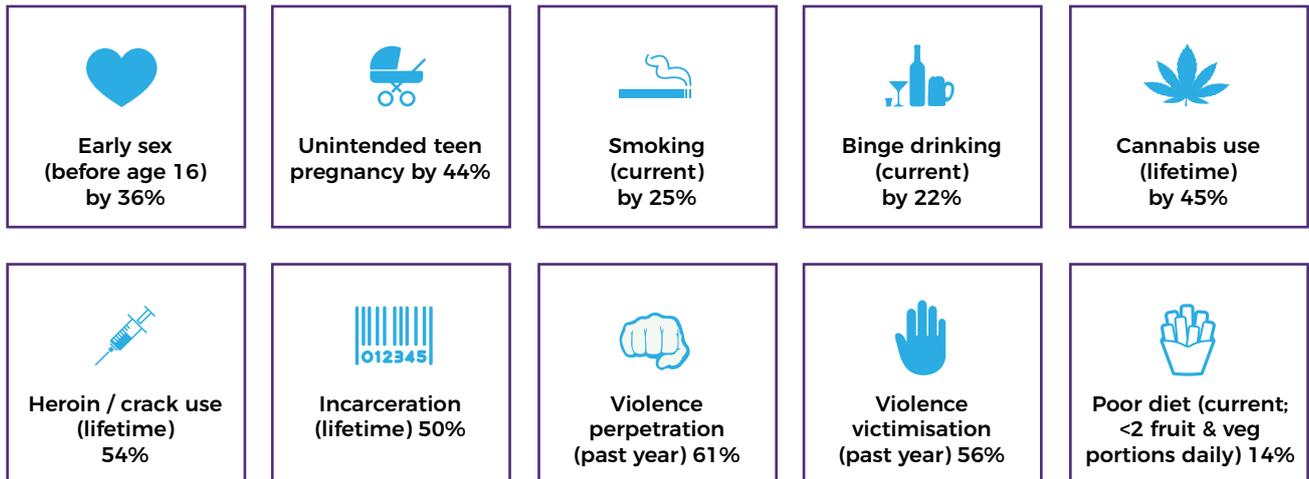
### **For every 100 adults 44 have suffered at least one ACE during their childhood and 9 have suffered 4 or more**



### **Compared with people with no ACEs, those with 4+ ACEs are:**

2 times more likely to currently binge drink or have a poor diet	3 times more likely to be a current smoker	4 times more likely to have had sex while under 16 years old or to have smoked cannabis	4 times more likely to have had or caused unintended teenage pregnancy	8 times more likely to have been a victim of violence in the last year or ever been incarcerated	10 times more likely to have been a perpetrator of violence in the last year
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## Preventing ACEs in future generations could reduce levels of:



Reassuringly, there is nothing inevitable about criminality and poor outcomes. Positive character traits can be learned and developed. Delivering this requires new ways of thinking and responses from all agencies.

Whilst it is challenging to properly quantify the full cost &

benefits of more proactive and preventative approaches to policing, the EIF has outlined the estimated costs for not doing so in Hull. The total cost to public sector for late intervention in 2014-2015 was £93 million. The cost to policing alone was £7.3 Million. This is considered to be a conservative estimate.

## Humberside Police Early Intervention Vision

### Integration

We integrate strategic leadership, activity and resources to maximise effectiveness and efficiency.

We proactively and collaboratively respond to emerging signals of risk delivering the most effective targeted responses.

We develop and enhance our collaboration with statutory partners, voluntary sector, businesses and local communities, maximising the sharing of data, capitalising on individual agency strengths to develop highly effective, combined responses.

### Place

We adopt a place based approach tailoring our response according to individual need and local priorities.

### People

We value our people and empower them to make a difference.

We support our people to adopt the principles of 21st Century Public Service.

We develop the skills of our teams to maximise the positive impact policing has in delivering properly integrated partnership working.

### Effectiveness and Efficiency

We adopt a value for money and strong evidence based approach, evaluating the impact of benefits, constantly refining and improving.

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# Aims and Objectives

## The Humberside approach reflects and compliments a national direction of travel.

Early action is still a relatively new concept, therefore presenting opportunities to innovate, pilot initiatives, lead and contribute significantly to the force aim and ambitions.

Early Intervention outcomes, indicators and measures for Humberside Police are outlined below.



The above forms the basis for detailed police performance monitoring and management information. A police specific performance framework provides a level of consistency between areas whilst retaining sufficient flexibility to compliment local need.

# Community and Place Focus

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**A key purpose of this strategy is to deliver activity that encourages and helps to build strong, sustainable communities whose dependence on agency support is continually reduced.**

The place where people live often determines their vulnerability to risk. Focusing resources on a specific location can build resilient communities.

Disparity in levels of vulnerability across different geographic areas in Humberside is stark. The top three highest crime wards account for more recorded crime than the bottom thirty-two combined. Analysis included in Indices of Deprivation, Joint Strategic Intelligence Assessments (JSIA), Joint Strategic Needs Analysis (JSNA) and Serious and Organised Crime Local Profiles (SOCLP) hardly vary in terms of identifying the same hotspot areas. This clearly lends itself to adopting a place based model.

Co-locating police officers and staff with partners in the areas they serve maintains the focus on place. This is only one element of moving towards a place based model which is no longer the preserve of Community Policing. All Humberside Police resources support local teams, complimenting their work and prioritising activity based on need.

The five priority areas in Humberside are:

- West Marsh (North East Lincolnshire)
- East Marsh (North East Lincolnshire)
- Town (North Lincolnshire)
- Bridlington South (East Riding)
- Myton (Hull)

This strategy should be read in conjunction with the Humberside Police Engagement Strategy. Sustainable solutions in communities can only be delivered when engagement is meaningful and inclusive. Many solutions to local problems and opportunities to build sustainable resilience lie within the community itself.

The difficulty of properly identifying, understanding and engaging the most vulnerable and under-represented communities should not be underestimated. It is, however, critical, to establish the right priorities are set. Balance must be sought with priorities that have been identified by those who have traditionally been more willing to actively work with the police but who are arguably often less vulnerable than disengaged groups. As difficult as this challenge is, it is an essential part of this strategy. An approach of problem solving with communities must be adopted.



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# Integrated Multi-Agency Working

## Humberside Police work with local agencies, developing and growing partnerships to become truly integrated.

Working to the principles of the 21st Century Public Servant, agencies share objectives, pool resources whilst retaining specific agency identity is retained.



Humberside Police also explore and proactively develop opportunities to incorporate local businesses and the community and voluntary sector.

Information and agency data from multiple sources are readily but appropriately shared and analysed to provide the most holistic and accurate picture of a place.

Humberside Police co-locate dedicated Community Policing staff with relevant partner agencies in local Early Intervention Hubs in the heart of the most vulnerable communities. Teams work dynamically with children and families in order to break the intergenerational cycle of harm. They work closely with their Community Policing team colleagues, with overlapping community priorities. They integrate and share responsibility for problem solving.

The function and role of these dedicated teams is twofold.

- They work with individuals and families who are most vulnerable.
- They work with the broader community to address more generic issues.

Both approaches focus on supporting people to be resilient and self-sufficient in the future.

This is delivered by:

- Developing joint points of access which are simple for service users to understand
- Identifying long term risk factors for children and young people such as ACEs in family settings

- Providing support in educational settings from nursery to college
- Providing joint support and focus to identified higher risk groups, such as looked after children, under 5s with prolific adult offenders parents
- Forging effective joint working practices and relationships with Children's Homes and other providers of services to children
- Actively supporting Children's & Family Services in reducing the number of looked after children
- Working with young people who regularly go missing or skip school, or who are identified as at risk of exclusion and particularly those at risk of CSE
- Helping previous victims to avoid being targeted again
- Identifying vulnerable young people who could benefit from programmes such as Night Challenge, Rock Challenge, Volunteer Police Cadets and Lifestyle,
- Helping young people avoid crime by interesting them in opportunities in education, training and employment
- Identifying potential victims of modern day slavery and human trafficking

## Evidence Based Policing

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**Early Intervention is a broad concept. Resources must be utilised in the most efficient way to deliver the right outcomes.**

Activity is commissioned when it is proven to be effective. Recognised national and local best practice is sought, identified and implemented. This does not stifle innovation and team members of all ranks and roles are actively encouraged to use their initiative, creativity and flair to develop solutions and pilot new work. In such cases, robust evaluation will be included to properly record and appraise activity.

Learning institutions are key partners to independently assess and enable Humberside Police to contribute to the building of the ongoing national evidence base for what works.

## Sequencing

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**Early Intervention is not an entirely new concept for Humberside Police.**

Early Intervention is not an entirely new concept for Humberside Police. Integrated Offender Management (IOM) and Custody Triage both successfully address the underlying causes of offending behaviour. This strategy evolves and develops these principles from activity that still sits towards the reactive end of the spectrum to ever earlier stages anticipating and preventing vulnerability.

Detailed activity and timelines are documented in local implementation plans. These follow the overarching sequence of:

- Engaging local partners, building relationships and understanding available resources and gaps.
- Undertaking problem solving activity to address needs of most frequent callers for agency support.
- Developing intelligence products that target place based resources most effectively.
- Proactively engaging communities with emphasis on those that are most vulnerable to identify hidden demand.
- Agreeing shared local tactical priorities and plans.
- Developing and establishing referral processes that focus on reducing long term vulnerability and risk.
- Building closer working relationships and integrated working with the Protecting Vulnerable People Unit (PVPU).
- Combining individual and family problem solving with establishing more generic place based activity.

## Workforce Capability

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**This strategy must be delivered by a skilled and effective workforce.**

This requires investment in leadership, support and training. Specific focus is placed on:

- Nurturing a culture that understands and respect all sections of the community and properly understands the complexity of vulnerability.
- Embedding a sound knowledge and understanding of prevention and early help principles in the workforce to enable them to intervene effectively and make every contact count.
- Training people in the effective use of restorative practice to resolve both crime and non-crime incidents.
- Utilising EIF, College of Policing and other academic research on 'what works'.
- Supporting research, development and ongoing evaluation of activity.
- Training staff to identify long term risk factors for children and young people.
- Developing people's knowledge and understanding of early help services available to enable fast and effective referral at the earliest opportunity.
- Working with partners to develop joint roles and workforces where appropriate.
- Working with academia, to properly evaluate programmes and initiatives.

## Governance

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**Humberside Police strategic direction and guidance is provided by the Early Intervention Police Governance Board which reports via the Communities Senior Leadership Team meeting to the Local Policing Governance Board.**

Local Partnership boards provide multi-agency oversight and support.

Local Community Policing Inspectors and subsequent line management provide tactical management and supervision.

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