

# Public Document Pack



7 January 2020

To: Members of the Public Accountability Board

This matter is being dealt with by: [REDACTED] Direct Line: [REDACTED]  
email: [REDACTED]

Dear Colleague

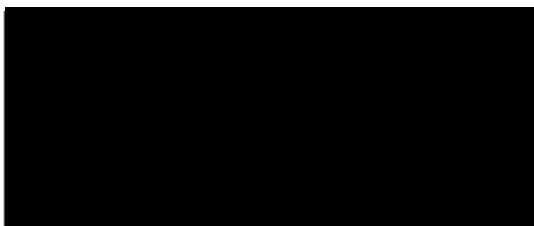
## **Public Accountability Board**

You are invited to attend the next meeting of the Public Accountability Board which will be held on **Tuesday 14th January 2020** at **10 am** at Sheffield City Council, Town Hall, Pinstone St, Sheffield S1 2HH.

The agenda and supporting papers are attached.

Car parking will be at pay and display car parks.

Yours sincerely



Erika Redfearn  
Head of Governance  
Office of the Police and Crime Commissioner

Enc.



## PUBLIC ACCOUNTABILITY BOARD

TUESDAY 14TH JANUARY 2020 AT 10 AM

SHEFFIELD CITY COUNCIL, TOWN HALL, PINSTONE ST, SHEFFIELD S1 2HH

### AGENDA

	Item		Page
1	Welcome and Apologies	Dr A Billings	Verbal
2	Filming Notification	Dr A Billings	Verbal
	<p>This meeting is being filmed as part of the pilot to broadcast the meeting on our website. Whilst the recording of this meeting will not be published it is anticipated that in the future recordings of this may be uploaded onto the website.</p> <p>The OPCC operates in accordance with the Data Protection Act. Data collected during the filming will be retained in accordance with the OPCC's published policy.</p> <p>Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for publication on our website and/or training purposes.</p>		
3	Announcements	Dr A Billings	Verbal
4	Public Questions		
5	Urgent Items	Dr A Billings	Verbal
6	Items to be considered in the Absence of the Public and Press – <b>There are no items</b>	Dr A Billings	
	<p>THAT, using the principles identified under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as specified in the relevant paragraphs of Part 1 of Schedule 12A to the Act, as amended, or that they are otherwise operationally sensitive or would attract an exemption under the Freedom of Information Act 2000.</p>		
7	Declarations of Interest	Dr A Billings	Verbal

	Item		Page
<b>8</b>	Minutes of the meeting of the Public Accountability Board held on 17 December 2019	Dr A Billings	1 - 12
<b>9</b>	Matters Arising/Actions	M Buttery	13 - 14

	<b><u>Force Performance</u></b>		
<b>10</b>	Force Performance - Sheffield District Summary Update	S Barton	15 - 30
<b>11</b>	Force Performance Report against Police and crime Plan 2017 - 2021 (Renewed 2019) Tackling Crime and Anti-Social Behaviour	D Hartley	31 - 44

	<b><u>Chief Executive Update</u></b>		
<b>12</b>	PCC Decisions	E Redfearn	45 - 48
<b>13</b>	PAB Work Programme	E Redfearn	49 - 52

	<b><u>Assurance Panel Reporting</u></b>		
<b>14</b>	JIAC Exception Report	S Wragg	53 - 54
<b>15</b>	IEP Digital Policing		55 - 74

	<b><u>Exclusion of the Public and Press</u></b>		
<b>16</b>	Any Other Business To be notified at the beginning of the meeting		
<b>17</b>	Date and Time of Next Meeting		
	<b>Special Meeting</b>  28 January 2020 at 2pm, at the Office of the Police and Crime Commissioner, 5 Carbrook Hall Road, Carbrook, Sheffield, S9 2EH.		

## **SOUTH YORKSHIRE'S POLICE AND CRIME COMMISSIONER**

### **PUBLIC ACCOUNTABILITY BOARD**

**17 DECEMBER 2019**

PRESENT: Dr Alan Billings (Police and Crime Commissioner)  
Michelle Buttery (Chief Executive and Solicitor, OPCC)  
Michael Clements (Chief Finance and Commissioning Officer, OPCC)  
Fiona Topliss (Community Engagement & Communications Manager)  
Sophie Abbott (Deputy Chief Finance and Commissioning Officer, OPCC)  
Kevin Wright, (Evaluation and Scrutiny Officer, OPCC)  
Sally Parkin (Governance and Compliance Manager, OPCC)  
Stephen Watson (Chief Constable, SYP)  
Mark Roberts (Deputy Chief Constable, SYP)  
Tim Forber (Assistant Chief Constable, SYP)  
Lauren Poultney (Assistant Chief Constable, SYP)  
Sarah Poolman (Temporary Chief Superintendent, Barnsley District, SYP)  
Alison Fletcher (Office Manager, SYP)  
Carrie Goodwin (Head of Corporate Communications, SYP)  
Deborah Carrington (Head of Finance, SYP)  
Andrew Lockley (Chair, Independent Ethics Panel)  
Steve Wragg (Chair, Joint Independent Audit Committee)  
Rachel Staniforth (Joint Head of the Violence Reduction Unit)  
Samantha Mawson (Temporary Senior Communications Officer, Violence Reduction Unit)

Apologies for absence were received from: David Hartley, Nigel Hiller, Erika Redfearn and Paul Wood.

#### **1 WELCOME AND APOLOGIES**

The Commissioner welcomed those present at the meeting and thanked Barnsley Metropolitan Borough Council and local Councillors for allowing him to hold the meeting in Barnsley Town Hall.

There were Councillors Sansome, Short and Nevett (members of the Police and Crime Panel), Steinke, Simpson, A Carter and A James independent members of the Police and Crime Panel, one member of the public and one member of the press present.

#### **2 FILMING NOTIFICATION**

The Commissioner informed attendees that the meeting was being filmed and would be uploaded onto his website. By entering the meeting room, attendees are

consenting to being filmed and to the possible use of those images and sound recordings for publication on our website and/or training purposes.

### 3 ANNOUNCEMENTS

The Commissioner highlighted that there has been a General Election since the last meeting. This provides clarity around who the government is for the next five years and will enable central government to be held to account.

There are four new MPs in South Yorkshire - three Conservative and one Labour - and arrangements are being made to meet with them.

The impact of the General Election is a delay in the Government's police settlement announcement. This should be in December but it is anticipated that this will now be received in the New Year. This reduces the amount of time available to set and consult on the 2020/21 budget and precept.

The Commissioner also highlighted that it was unclear whether there would be the same Home Secretary and Policing Minister following the expected cabinet reshuffle in February.

### 4 PUBLIC QUESTIONS

There were no public questions.

### 5 URGENT ITEMS

There were no urgent items.

### 6 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

There were no items to be considered in the absence of the public and press.

### 7 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 8 MINUTES OF THE MEETING OF THE PUBLIC ACCOUNTABILITY BOARD HELD ON 6 NOVEMBER 2019

The minutes of the last meeting were agreed as an accurate record, subject to the following amendments:

Page 7, Section 13: "The Chief Constable *acknowledged* be changed to *asserted* that the savings plan required focused management.", and

Page 9, Section 16: add existing to "The Force and OPCC are developing *existing* assurance frameworks."

9 MATTERS ARISING/ACTIONS

378	The next Rotherham Performance report would focus on partnership outcomes. <b>21/11 – Added to the work programme for March 2020 meeting. DISCHARGED</b>
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10 FORCE PERFORMANCE - BARNSELEY DISTRICT SUMMARY UPDATE

A report of the Chief Constable was presented to the Board. The purpose of the report was to provide a brief update in relation to local operationally based delivery of the Police and Crime Plan in Barnsley, in line with the reporting requirements.

The Commissioner thanked S Poolman for a good report with clear narrative.

S Poolman highlighted the following areas.

Reported crime in Barnsley is stable with a 1% increase in 2018/19 when compared to 2017/18.

There has been a continual decrease in reported ASB with a 32% decrease in 2018/19 compared to 2017/18. S Poolman confirm this was as a direct result of the reestablishment and further investment in Neighbourhood policing.

There has been consistent improvements in emergency response timeliness, with the average time taken to respond to emergency calls sitting below 15 minutes. Barnsley has also focussed its response times to priority incidents and have achieved significant improvements, from a median average of 1 hour 33 minutes in April 2019 to 48 minutes in October 2019.

The Commissioner enquired if the reduction in response times is sustainable. M Roberts confirmed this was sustainable but it is unlikely that this will get any lower. He highlighted this was not about driving faster but about working more efficiently and making better use of resources and technology, and understanding demand.

The Commissioner raised the improvement in burglary response times and the 10% increase in victim satisfaction rates which indicates that the improvement is making a real difference to victims.

Barnsley has a two-tier approach to neighbourhood policing. The multi-agency neighbourhood policing teams focus on understanding and tackling local priorities. The Safer Neighbourhood Service (SNS) seeks to deal with people with more complex and multiple needs that lead to increased demand on the police and other agencies. Key emphasis is on problem-solving to prevent harm and reduce demand.

The Commissioner highlighted embedded mental health workers and enquired if this was replicated in all districts. S Poolman confirmed that this is currently being firmed up.

S Poolman acknowledged the impact of having mental health workers, the Integrated Offender Management (IOM) Team and the Independent Domestic Abuse Service (IDAS) within the SNS.

To better understand local priorities and ensure that the wider community voice is heard, Barnsley has reviewed how it gauges local priorities and restructured the Partners and Communities Together (PACT) process. The PACT priorities are now informed through a variety of engagement events and mechanisms including crime reduction stalls, vulnerable people engagement, ASB surveys and social media. These priorities are then formally agreed at PACT meetings.

Current PACT priorities focus mainly on drug dealing, ASB and, in one area, speeding. In response to these priorities, Barnsley has executed 52 Misuse of Drugs Act search warrants so far in 2019 and established Operation Voyager. Operation Voyager provides multi-agency days of action where neighbourhood resources from across the district work with partner agencies to focus on local priorities.

In October and November, Operation Barossa also took place in the town centre, targeting ASB and drug misuse in the pedestrianised area. This was a partnership approach which focused on a small number of individuals and resulted in 25 stop/searches taking place; 19 public space protection order (PSPO) notices being issued, 6 fixed penalty notices for breach of PSPO and 5 arrests.

There will be a further neighbourhood policing team in Hoyland from Spring 2020, enabling Barnsley to tackle local issues quickly and problem solve to protect the vulnerable and reduce demand.

The Commissioner highlighted the additional neighbourhood team in Hoyland and said it would be very welcome.

Use of stop and search powers continues to rise. Barnsley is also maintaining a 20% positive outcome rate despite the increase in stop searches, which indicates that stop and search powers are being used appropriately.

The Barnsley Community Challenge Board provides an extra and independent layer of scrutiny, reviewing stop and searches and providing feedback.

The Chief Constable confirmed the outcome rate for stop and searches is being sustained across the Force. The arrest rate has also increase by 27% which is 100 extra prisoners per week.

M Roberts also highlighted the absence of complaints around stop searches which gives the Force reassurance that stop and searches are being dealt with proportionately and fairly. The Commissioner's Independent Ethics Panel (IEP) received regular updates the complaints and is also involved in oversight over the Force's use of stop and search powers. A Lockley confirmed the IEP had been impressed that positive outcomes had been maintained.

In June 2019, Barnsley created a dedicated domestic abuse team to own all high-risk domestic abuse, providing a high quality service to the victim and a drive for positive outcomes to break the offending cycle. Over 60 offenders have been



processed since the team began, with a 50% positive outcome rate. This team has been expanded to include a process unit that will deal with all domestic abuse prisoners.

Recognising that victim attrition in domestic abuse is high and often occurs within hours of reporting an incident, Barnsley District has taken action to reduce the time taken to provide wider support to victims of domestic abuse. An IDAS worker is now co-located with the response team. This means that a victim can give consent to immediately receive a call from the IDAS worker and be offered support and signposting within hours of the incident occurring.

The Commissioner highlighted that this scheme only seems available during the day and between Monday to Friday. S Poolman confirmed that she is looking to improve this in 2020.

T Forber confirmed that he was encouraged by the work undertaken by Barnsley and is looking to roll this out across the Force.

The Chief Constable highlighted that this was about protecting vulnerable people and assisting victims who are often also involved in civil proceedings.

M Roberts highlighted that police forces have to pay court fees to take out a Public Protection Order to protect victims. T Forber confirmed that 60% of domestic abuse victims do not want to press charges, this then moves into civil proceedings. The Commissioner suggested this be raised with the Association of Police and Crime Commissioners.

The Chief Constable confirmed this has been raised with the Home Office.

The Commissioner requested that domestic abuse as a theme be revisited at the Public Accountability Board at a later date.

S Poolman highlighted that the biggest challenge for Barnsley District is developing its use of social media and lessening the divide between the perception of crime and ASB and actual occurrences.

The Chief Constable highlighted the Connect Partner IT solution which is being piloted in Barnsley. This enables multi-agency case management to be recorded in one place. Initial feedback is good.

L Poultny invited the Commissioner to see a demonstration.

**IT WAS AGREED THAT:**

- **Police forces being charged a court fee for applying for a Public Protection Order be raised with the APCC**
- **A further report on domestic abuse be brought to a future meeting**
- **The Commissioner would be shown a demonstration of the Connect Partner**

A report of the Chief Constable was presented to the Board. The purpose of the report was to provide an update on the progress against the treating people fairly priority of the Police and Crime Plan 2017-2021 in support of the Commissioner's overarching aim of South Yorkshire being a safe place in which to live, learn and work.

M Roberts highlighted the following points.

The national picture of the police service reports employment proportions of 6.9% BME representation, and 30.4% female representation.

The Force currently reports proportions of 4.9% BME and 33.4% female. These are the highest proportions achieved to date.

As part of the enhanced recruitment process, the proportions of new recruits are currently at 5.7% BME and 46.6% female. This is a positive development, and one the Force is keen to build on. However, M Roberts confirmed that, whilst the Force was conscious of the national picture the Force's driver remains securing the best candidates.

The Commissioner queried the BME under-representation at Sergeant level, but not at Constable or Inspector rank. This is as a result of recent Inspector promotion boards which has left a gap at Sergeant level; this will change with the recruitment of more Constables.

The Force has published its Strategy for Tackling Hate Crime 2019-2021.

A consultation from the College of Policing with regard to their Operational Hate Crime Guidance is also reviewing the policing response to hate crime. This aims to address concerns expressed by the HMICFRS's national report that the risks associated with some vulnerable victims of hate crime were not being assessed or managed appropriately and consistently by forces.

The Commissioner enquired about the Force's response in relation to vulnerable victims. M Roberts highlighted that HMICFRS had confirmed that the Force was good at assessing vulnerability and this was not a particular concern.

T Forber highlighted the Force's vulnerability assessment framework and confirmed that not all forces had this.

The governance process sits within the Vulnerability Group and S Poolman chairs the North East Hate Crime Policing Forum and feeds into the National Working Group on Hate Crime.

M Roberts highlighted the valuable work of the IEP around equality, diversity and inclusion, stop and search and hate crime.

A new survey has been launched to assess the current state of wellbeing and inclusion across all 43 police forces in England and Wales.

Officers and staff reported in the Staff Engagement Survey that there were a number of systems and processes that they felt hindered their performance and/or caused added stress. Practitioners are likely to hold the key to improving services

and so, to support this, a process to harness innovative change from across the Force has been designed. An 'Innovation Station' has been created within the internal Intranet portal to enable employees to access a series of 'challenges' which the Force or districts / departments are facing. Employees can then submit their ideas for change.

Department leads will chair Departmental Innovation Groups.

An Innovation Fund is to be launched for testing and implementing workforce ideas.

There have been improvements in victim satisfaction survey data, but the Force is still not where it would like to be.

M Roberts highlighted the importance of the public having a fair complaints system. HMICFRS's Independent PEEL Assessment had graded the Force 'good' in relation to how legitimately the Force treats the public and its workforce, and outstanding for how well the Force ensures that its workforce behaves ethically and lawfully.

M Buttery highlighted the reforms to the police complaints system due to come in at the beginning of February 2020, and confirmed the Commissioner's decision to choose the option with the least involvement because of the work undertaken by the Force and HMICFRS's rating.

## **12 NEIGHBOURHOOD POLICING - VOICE OF THE PUBLIC**

A report of the Chief Executive and Solicitor was presented to the Board. The purpose of the report was to provide an update on the assurance work being undertaken by the Office of the Police and Crime Commissioner (OPCC) to gather public views on the effectiveness of neighbourhood policing.

This piece of work was identified and agreed as part of the OPCC's 2019/20 delivery plan and has been welcomed by the Force.

The focus of the work is to test out with the public how well the current neighbourhood policing model is starting to address those issues identified in the consultation in 2017:

- Visibility
- Accessibility
- Interactions and
- Tackling ASB and Crime

The OPCC has been working with Chief Superintendent Green and Superintendent James to set the terms of reference and understand the feedback received.

Face to face surveys and focus groups are being used to gather public views. Surveying will continue during December and into the first weeks of the New Year.

Results will be brought back to the Board in due course.

**IT WAS AGREED THAT:**

- **The results of the public views on the effectiveness of neighbourhood policing be brought to a future meeting**

13a Budget Timetable

M Clements presented the revised budget timetable 2020/21 and reiterated the impact the General Election has had on the timescales.

It is anticipated that the provisional funding settlement will be received in mid-January 2020.

There are a number of milestones that have to be achieved including, presenting the proposed precept to the Police and Crime Panel in early February.

14 PLANNING UPDATE

F Topliss confirmed the Commissioner has a statutory responsibility to consult the public on the precept.

General consultation has been taking place throughout the year.

The majority of the public understand that the precept will have to be raised and can see the value in doing this once the increase has been explained and put into perspective.

Once the settlement has been announced, more targeted consultation can take place. To enable as many people to be reached as possible, support will be required from the Force's Corporate Communications team.

The Commissioner reiterated that the precept had to be taken to the South Yorkshire leaders and the Police and Crime Panel, and confirmed there was a very tight timescale available.

15 VRU UPDATE

M Clements presented a report to the Board. The purpose of the report was to provide on the progress with the South Yorkshire Violence Reduction Unit.

The Commissioner highlighted that in May 2019, following concern about an increase in violent crime and a reduction in police officer numbers, the Home Office announced a £100m Serious Violence Fund for 2019-20.

Nationally, forces were awarded £65m to undertake targeted operational activity to reduce violent crime.

In June 2019, the Home Secretary also announced £35m would be made available to establish Violence Reduction Units (VRUs). Police and Crime Commissioners in 18 force areas, including South Yorkshire, were invited to apply for an amount proposed by the Home Office.

In August 2019, South Yorkshire secured £1.6m with funding to be spent by the end of March 2020.

In addition to a VRU being established, the Home Office specified two mandatory products to be delivered - a South Yorkshire Area Profile and a South Yorkshire Violence Reduction Response Strategy.

R Staniforth, the Joint Head of the Violence Reduction Unit, highlighted the five common elements of a public health approach:

- Prevention
- Data and evidence base
- Looking at what causes violence
- Taking a population level approach, and
- Working together in partnership.

A number of new projects have been signed off including Navigators e.g. a project which provides support and intervention to break the cycle of offending and violence in Accident and Emergency and Police Custody, and the Violence Reduction Fund.

The Area Profile document and strategy approach were presented to the VRU Executive Board last week and feedback is being incorporated.

Community involvement workshops are taking place this week.

Key stakeholder interviews will be taking place to assist with developing the Response Strategy.

A celebration and networking event is taking place with organisations who have submitted successful bids.

The Commissioner thanked all the organisations and partners who have come together to support this including local authorities, NHS England, Education, Clinical Commissioning Groups (CCGs), Community Faith and Voluntary Sector, and Youth Offending Teams.

M Clements highlighted that the Home Office had set an expectation that at least 20% of funding would be spent on interventions. South Yorkshire are aiming to spend over 50% of the grant funding on interventions.

The VRU is established and has administrative support and local authority leads.

M Buttery thanked R Staniforth, L Berry and L Mayhew for their hard work in establishing the VRU and working on the mandatory products in a tight timescale. Thanks were also given to the Force for making space available to host the VRU.

## 16 PCC DECISIONS

A report of the Chief Executive and Solicitor was presented to the Board. The purpose of the report was to provide members of the Board with a record of decisions taken by the Commissioner outside of the meeting.

M Buttery highlighted the Detection of Crime Training International Event and the Symbols in Custody Materials.

17 PAB WORK PROGRAMME

The work programme was noted.

18 IEP EXCEPTION REPORT

A Lockley, Chair of the IEP highlighted the following exceptions for noting.

Complaints Reform

The IEP has a scrutiny role on behalf of the Commissioner in relation to complaints handling. The IEP received an update on the progress being made to prepare for the third stage of statutory reforms to the handling of complaints.

A Lockley highlighted that this was a significant change for the Force and the OPCC.

Additional resources have been requested by the Force and training is underway.

The OPCC will have a new function when the PCC becomes the relevant review body for complaints reviews (currently known as 'appeals').

Complaints and Discipline Performance

This is the last complete year under the current system.

There has been a significant rise in complaints and allegations. The Panel was informed that the increases could be for a number of reasons, including the Force receiving a number of complaints containing multiple allegations against one individual. Delays in Districts getting back to people during investigations were also thought to be a factor.

Conduct allegations however were significantly fewer (by 45%).

The IEP sees the performance figures of comparison with Most Similar Forces (MSF). These were mixed during the period under review and analysis is taking place.

A Lockley confirmed that the IEP were impressed with the Force's approaches to better understand complaints. An example had been given by M Roberts of a difficult complaint and how the Force had handled this which had highlighted that the Force did not have a blame culture.

M Roberts confirmed that the number of complaints is looked at in detail at Force Performance Day and any trends identified and looked at in the Professional Standards Department (PSD) Champions meetings.

The Commissioner highlighted the effectiveness of Force Performance Days.

Hate Crime

The IEP were encouraged that the local volume of both hate crime and hate incidents are stable compared with 2017/18. However, the IEP was concerned about the rise in disability hate crime, particularly as the figures suggest that this is linked to stalking and harassment.

The Commissioner suggested that there is more confidence in reporting.

The number of successful prosecutions continues to be low in comparison to the number of resolutions, but in a large number of cases the suspect was not identified. This links to low victim satisfaction levels. However, only a low number of people are surveyed and the response rates are low. The IEP will re-examine this during 2020.

19 ANY OTHER BUSINESS - TO BE NOTIFIED AT THE BEGINNING OF THE MEETING

There was no any other business.

20 DATE AND TIME OF NEXT MEETING

14 January 2020 at 10am, Sheffield Town Hall, Pinstone Street, Sheffield, South Yorkshire, S1 2HH.

CHAIR

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## MATTERS ARISING / ACTIONS

Ref	Date of meeting	Matter arising/action	Update	Owner	Complete (Y/N)
378	06/11/2019	The next Rotherham Performance report would focus on partnership outcomes	21/11/19 - Added to the work programme for March 2020 meeting	U Jennings	Y
379	17/12/2019	Police forces being charged a court fee for applying for a Public Protection Order be raise with APCC		M Buttery	
380	17/12/2019	A further report on domestic abuse be brought to a future meeting		ACC Forber	
381	17/12/2019	The Commissioner would be shown a demonstration of the Connect Partner		ACC Poultney	
382	17/12/2019	The results of the public views on the effectiveness of neighbourhood policing be brought to a future meeting	7/1/20 - Work is underway with over half the agreed sample size completed. Update report to March 2020 PAB.	M Buttery	Y

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## **PUBLIC ACCOUNTABILITY BOARD**

**14<sup>TH</sup> JANUARY 2020**

## **SHEFFIELD DISTRICT OPERATIONAL DELIVERY UPDATE**

## **REPORT OF THE CHIEF CONSTABLE**

### **1 PURPOSE OF REPORT**

To provide an update to the Police & Crime Commissioner in relation to local operational delivery of the Police & Crime Plan in Sheffield, in accordance with the plan's reporting requirements.

### **2 RECOMMENDATION(S) AND / OR DECISION(S) REQUIRED**

The Police & Crime Commissioner is recommended to consider the contents of this update and consider whether and when further assurance or updates are required in relation to local policing and partnership working activities in Sheffield.

#### **Chief Officer Lead:**

ACC David Hartley

#### **Report Author:**

Chief Superintendent Stuart Barton  
Sheffield District Commander

**PUBLIC ACCOUNTABILITY BOARD**

**14<sup>TH</sup> JANUARY 2020**

**SOUTH YORKSHIRE POLICE REPORT**

**SHEFFIELD DISTRICT OPERATIONAL DELIVERY UPDATE**

**Chief Officer Lead:**

Deputy Chief Constable Mark Roberts

**Report Author:**

Chief Superintendent Stuart Barton  
Sheffield District Commander

## **1.0 Executive Summary**

- 1.1** There is no doubt 2019 has been a test for many of our front line young in service officers, a test that we all understand comes with policing the fifth largest city in the United Kingdom. Sheffield has already started to plan ahead for 2020, drawing and building on the knowledge and experience from the last 12 months. The newly formed Command Team has set out aims and objectives for the year ahead and are looking forward to the anticipated challenges.
- 1.2** The delivery of Neighbourhood policing continues to grow from strength to strength. The recognition of this work at local, national and international level is a testament to a small group of officers who take the safety and security of their communities to heart. Work is well underway to enhance the level of Neighbourhood policing by developing a fifth Neighbourhood Policing team. These changes will allow officers in the Central NPT to focus on the core issues associated with a busy city centre and dovetail closer into the Local Authority long term “Heart of the City 2” development initiative.
- 1.3** Sheffield have recognised the need to continue to work towards improved rates of victim satisfaction in particular in respect of hate crime. A comprehensive review has taken place of our own internal processes and there has been a local agreement to invest in the resourcing of hate crime to ensure we will achieve improvements in this area of business.
- 1.4** Whilst Sheffield has seen some reductions in the numbers of recorded burglaries in 2019, the challenge has been set across all portfolios to achieve a greater reduction in 2020. As our most significant confidence driver, plans are already in place to target areas of the city that have been perennial areas. Multi-occupancy dwellings and student accommodation continue to be targeted and a wholesale partnership review to prevention has been commissioned.
- 1.5** Over the last few months, Sheffield has seen an increase in serious violent crime in some parts of the city, violence that in the main is attributable to drug supply and OCG activity. We will continue to work hard in tackling these issues, maximising our resources and using innovation to prevent and arrest offenders. The work of Operation Fortify continues to grow, and the bond with partners was never more evident following the firearms discharges in the Arbourthorne ward. A real concerted effort is now in place to reassure these communities. With neighbourhood policing continuing to mature, and familiar faces and teams building relationships in the community, it is hoped confidence and intelligence in support of our actions will bring opportunities for interventions.
- 1.6** The Sheffield Awards ceremony held in November 2019 provided an opportunity to reflect on the past year and thank all those that have selflessly given over and above what is expected of police officers and staff. From acts of bravery to lifetime achievements, the event provided a platform to demonstrate the team ethos within the Command Team and how we respect and admire our talented and committed people.

## **2.0 Neighbourhood Policing – Localised updates**

### **Central and North West Neighbourhood Team – Inspector John MALLOWS**

- 2.1** Since the last Public Accountability Board the Central and North West Neighbourhoods have had the honour of representing not only Sheffield District and SYP but also UK Policing at the International Goldstein Problem Solving Awards, which were held in Santa Cruz in November. Competing against four other projects the team delivered an outstanding presentation around their innovative work on combatting the issue of spice in Sheffield City Centre. However, they were unsuccessful in bringing the overall award back to South Yorkshire. Nevertheless, still an outstanding achievement which represents the progress the Force has made regarding embedding Problem Solving and a notable return in its investment. This follows on from the same team once again representing Sheffield District and SYP at the National Tilley Problem Solving awards in March 2019.
- 2.2** Central and North West Neighbourhoods Team reached the final three of the Force Problem Solving Awards in October. This time the nomination focused on the work of the team at Fox Valley Retail Park, which was subject to a series of ram raids. Through collaboration with the venue owners, a range of prevention measures were introduced which has eliminated the aforementioned crime series. The project work at Fox Valley led by PS Kieran Frain has now been submitted for the 2020 Tilley Awards.
- 2.3** Central and North West Neighbourhoods Team have been invited to the National Problem Solving Conference in March 2020 to present their successes in problem solving over the last 12 months. The presentation will analyse what it takes for a small neighbourhood team, which manages a range of competing subject matters as part of their daily business to reach the finals of prestigious awards such as Tilley/Goldstein when competing against projects, which have notably larger funding streams and are single strand topics.
- 2.4** John and his team continue to develop external collaborations to bring identified best practice into the Force. An ongoing collaboration with Nottinghamshire Police allowed the introduction of Operation Sidewinder into the Night Time Economy (NTE). This has now become a regular feature of the aforementioned landscape with public engagement and comments on social media a reflection of this. ‘Sidewinder’ continues to expand its reach and was deployed for the first time into the policing of football when it was utilised during the Sheffield United and Aston Villa fixture on 14<sup>th</sup> December 2019.
- 2.5** Central and North West Neighbourhoods Team now have established links with West Yorkshire’s Project Servator Team with a view to the introduction of the operation into South Yorkshire primarily Sheffield. Operation Servator, initially developed by City of London Police to disrupt counter terrorism sees officers swamping one particular hotspot area in order to disrupt activity. Through the arrangements, thus far, a number of the team have been trained on Behavioural Assessment. A high visibility and public reassurance operation took place last week, which involved

the deployment of West Yorkshires Servator team into Sheffield City Centre. This operation formed a part of the overall response to managing public safety at the Sheffield City Centre Christmas Markets. The team received positive feedback around this operation and five stop searches took place, which resulted in one male being arrested and one given a caution.

- 2.6** During the summer the Central Team employed the first Neighbourhoods Student Intern. The student Lucy Ferguson-Smith, whom had completed a previous work placement with the team, constructed a full media/engagement plan highlighting the vulnerabilities of students to a range of crime events primarily burglaries. The campaign, which was endorsed by both Sheffield Universities, centred on delivering key messages through social media at the beginning of the new academic year. Through bespoke videos/webchats/events, engagement with thousands of students took place. Lucy is constructing her final year dissertation around the work undertaken. As a footnote after completion of her master's degree next year, Lucy is planning to join SYP highlighting the value of internships in developing and nurturing future leaders of the Force.
- 2.7** October to November saw an increase in burglaries in two key areas of the City in particular Hillsborough and Crookes/Crosspool areas. A bespoke operational plan is in place under the banner of Operation Molar-Kilo, which is supporting high visibility patrols during hotspot times. This is already proving to be an effective tactic. Operation Shield is currently being implemented in the Crookes/Crosspool area and it is anticipated that this will be expanded into Hillsborough within the New Year.
- 2.8** Over the summer months there has been unique demand placed on the City Centre Team ranging from a series of protests involving the Climate change - Extinction Rebellion, Tramlines, Christmas markets and other high profile events. The small City Centre Team have worked closely with colleagues from centralised departments in achieving a fine balance between the rights of protestors and minimising disruption to other communities including local businesses.
- 2.9** The City Centre Team continue to hold responsibility for planning and managing one of the largest NTE's in the country. Through a problem solving approach with its partners, it has delivered one of the safest environments in which the aforementioned economy can thrive. This is reflected in the awarding of Purple Flag Status and multiple Best Bar None Awards (BBN). Sheffield is the first to implement Op Shield (Smartwater) in the environment as an innovative scheme to deter violent behaviour. Many aspects of this work has been led by PS Matt Burdett who is recognised as a Subject Matter Expert in the field not only at a Force but National level. Consequently, Matt has been asked to advise on Policing the NTE by Durham Police, he sits on the national BBN Advisory Board and he has won multiple awards for his work.
- 2.10** As observed in other major cities and towns through the country Sheffield City Centre bears the mark of social deprivation seen through the images of the titled 'street culture' begging, rough sleeping, substance misuse, mental health. Despite these challenges, Sheffield continues to record some of the lowest number of homeless. The innovative work done on spice illustrates what can be achieved through collaborations and partnership including signposting to support services but there

is also a place for enforcement. Specific days of action have been planned to address concerns of local communities/business. The use of specialised ASB legislation is also being utilised including Community Protection Notices (CPN's) and Criminal Behaviour Orders (CBO's) against the most problematic offenders who are refusing to accept support through the services provided by statutory and voluntary agencies. The agreement to support the Adults with Complex Needs Program will also go some way to achieving a partnership approach to support vulnerable individuals who frequent our city centre.

#### **South East Neighbourhood Team – Inspector Andrew BAGSHAW**

- 2.11** The Manor Team working alongside the Manor Forum and local elected members, won the Partnership of the Year award for their work on the Angleton Gardens POP plan. This has resulted in a 43% reduction to date in reports of drug dealing and anti-social behaviour in the area. The work on this continues, and has resulted in several good arrests and constant praise from the Manor Forum members.
- 2.12** Since last year, the Darnall and Tinsley team have developed community relationships in the Tinsley and Darnall area and created a Critical Impact Advisory Group (CIAG). A POP plan was created for Tinsley, looking to build local contacts and engagement during the period of Dark Nights. There was a good response with supportive relationships and intervention from one of the Tinsley councillors, community representatives and residents.
- 2.13** Darnall did unfortunately have problems this year leading to firework related ASB however, as a result of the partnership working there was a significant reduction in firework related incidents and overall ASB leading up to and including Bonfire Night. Partnership work has already commenced by the South East team and force wide to de-brief the planning of the 'Dark Nights' period in order to identify any good work and learning points for 2020.
- 2.14** South East Neighbourhoods is in the process of completing a programme of installation of 'Smartwater' in the Birley Ward, specifically the Jaunty Estate. So far, 200 Smartwater kits have been delivered. A further 1000 kits have been secured and the plans are underway to deliver these kits and crime prevention advice. The Woodthorpe area has been identified by calendar analysis as a potential "hotspot" therefore this will be prioritised and will be accompanied by crime prevention advice and referrals to the fire service for enhanced fire safety advice and checks.
- 2.15** The South East POP plans have been reviewed recently and of the seven across the area, three have been finalised;
- Station Road car park - cessation of drug dealing.
  - Thornbridge Crescent ASB - a reduction from up to 14 calls a month to very infrequent reporting.
  - S13 postcode burglary POP plan - the increase of burglaries have now stopped.



- 2.16** There is a program in place for future planned 'Pop in Police Stations'. The plans involve visits from the PCC's office, Neighbourhood Wardens, including some open-air events. The team have been delivering crime prevention advice across the area, completing pulse surveys and gaining further SYP alerts sign ups. They are also working alongside Woodthorpe School to further develop the 'mini police' initiative.
- 2.17** At Meadowhall, the partnership working relationship continues to be strong. There are several good news stories including excellent work undertaken during the recent floods that impacted hugely on Meadowhall and Sheffield. The police team together with the Meadowhall security, undertook commendable partnership working to safeguard the customers from the complex situation posed by the flooding and cancellation of the Light Switch On Concert. The feedback from members of the public was very positive.

#### **North East Neighbourhood Team – Inspector Gary Bramhall**

- 2.18** Collaborative work with our Pro – Active teams has led to significant disruption on the drug supply market in the Burngreave area. Several key nominals are on remand awaiting trial. A long-term problematic address identified during the operation has been issued with a partial closure order; this remains a fantastic result and disrupts the criminality and ASB. This address will remain the subject of robust scrutiny to ensure compliance with the order whilst gathering further intelligence to pursue a full closure order. From September to December, this small team have conducted 127 stop searches, which has led to 30 people being arrested.
- 2.19** Following a TARA meeting complaints were received about drug taking and ASB in Ellesmere Green. 15 key nominals were identified, they were profiled to understand what services they were accessing and entitled to. Following partnership engagement activity they were served with Community Protection Notices and have now moved away from Ellesmere Green. A genuine positive from this piece of work is that local residents report seeing children enjoying playing football on the Green.
- 2.20** The team are supportive of the work completed by the Big Brother Burngreave community group. They participate in various community events and recently recognised the leadership and inspiration of the group by presenting them with the 'Inspiring Youth' award at the Sheffield Award Ceremony.
- 2.21** Following enforcement action to deal with ASB on Parson Cross it was identified that all of the offenders attended Chaucer school. Gary's team are now working with the school to develop a programme of change to reduce ACE's and provide targeted support for identified young people. This is a long-term plan with ongoing funding streams being identified.
- 2.22** The Palgrave Road POP plan has identified a number of burglary offenders, the large majority of the young people are now charged and on court bail pending their hearings. Tactics have included the deployment of 'Smartwater' under Operation Shield. PCSO's are conducting the visits, which includes a survey, smartwater and a referral if appropriate to South Yorkshire Fire and Rescue. So

far, 35 'Smartwater' kits have been issued, 14 SYFR referrals made and 17 community surveys completed. Targeted work in and around Palgrave road has seen a dramatic reduction in demand with 60% of residents saying things had improved.

- 2.23** Under the direction and leadership of Sergeant Scott Sarson, his small team have arrested 95 offenders in this year alone. They have conducted numerous intelligence based warrants and seized a number of vehicles. His innovative social media campaigns, using songs, rhymes, and seasonal events has seen his team 500,000 people, more than the population of Sheffield. One particular Facebook post reached over 129,000 people.
- 2.24** The development of the Lower Firth Park POP plan has led to joint patrols with the dedicated street wardens. Community intelligence has increased and an understanding of cultural and procedural issues has developed throughout the community.
- 2.25** The benefits of neighbourhood policing were never more evident following the unacceptable use of fireworks towards officers on Halloween. A community de-brief was held the following day and officers patrolled with partners, engaging with the community and providing reassurance to prevent the unacceptable events of Halloween. On Bonfire Night, a structured collaborative response led to no firework related disorder in the Firth Park area. The partnership engagement and patrol plans put in place in Firth Park immediately after Halloween were so effective that Sheffield district intend to mirror these plans across the city to prevent firework related disorder in 2020.
- 2.26** Gary's team have made significant progress on the POP plan for the Northern General Hospital. The new police 'hub' has been launched; it is based close to the A&E department, which provides a more permanent space for staff to work from. This year additional officers are dedicated to the NGH, working over the weekends throughout November and December. This is to ensure that the hospital feels like a safe and reassuring place to be not only for patients but for staff too. The staff are there to be a point of contact at the hospital for the public and for doctors and nurses, who are working extremely hard to help people. Having staff deployed at the hospital can help to tackle incidents and investigations differently and more efficiently. The great collaborative work at the NGH continues. The work has identified repeat callers, hot wards, key times for demand and lessons learnt. Patrols have been increased to support health staff, and positive feedback has been received from staff and patients alike.

#### **South West Neighbourhood Team – Inspector Colette Fitzgibbons**

- 2.27** In September, work began on the 'cuckooing' of vulnerable individuals on the Landsdowne estate. In a period of 8 days in October, 5 partial closures were secured at court. This was achieved through evidence gathering and the support of Safer Neighbourhood Services. This work has also been supported through an SYP alerts project with properties visited door to door in order to sign residents up to SYP alerts as a means to publicise work in the area, and encourage further information from the public. Media work is planned through a leaflet drop to highlight the 'signs of cuckooing'.

- 2.28** Within this same eight-day period, the Gleadless Team secured a CBO at court for a 16-year-old who had been causing significant issues for staff at St James Retail Park. On the same day, that CBO was breached and within three days, the male was arrested. The Gleadless Team processed him for several offences including breach of CBO x 2. Following a remand to court and bail with stringent conditions (secured in conjunction with YOT), this male has not been reported by staff at all.
- 2.29** PCSO Siobhan DRURY won PCSO of the year at the Sheffield Awards Ceremony in October 2019. This was in recognition of her work relating to CCE/County lines with one of her local children's homes and her commitment to protecting victims of fraud. Shiv was the first PCSO to train as a Scam Champion in SYP, undertaking extra training to be better equipped to give advice around frauds. She has taken this extra training to use as the team SPOC for Operation Signature.
- 2.30** On 15/10/19 Sheffield South West NHP became the first neighbourhood team in Sheffield to form a Community Speedwatch. This involved teaming up with Gleadless Valley Tara to complete speed checks on roads in their local community. Through publicising of this work through social media and weekly elected members updates, further communities such as Nether Edge and Dore have now come forward with volunteers who would like to take part in this scheme.
- 2.31** Plans for Operation Dark Nights began in September. A structured response of patrols resulted in no key problems in Abbeydale. In particular, the tactic of daily open land searches was effective in the recovery of unspent fireworks that appeared to be set up for later use. SHAPE (Sharrow and Abbeydale Professionals Engage) is a new group that PS Greenwood has brought together which meets monthly to set actions around key nominals and issues in the area. The Annual Lantern Parade run through the Abbeydale Stakeholders was also well attended by families in the area and continues to be supported by the Neighbourhood Team as another key disruption tactic.

#### **Safer Neighbourhood Services – Inspector Kevin Bradley**

- 2.32** The past six months has seen a new leadership team for the Safer Neighbourhood Services (SNS), including both Police and Sheffield City Council. The change in leadership has led to a reinvigorated approach to partnership working which is really beginning to benefit local communities. SNS has collaborated in tackling reports of anti-social behaviour from individuals and at problematic locations through effective use of civil orders, alternative enforcement through tenancy and the deployment of SCC wardens who are able to disrupt and gather intelligence. There has also been a refreshed approach to regular meetings such as THRIVE with the inclusion of SCC members of the SNS. This has already been of benefit following information from partners, which led to the arrest of a high risk RSO who had been outstanding for some time.
- 2.33** SNS continue to lead the way force wide in terms of criminal behaviour orders (CBO) and closure notices. Over the past six months, the team have secured five CBOs, targeting the most prolific offenders in Sheffield and are currently working on 30 further applications with a particular emphasis on burglary and domestic abuse suspects. A good example of a recent CBO was a 39-year-old female who was found guilty of six burglaries. Her modus operandi was to target vulnerable

adults and commit distraction burglaries. Restrictions of the order prohibit entry to any grounds of a residential dwelling and the order has been set for an indefinite period. In terms of closure notices, the team have secured nine orders over the past six months. Five of the orders were concentrated in the South West area of Sheffield in response to reports of exploitation of vulnerable adults and cuckooing. CBO preparations in terms of burglary, OCG and DA nominals has led to a new working relationship with SNS and CID/PVP, and relationships with NPT go from strength to strength.

- 2.34** The team retain ownership of the most significant repeat demand nominals on the district and continue to work with partners to reduce volume. When this work was initiated early summer, there was a cohort of approximately five nominals who were responsible for making approximately 50-70 calls each per month. Through getting to know and understand such individuals, we have been able to effectively support via other agencies such as mental health, Adullam (A support service for people aged 18+ with mental health issues) and alcohol and drug services. CRC was working with two of the individuals and was able to support through existing orders and regular supervision. One of the individuals persisted with making calls of a malicious nature and was ultimately arrested under the Malicious Communications Act, which to date has had the desired effect.
- 2.35** The team have recently implemented a weekly review of repeat demand locations, which is extracted from Smart Contact. This enables early identification of such locations/individuals and tasking to relevant teams to resolve at an early stage, as opposed to the TTCG document, which tends to be a month behind.
- 2.36** Following a recent decrease in satisfaction from victims of hate crime across South Yorkshire, the team have implemented a number of tasks and changes in the process in order to improve our response. On a daily basis, the SNS Inspector reviews all hate crimes/incidents that have occurred over the past 24 hours to ensure that minimum standards have been adhered to and the matter has been recorded in line with NCRS. A decision is also made on the most appropriate team to continue the investigation. In terms of victim contact, NPT support Sergeants will make contact with all victims within seven days, giving an update on the investigation status and the Hate Crime Coordinator makes contact also. Sheffield is confident that such changes will improve satisfaction levels going forward.
- 2.37** SNS are supporting the Community Safety Partnership Manager, Mark Seston, in reviewing the Sheffield CSP in its entirety with a particular focus on theme groups, membership and reporting mechanisms. The current structure has been identified as overly complicated in terms of the number of groups and limited accountability with regards to the governance. In consultation with existing chairs of the theme groups, the process has been streamlined with the removal /amalgamation of certain theme groups giving a structure that is fit for purpose.
- 2.38** SNS has recently refreshed Operation Make Safe across the city; this operation seeks to safeguard vulnerable children who could be at risk of exploitation by giving businesses the tools to identify and deal with such circumstances. The team completed several visits to hotels across the city to remind them of the initiative and refresh their knowledge. Since the visits were completed, we have had several calls from the hotels triggering Operation Makesafe. One of the calls was received the

following day after the team had visited the hotel and it led to us arresting a male for Child Exploitation/Abduction offences. This is something we will be looking to progress further in 2020.

### **3.0 Crime and Investigations**

**3.11** As a partnership, Sheffield continues to work hard to tackle violent crime across the city. Operation Fortify underpins a structure for the delivery of much of its activity, focusing on organised criminality.

**3.12** Over recent weeks the recent firearms discharges in the Manor and Arbourthorne area have demonstrated the strength in this partnership approach with all parties willing to use a range of powers to protect, prevent and pursue offenders. The investment in the creation of the Violence Reduction Unit (VRU) will see much benefit in complimenting the Fortify work and there is a clear alignment with the role of the VRU and local delivery.

**3.13** The local profile of Sheffield areas of high demand for Serious Violent Crime, overlay mapped work in these localities. Over recent weeks arrests of key nominals within much established OCG groups has led to a reduction in serious violent crime. There is however a growing concern in respect of the growth in cannabis farms many believe to be orchestrated by OCG members.

**3.14** Sheffield are currently in the process of establishing a Serious Violent Crime Delivery Group to ensure we are in a position to address the wide variety of violent offending. These aspects will include;

- Domestic Abuse
- Organised Criminality
- Night Time Economy
- Youth Violence
- Armed Criminality
- Serious Sexual Violence

**3.15** Discussions are underway in relation to how this will align other structures with a view to incorporating a wider partnership approach. The deployment of the Serious Violent Crime Task Force over the last few months has been pivotal in disrupting OCG activity in key areas of Sheffield. Local coordination working alongside our Neighbourhood Policing Teams has allowed us to deploy an enhanced range of tactics and increase numbers of search warrants, stop searches and subsequent arrests.

**3.16** In October, Operation Sceptre was again commenced across Sheffield in order to tackle knife violence. Tactics included, weapons sweeps, increased use of stop search and test purchase operations at knife crime retailers. Out of 25 deployments only two premises failed and both shop assistants from those premises will be attending a Trading Standards, age restricted products course.

- 3.17** A fundamental success of Operation Fortify has been the introduction of navigators based on the Glasgow Violence Reduction Unit model, these navigators are now working within Accident and Emergency and Major Trauma Centres at Northern General Hospital in an attempt to help steer those involved in violent crime away from this activity at the point of most need.
- 3.18** During August and September 2019, Sheffield suffered from high levels of recorded Serious Violent Offences, a trend that had not been experienced throughout the year. The deployments of the Serious Violent Taskforce, NPT and plain-clothed officers into key areas have seen a reduction in these offences. Coupled with some significant arrests. As a result, reported Serious Violent Crime reduced again by 35% in October, a testament to the staff involved.
- 3.19** Over recent months, Sheffield has experienced an increase in gang activity and disappointingly the use of firearms. It is believed much of this activity has been centred on drug supply. Several complex and protracted investigations continue to try to identify those responsible, many supported by those in specialist investigation teams and centrally held staff. Many offenders have been arrested and whilst charges are not forthcoming at this time, they remain on bail with relevant bail conditions.
- 3.20** Within the next few weeks, members of the Sheffield City Council Child Criminal Exploitation Team will become a permanent fixture, working alongside the Police at Shepcote Lane, aligned with Operation Fortify. The benefits of this working relationship recently came to light after 7 children who were believed to be groomed in order to steal vehicles for high level OCG members were brought within the Fortify arena. Disruption tactics included visits to home addresses with partners and Disruption Notices being served.
- 3.21** Fortify continues to work with people in order to divert them away from crime and those involved in crime. An example of this being the work undertaken following the emergence of a county line into the North East believed to be controlled by OCG members within Sheffield, targeting and exploiting the vulnerable.
- 3.22** The Forging Ahead program developed alongside Operation Fortify continues to produce promising results in providing pathways for young people into employment. So far, the program has seen 29 people undertake the training and of those, 19 of them are now in employment.
- 3.23** Robbery trends across Sheffield have shown slight decreases over the 12 month period. Some spikes in this trend have been attributable to key offenders arrested, charged and held in custody. The speed in which these offenders were identified and arrested is a testament to the work of our Proactive Teams, Serious Violent Crime Task Force and NPT's. It is also a testament to the public in Sheffield who have on occasion, put themselves in harm's way to detain offenders.
- 3.24** Up to September 2019, Sheffield had continued to see a downward trend in burglary tracking below the previous year. Whilst the District was prepared for the return of its students, activity of a few

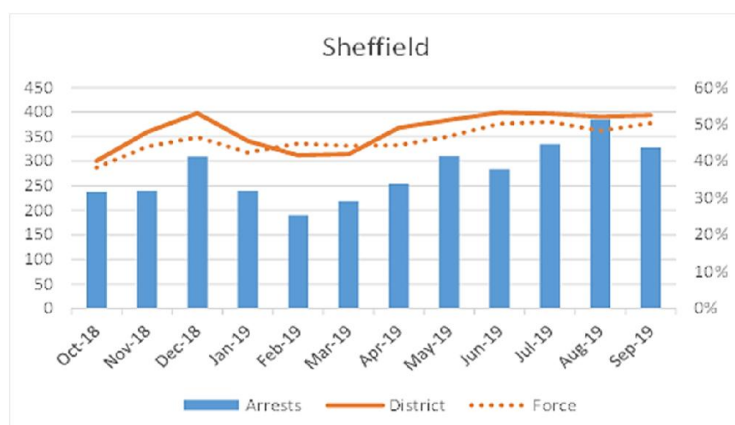
lone offenders hit the student population hard with multiple occupancy dwellings targeted leading to numerous crimes reported.

**3.25** The last two months have seen a concerted effort across all portfolios to stem this rise in crime and December has seen a reduction in these numbers to levels as previous. Student crime has been raised as a priority area for 2020 and a partnership response will be reviewed.

**3.26** In 2019, a small team of officers working in Sheffield have been dedicated to working on burglaries. Since January, the team have arrested and processed just over 200 suspects relating to a range of offences. They have managed to convict over 40 offenders totalling to over 133 years of custodial sentence and have many others pending trial and sentencing. It is the arrest of these individuals - many targeting vulnerable people - that has contributed to our downward trends in burglary.

### Protecting Vulnerable People

**3.27** Over the last 12 months, Sheffield has continued to commit officers and detectives into protecting vulnerable people. Plans are already ongoing to develop a dedicated group of staff to investigate Domestic Abuse, with a view to improving outcomes for victims.



	Sheffield		Rate	
	Investigations	Arrests	District	Force
Oct-18	590	238	40%	38%
Nov-18	500	240	48%	44%
Dec-18	581	309	53%	47%
Jan-19	527	240	46%	42%
Feb-19	456	190	42%	45%
Mar-19	522	219	42%	44%
Apr-19	514	254	49%	44%
May-19	605	310	51%	47%
Jun-19	532	284	53%	50%
Jul-19	632	335	53%	51%
Aug-19	740	386	52%	48%
Sep-19	624	328	53%	50%

**3.28** Sheffield's arrest rate for Domestic Abuse has been maintained through strong daily governance. The rollout of body worn video has not only provided officers with confidence in dealing with difficult situations but now allows officers to evidentially present a true insight into Domestic Abuse incidents and the impact on the victim and their family.

**3.29** In addition to the drive for positive Domestic Abuse outcomes, Sheffield has continued to ensure Domestic Violence Protection Orders and Clare's Law provide opportunities to prevent Domestic Abuse. In addition to these interventions, offenders continue to be offered diversion and support through the Inspire to Change Program.

**3.30** Sheffield has recently introduced a Domestic Abuse Offender Management Program to allow police and partners to coordinate interventions. Those identified will undergo registration into the integrated offender management process. These offenders will remain registered for a minimum of two months and will be subject to risk management plans. There are currently 12 suspects with

bespoke management plans. The District has already seen the benefits from some offenders who have been regularly identified as offenders in domestic abuse for some time. This work is also seeing demand reduction on our frontline staff.

- 3.31** Operation Encompass has made great progress with 175 out of the 191 schools now having signed up to receive disclosures in relation to domestic abuse. Whilst in its early stages the launch event in November attracted much of the interest and support.
- 3.32** Sheffield Visor Team continues to work closely with the probation services managing registered sex offenders across the city based on risk levels. This operation is conducted within strict guidelines and protocols to ensure both the community and the offenders are safe. Work is currently being undertaken to improve the awareness of NPTs in relation to sex offenders in their areas, thus managing risk management and information flow.

### **Missing from Homes**

- 3.33** Sheffield District continues to work with partners regarding the management of missing from homes in particular looked after children. It has been recognised by the Children's Improvement Board following the recent OFSTED inspection that further emphasis will be placed on the management and care of these young people.
- 3.34** Superintendent Mel Palin and the Director of Children's Services continue to work together with partners as part of the Vulnerable Person Executive Group. The aim of the group is to provide bespoke plans and pathways for young people engaged in exploitation by criminal gangs and organised crime groups such as county lines, trafficking, online abuse, sexual exploitation and extremism leading to radicalisation. This work runs parallel with Operation Fortify focusing on an improved safety scale / SDQ score as a result of our intervention, Improved engagement in education, employment or training, improved school attendance, reduced offending behaviour, reduced periods missing or away from home, improved access to health services. These will be measured through a defined set of data, which informs the above measures.

## **4 Responding and managing demand**

- 4.1** Over the last three months Sheffield has placed great emphasis on controlling and managing demand providing officers with the capacity to proactively police ongoing active investigations and arrests. The enhanced accountability in respect of this demand has also seen an improvement in our response to emergency calls with response times reducing significantly over this three month period this has been achieved through closer working relationships with Atlas Court and a stronger team approach between groups.
- 4.2** The centralised Bridge function within Sheffield has also contributed and supported frontline demand and provided those staff who have returned to duty with adjustments or on recuperative duties with a real purpose.



- 4.3** Responding to incidents in a timely fashion remains our priority during 2020 and it is believed using the capacity within The Bridge will enable us to further improve our long term aims.

## **5.0 Engagement/Social media**

- 5.1** Over the last few months, we have continued to build on our proactive approach to engaging with our local media outlets. We are actively offering the media opportunities to join our officers on operations and offering interviews about key issues and successes. As a result, we have developed positive working relationships with a range of journalists and reporters. We have also focused on more hyper-local publications, helping neighbourhood teams identify opportunities for regular features to push out messages to new audiences.
- 5.2** Our social media presence and engagement continues to grow, with neighbourhood teams taking the lead in creating community-focused pages. We have also trained up Sheffield's Tasking Team and officers from Proactive CID to broaden the range of posts and content being published.
- 5.3** Sheffield is taking the lead with the ongoing development of SYP Alerts, in recent weeks Sheffield South West Neighbourhood team have been the pilot team for SYP Alerts Plus and new survey tools. This is due to be rolled out across other districts in the coming months based on feedback from that team.

## **6.0 Our People**

- 6.1** The rollout of agile working across Sheffield has been well received by officers within PVP and CID Departments. The anticipated rollout of this technology into our response teams will again assist them in their day-to-day roles and also provide a platform for officers' visibility in our community. Wellbeing Meetings will continue in to 2020 with a focus on resourcing related issues that have been identified as potentially difficult over the next 12 months. A clearer understanding of abstractions and vacancies coupled with an ongoing review of flexible working patterns will allow officers to plan ahead balancing their work life routines.
- 6.2** Sheffield continues to invest in the development of its staff and leaders. Promotion Workshops and one to one mentoring in preparation for assessment centres has seen successful candidates continue to achieve.
- 6.3** In order to enhance environmental wellbeing across Sheffield a long term project has commenced to look at the operating environments in which our people work. These environments will include offices, dining areas and parade rooms. This plan will be developed into 2020 and will run alongside engagement with our staff. Sickness levels across Sheffield remain at a low level and officers are provided with every opportunity to return to work in supportive roles.
- 6.4** Sheffield is currently investing in providing mental health first aid training to frontline leaders and its hoped this support will identify early signs of illness and prevent deterioration. A series of Supervisor Away Days have been set for early 2020 focusing on continuous professional development for our frontline supervisors.

- 6.5** This year's Awards Ceremony at Sheffield was again a great opportunity to celebrate the bravery and commitment of our people. Attended by loved ones, family and friends, recipients were presented with much deserved awards reflecting their commitment and enthusiasm for the job. It was an emotional night for some who had worked tirelessly over 30 years policing and rightly being recognised for their dedication.
- 6.6** Over the last three months, Sheffield has welcomed an influx of student officers being supported by an ever-growing Tutor Unit; their arrival has brought an uplift in feeling across groups. This growth in student officers and the anticipated arrival of further students has been well received by all and will go some way to boost the wellbeing of all staff at Sheffield.

### **Victim Satisfaction**

- 6.7** Over the last few months Sheffield have recruited six volunteers to help with victim call-backs, they range from a university student in their final year of criminology to a retired police officer. To date they have made over 250 calls to victims of crime all these calls have been well received by the public.
- 6.8** Sheffield has recognised the continued need to enhance victim satisfaction in particular hate crime. As a result, there has been a complete review of our hate crime processes and governance. Staff will be invested into this area of business.
- 6.9** On the build up to the festive period, Sheffield worked hard with partners and centralised units to develop a plan that kept the public safe during this emotional time of year. As always New Year's Eve and 'Mad Friday' brought its challenges however the team ethos within Sheffield prevailed with officers working together. On the run up to Christmas extensive drink drive campaigns have been conducted, during one morning alone 53 drivers were breathalysed. A wake up call for some. The operation gathered great attention from local news broadcasters and later shared on social media brought positive comments.

## **PUBLIC ACCOUNTABILITY BOARD**

**14<sup>TH</sup> JANUARY 2020**

## **SOUTH YORKSHIRE POLICE PERFORMANCE AGAINST THE POLICE AND CRIME PLAN PRIORITIES**

### **THEME: TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB)**

### **REPORT OF THE CHIEF CONSTABLE**

#### **1 PURPOSE OF REPORT**

To provide an update to the Police and Crime Commissioner (PCC) around progress against tackling crime and ASB priority of the Police and Crime Plan 2017-2021 to support of the PCC's overarching aim of South Yorkshire being a safe place in which to live, learn and work.

The tackling crime and ASB priority focusses on:

- *South Yorkshire Police's (SYP) understanding of current and future demand on policing services and how well SYP use this knowledge;*
- *The effectiveness of neighbourhood teams in working with partners, in listening to the public, and in helping to prevent and tackle crime and ASB;*
- *The rehabilitation of offenders and the reduction of reoffending;*
- *How well crime is understood, and how far it is being brought down;*
- *Whether SYP has the right workforce mix to deal with crimes such as serious and violent crime, cyber-crime and terrorism; and*
- *Public health approach to crime.*

#### **2 RECOMMENDATION(S) AND / OR DECISION(S) REQUIRED**

The force recommends that the PCC considers and discusses the contents of this report and considers whether further assurance is required in relation to the progress made to meet the police and crime plan priority.

#### **3 PERFORMANCE SUMMARY ASSESSMENT**

This report will present a brief summary of some of our work undertaken in tackling crime and ASB.

#### ***South Yorkshire Police's (SYP) understanding of current and future demand on policing services and how well SYP use this knowledge;***

Understanding the demand for policing services and how this will likely change over time, and then using this understanding effectively, is critical to sustainable service improvement.

Demand for policing services from the public is traditionally reported through telephone contact, as both emergency and non-emergency calls for service. As technology develops, different channels for making a request for service by the public are evolving,

for example through on-line reporting. Requests for service from partners often come in through alternative routes, for example through direct calls to specialist departments or through multi-agency meetings.

Understanding our demand effectively requires us to understand reporting routes, volumes, seasonal trends and insights information, which assist in determining future demands. The Demand team within Business Change and Innovation are ensuring this approach is embedded across all our review and change programmes to ensure our resources are best aligned to meet current and emerging demands. Through partnership work with local universities, we are undertaking innovative work to determine longer-term demands based on housing developments and socio-economic trends.

In ensuring an effective response to current calls for service there is significant operational focus on calls for service and response to incidents. Atlas Court, our public contact centre that receives calls for service from the public, is subject to rigorous scrutiny around call performance with a range of measures being reported upon. This information is monitored live-time and resources are subsequently flexed to deliver the optimum service to the public with the available resources. It is also scrutinised on a daily and weekly basis to understand more systemic challenges and enable these to be addressed or planned for, within the resource capacity.

Elements of the telephony service subject to performance management include;

- Wait times for 999 calls
- Wait times for Switchboard to answer 101 calls
- Wait time for a Call Resolution Officer to answer 101 call (after Switchboard transfer)
- Wait time for a Call Resolution Officer to answer 101 call (when Switchboard closed)
- Call abandonment rates across all call streams
- Average abandonment times across all call streams

Clearly, the metrics around call handling are complex and detailed. There have been recent media reports indicating a deteriorating level of service for 101 calls whereas the performance information actually indicates an improvement. In order to ensure consistent and accurate messaging a monthly call handling report, for publication on our website, is being developed – with the aim that this will readily allow the public to have an accurate understanding of our performance .

Whilst the force is keen to take good practice from the private sector and implements relevant initiatives, it must be recognised that our call handlers deal with a far greater level of complexity and risk than those in other call centres. Handling calls well certainly means answering them promptly but crucially it also means giving a good quality of service to the caller. Staff at Atlas Court have been recognised by HMICFRS in their most recent inspection for the quality of the calls and the information provided to callers. Performance is scrutinised through the Atlas Court management team, which has a newly established Performance Manager, and through formal reporting to the SCT on a fortnightly basis.

The most recent SCT report, covering the period to December 23<sup>rd</sup> 2019, demonstrates:

- An average of 783 Emergency 999 calls each day (up from 777)
- Average 999 answer time of 15 seconds (down from 18 seconds)
- An average of 1065 Non-Emergency 101 calls each day (down from 1074)

- Average answer time by CRU when switchboard is open 7m22s (down from 10m25s)
- Average answer time by CRU when switchboard closed 5m18s (down from 10m27s)

It is worth highlighting the extreme demands that were placed upon Atlas Court over New Years' Eve and into New Years' Day.

Between 11pm on New Years' Eve and 5am on New Years' Day 1,014 calls were made to Atlas Court, 699 of these were 999 calls – averaging out at around one call every 28 seconds. There was a spike in 999 calls between 01.15 and 01.30 where 88 calls were made to 999, one every 12 seconds. Performance around these volumes is already being scrutinised and built into plans for next year.

The challenges generated at Atlas Court are not isolated to SYP and are replicated across the country with demand on the police increasing both in terms of volume and complexity. A phased review of Contact Management has been taking place; the first phase, which established a new Management Structure to drive performance improvement, is now completed. The second phase of the review, which covers the core functions of Switchboard, Call Handling and Dispatch, has now reported through the Change Board process and a growth option has been supported. A full business case is being prepared which will be seeking an uplift in staff and therefore ongoing financial investment. Whilst the force will continue to seek more efficient ways of working, it must be recognised that given increased demand, a step change in performance can only be achieved through significant investment.

In terms of officer response to incidents on emergency or priority deployment, the force has previously reported sustained improvements. In November, over 64% of emergency incidents were responded to (officer at scene) within 15 minutes, and 92% within 30 minutes. For priority incidents, 62% were responded to within 60 minutes, and within 2 hours the figure increased to 76%.

Wherever possible we use feedback from the public in delivering our services, for both partnership and internal resourcing decision making. An example of this took place in Barnsley whereby Barnsley Council and key partners delivered 'Joining Forces' as part of a borough-wide initiative to help provide reassurance and keep residents safe. This move brought together key members of staff from the council and South Yorkshire Police's Safer Neighbourhood Service, the Council's Markets Service and Parking Services, and other partners, and will see them move into a shared base at The Glass Works, allowing them to deliver a partnership approach from a centralised location at the heart of the town centre redevelopment.

Another example of understanding and responding to public need is the Force decision to re-establish Deepcar Police Station - reopened as a permanent station to be used by the Sheffield Central & North West Neighbourhood Team. This has already had an impact just half a year into its residency, with positive local support for this change.

A significant benefit of our neighbourhood teams is in the strength of local problem solving, where police, the public, and partners can work together to deliver tangible improvements within local areas. Problem-orientated policing delivered such improvements at the retail development Fox Valley, where ram raiders had been a problem. Working with the developer, the team carried out a full site survey to identify possible infrastructure weaknesses and they supported staff around the introduction of crime prevention measures. Sgt Frain said of the work: *"Fox Valley is now a huge part*

*of this community; they've invested in the area and working closely with them has been important for us. We've also assisted in the formation of a Shopwatch scheme and tackled anti-social behaviour in the area."*

In Stocksbridge, a pressing issue was tackling key offenders including prolific shoplifters, with Criminal Behaviour Orders (CBOs) secured against several individuals. The focus is now on street beggars with the help of the Safer Neighbourhood Service.

More recently, Sgt Frain and the team turned their attention to Stannington, reinvigorating community relationships in an attempt to tackle an increase in reports of anti-social behaviour. Whilst forging these links, reports of more serious crimes have also emerged, resulting in recent warrants being carried out in relation to drug supply. *"In the last few years, there have been gaps in neighbourhood policing in Stannington. We are really keen to start filling that void and identify issues that have been allowed to grow. I want people to know that this is a priority for us going ahead and we will be taking a hard line on serious crime. The warrants were just the start."*

The feedback from the public has so far been encouraging.

### **The effectiveness of neighbourhood teams in working with partners, in listening to the public, and in helping to prevent and tackle crime and ASB;**

South Yorkshire Police secured Home Office funding in 2017 to deliver the national Problem Solving and Demand Reduction Programme. The three-year programme has several strands to it, one of these being the pilot of an IT system for use by SYP, Humberside Police (HP) and local authority partners to enable the sharing of intelligence and case management information on a single system for the first time. The project team, led by Supt Colin McFarlane, focussed on this delivery across SYP and HP due to our shared IT services solution. The system identified to be used was a G-Cloud solution of Partner Platform, developed by CONNECT suppliers Northgate Public Services. SYP currently used the CONNECT solution for our management of Investigations, Intelligence, Custody and Case Preparation, and the company is working with 16 police forces currently in the delivery of their software solutions.

The programme team worked closely with GDPR specialists to implement the system in a controlled way whilst supporting partners to input onto the system.

The system is now being used in both SYP and HP, going live in Barnsley district and an initial policy only application in East Riding district ahead of partners joining. The rollout in further districts is expected as the pilot findings are established. In SYP, the pilot is supporting management of local Problem Orientated Policing (POP) Plans across a number of business areas including ASB, Repeat and Vulnerable Victims (RVVs) and Domestic Violence, and in HP the focus is to on the joint management of offenders.

The delivery of the partnership portal has a number of business benefits associated with it, but in terms of partnership delivery, the key element is the immediacy of the information sharing – as the information is input by one partner on the system it will shortly be available for review by relevant partners, without requiring explanatory emails / meetings to be arranged for the information provision. This timely delivery ensures all relevant partners are sighted in their decision-making of the up to date information in

relation to an effective response to individuals or locations that are causing issues for the partnership.

Further rollout of this system is expected across SYP in the forthcoming months, as the evaluation of the programme and the Partner pilot is delivered through the project.

South Yorkshire are leading the way nationally as a key deliverable of the Problem Solving and Demand Reduction Programme was to increase the profile of problem solving nationally. The programme re-introduced the national Tilley Awards, which originally ran from 1999 until 2010 via the then Home Office Policing and Reducing Crime Unit. The national awards recognise multi-agency projects that tackle problems within local communities, and raises the profile and importance of using a problem-solving approach in every-day policing activity. Now in their second year under the Tilley Awards have provided a real focus for policing problem solving nationally with SYP at the forefront.

Alongside the numerous continued professional development strands linked to problem solving in SYP, work within local neighbourhood teams gives a particular focus to the process of delivering POP plans (previously mentioned as linked to CONNECT Partner pilot). The pinnacle of international recognition for problem-orientated policing (a theory conceived and developed by Professor Emeritus Herman Goldstein) is the annual Goldstein Award. The award recognises innovative and effective POP projects from government policing agencies across the world that have resolved recurring crime, disorder or public safety problems faced within our communities. It is therefore a great source of pride to SYP that our own Tilley Award finalists Sgt Ben Hanson and PC Libby Bettney also reached the final of the Goldstein Awards, for their work on tackling spice use in the cathedral area of the city centre of Sheffield. Inspector John Mallows said of their work: *"I am incredibly proud of Libby, Ben and the rest of my team for demonstrating to colleagues from across the world what Sheffield is capable of....this reflects the journey that South Yorkshire Police is travelling regarding investment in problem solving and neighbourhood policing; that investment has now been recognised internationally...The team should take great confidence from that and use what they have learnt as they continue their fantastic work in the city centre"*.

Sgt Hanson is now using this experience of POP delivery to support enhancements to the internal *"What Works Portal"*, which provides a 'go to' platform for local policing initiatives within SYP. The portal is continually developed with information needed to support frontline delivery, and provide a strong evidence base for decision-making; including access to data, academic literature, toolkits and case studies.

A further example of partnership working is the collaboration of South Yorkshire Fire and Rescue and SYP's Joint Community Safety Department, which has won an award for the Best Emergency Services Collaboration at the Fire and Emergency Awards in London. This accolade for the work of the team is as a result of over 12 months of collaboration and linked to the high-profile activities of the team, such as home safety checks, crime prevention visits and youth engagement activities, as well as the operation of the Lifewise Centre in Hellaby, Rotherham. The teams deliver education packages to more than 20,000 people from across South Yorkshire each year, including the Crucial Crew programme for Year 6 pupils. To date over 46,000 students have received an input on the Guns and Knives Take Lives initiative.

One of the concerns raised by the public via *"Your Voice Counts"* is speeding vehicles. Whilst there is a local neighbourhood response, there is also a strategic approach via

the Safer Roads Partnership. The Roads Policing Group and Local Neighbourhood Teams can now apply for small grants up to £1000, to help with safety education projects. SYP lead for Road Policing and Safety, Darren Starkey said: "I encourage our local teams to see how they can get involved and be creative in helping with road safety education". Grant applications will be likely to focus on the concern issues of drink and drug driving, antisocial use of vehicles and use of a mobile phone whilst driving.

Communication channels are advancing all the time with the use of technology, and the public has a natural expectation of these advances. Our current online system Community Alerts has been used to great effect to keep over 30,000 people across South Yorkshire updated on local issues and provide crime prevention advice. The focus is now to develop its use to facilitate greater feedback from the public directly to have a productive two-way dialogue.

ACC Hartley explained the impact we hope to achieve with this process:

*"This is an excellent tool which will allow us to properly speak directly with our communities so we have a truly representative view of what matters most locally...these are our most engaged members of the community. They become our eyes and ears and provide a fast and insightful response to our appeals. They are often active citizens waiting to be called upon"*

The use and delivery of the survey tool will be monitored for delivery through the Trust and Confidence Board, chaired by ACC Hartley.

### **The rehabilitation of offenders and the reduction of reoffending;**

The focus for police forces is not just about reacting to a report of a crime, arresting an offender and processing them to the Courts. The aim is to keep people safe and this is achieved through reductions in offending from existing offenders and work to prevent initial offending activity. Much of this is undertaken in partnership with other sectors, and we refer offenders to various programmes to support them to engage in a life outside of criminality.

To support a focus on reducing reoffending, SYP is seeking to appropriately extend its use of diversionary, educational or intervention activity. This will be captured (under an "outcome 22 coding) to properly recognise where action has been taken to address an issue or individual, other than prosecution. It should be noted that this is not an alternative to arresting and charging offenders where that is the right thing to do, but recognises broader action we take.

In order to record the disposal, the offender must agree to engage with an external agency to address issues they are facing. Additionally, the disposal can relate to an imposed order, such as a Domestic Violence Protection Order or football banning order, whereby an offender does not have to be supportive of the action.

A new intranet page has been provided to support officers with the new guidance – and from this, we will be able to better understand the use of interventions for offenders, which have been categorised in the following selectable options:

- Alcohol
- Drugs
- Mental Health
- Domestic Abuse Intervention



- Housing
- Financial (debt, benefits)
- Anger Management
- Support into employment
- Crime education
- Civil Orders obtained by Police. (DVPN/ Football Banning Orders etc)

This process is now live, and Supt Steve Chapman is responsible for reporting back to February's Force Performance Day on the use and appropriate management of the new outcome.

In addition to this work, Restorative Justice has been a key option for victims of crime if they do not wish to support more formal police action, and is often used to prevent the early criminalisation of young offenders. Inspector Sarah Gilmour has worked to simplify the process for community resolutions (such as restorative justice) and there is now a hub set up to provide advice and support in delivering restorative justice across the force. Street Skills training to incorporate this awareness for officers has been delivered by Insp Gilmour alongside Remedi (one of the leading facilitators of restorative justice services across the youth and adult criminal justice arena).

Within Doncaster, much work is delivered across the prison partnership from initial offender management within prisons, to the preparation across the teams for individuals being released from prison. SYP has a proactive team of detectives within a Prison Crime Unit, which were doubled in capacity in 2018. Their focus is to support the effective prevention and investigation of prison crime, and use problem solving techniques to disrupt contraband supply (drugs, weapons, money, phones) within our prisons. Since the inception of the unit, there have been over 1000 crime referrals to the prison crime team, and 44% of which have resulted in criminal investigations. The impact of successful prosecutions for crimes in prison can be to extend the length of sentence given to an existing offender, and where external parties are involved, can also support disruption of criminal networks across the wider offending picture. Some recent examples of the impact of the prison team work include a the prosecution for a severe assault which added over 7 years onto an individual's sentence, and another example where threats were made against an inmate to obtain money from their family, which secured over 2 years to be added to the offender's current sentence. It is also imperative that we support Prison Officers and staff by taking robust action when they are victims of crime.

All prisons measure the results of Mandatory Drug Testing (MDT) rates – higher rates suggesting greater access to drugs in the prison and higher links to violence. Nationally positive tests are around 20%, and this has been an area of focus for the Prison Crime Team in South Yorkshire. In Doncaster, the MDT rate is now reduced to 8%, and violent crime reported has reported significant reductions within the prisons. The Home Office and HMIP have praised work of the partnership and highlighted SYP work as national best practice.

Forging Ahead is a good example of where SYP can work with partners to support reoffending activity, the aim was to 'reduce reoffending and change lives through training and support into the workplace'.

To date, 25 individuals have completed the course across Sheffield and Doncaster, and 17 of these individuals have obtained employment with the support of the programme. Whilst numbers are small, the difference that can be achieved is significant. For

example, one of the individuals, having been released from a previous prison sentence, had gone on to be a suspect in six separate investigations known to SYP. He completed Forging Ahead in February 2019, became a father for the first time, and asked for a referral to anger management to help him be a better parent and cope with his emotions well in preparation for becoming a father. To date, there have been no further investigations linked to this individual.

Key to the success of the programme is the support from employers across our area, and we continue to grow and seek to grow our list of employers who are willing to partner with us in this venture. More recently, we have had three individuals employed by Sainsbury's, and we are hopeful when three individuals who are coming to the end of temporary contracts with Amey Plc will obtain permanent positions. Future plans also include the widening of the cohort group to Rotherham.

### **How well crime is understood, and how far it is being brought down;**

The Crime Survey for England and Wales (data up to June 19) was released by ONS on 17<sup>th</sup> October 2019. Nationally there continues to be increases in theft, robbery and knife enabled offences.

The majority of forces in the 12 months to June 19 reported an increase in overall offences. Levels of crime in South Yorkshire have been relatively stable, with the most recent 12 months to November 2019 recording an increase of 1.4% (2052 offences), with a monthly average of 12,100 crimes. The force is proactively tackling this crime and is now arresting an extra 400 people a month compared to last year.

Categories of low volume high harm offences are concerning to us and the Serious Violence Task Force focusses on reducing volumes of Most Serious Violence. Whilst this is wide in definition, aligned with the national strategy, our focus is on reducing knife crime activity, especially linked to use by males under 25.

In the previous period from June 19 to August 19, we reported through the work of the Serious Violent Crime Task Force that we had undertaken nearly 800 stop and searches, nearly 500 vehicles stopped, 300 weapons recovered, and over 150 arrests made. The most recent update to the end of November 19 brings these totals to over 1400 stop and searches, over 800 vehicles stopped, over 300 weapons recovered, and over 300 arrests made.

Broadly speaking we have seen the number of offences stabilise for "Most Serious Violence". An increase in possession of weapons can be seen linked to the proactive work of the teams, but to deliver a sustained reduction in violent crime will require partnership work and a long-term public health approach to violence reduction.

Earlier this year Operation Shield was extended to support the night time economy, with venues across Sheffield issued with SmartWater canisters in a bid to deter violent crime and behaviour. Each tube of SmartWater holds its own unique code, so anyone sprayed with the device will be able to be traced back to that particular incident location. SYP officers and custody suites are equipped with UV lights to check for traces of the solution. After a successful trial, which saw a significant number of door-staff trained in the use of SmartWater canisters to deter violence in the night-time economy, the scheme is now being rolled out across South Yorkshire. Around 50 further door-staff covering venues in Doncaster, Rotherham and Barnsley have been trained and will be carrying SmartWater from this weekend. Feedback from the Sheffield venues has been

positive, with increasing recognition of the support this can bring to public safety as a deterrent to would-be offenders.

Surveys suggest an adult is more likely to experience fraud than a violent crime, with fraud showing a national increase of 17% on the previous 12-month period. At the end of November 2019, SYP launched our new Fraud team within the Crime Support Hub, comprising of four Constables, led by a Detective Sergeant. All fraud reported to SYP is now triaged by the team. Those requiring further investigation will be submitted to relevant departments with a bespoke investigation plan that encompasses the fraud investigation model. Filing of fraud investigations will be managed by the team to ensure the investigation has been progressed to a satisfactory standard, whilst forcewide patterns can be extrapolated. The team will also be responsible for supporting vulnerable victims of fraud, where the suspect and investigation do not reside within South Yorkshire, but the victim does – under these circumstances, fraud volunteers will contact and provide crime prevention advice and support to these victims.

In SYP, we are entirely committed to achieving accurate recording of offences. December 2019 sees the launch of the internal Crime Data Accuracy Hub - which contains useful information to make sure crimes are recorded at the right time, in the right way. Crime recording is a complex area, and ensuring there is sufficient simple guidance for officer has been a key focus of the hub. ACC Tim Forber said: *“The launch of the CDA Hub today is a positive step towards making sure that we do everything we can to improve our Crime Data Accuracy....It is really important that we continue to focus on ensuring that we record crime correctly and in the first 24 hours after it is reported. By doing this, we’re making sure that victims of crime receive the support they need as quickly as possible”*

### **Whether SYP has the right workforce mix to deal with crimes such as serious and violent crime, cyber-crime and terrorism;**

When there is a reduction in resourcing, planning for the future becomes a complex exercise. When resources increase, the picture, perhaps surprisingly, can be equally complex. It is not a straightforward task of simply adding more police officers to neighbourhood or response teams as we also have to consider shift patterns, supervisory levels, facilities and technology support, training capability and venues, increased support within custody and case file management - all linked to financial decision-making. Additionally we must be mindful of the workforce mix in terms of skills and capability and future proof the organisation accounting for impending retirements, recruitments and promotions that will take place under business as usual. The force is working through these challenges as we await clarity on the Government’s financial arrangements for its national uplift in officer numbers.

All forces are now required by HMICFRS to produce an annual Force Management Statement (FMS). The FMS provides clarity of purposes for the organisation – outlining what strengths and risks there are throughout different business areas within the organisation, and highlighting the financial decision making and implications for the rolling 4-year period, based on the insight and predictions made across the organisation. Whilst only in its third year of delivery, in SYP we are working to align the embedded strategic financial planning process to the delivery of the FMS, and ensure that the FMS becomes as key part of our ongoing assessment of delivery throughout

the year. Consequently, the question of 'the right workforce' is one which is reviewed annually at the strategic level, but for reasons above, has been a key subject of discussion in recent months.

We have already committed, through a series of internal review programmes, increased police officer resources into Neighbourhood Policing Teams, additions to areas of the force around dog handling, off-road motorcyclists, and safeguarding of vulnerable people. Decisions are also to be taken soon around the future of the Atlas Call Centre and the resourcing needs within our three Custody suites.

Other areas under discussion linked to the increases in policing numbers include digital forensics, cyber-crime, specialist firearms, investigative officer volumes, road crime teams, rural crime delivery, case management progression, with the future national funding of the current uplift into serious violent crime as yet unconfirmed. Many of these areas do not require a physical presence within our communities, but undertake important work, releasing resources on the frontline to ensure they are able to focus on meeting immediate demands. One such area is the crime management hub who are based within Atlas Court. These officers undertake desktop investigations for crimes not requiring an immediate or priority response, review the evidence, establish the victim's need and where further investigation is required set an investigative plan. As this is their core function, they are able to deal with many more investigations in this way than an officer on a frontline shift would be able to, in a consistent manner, which has released significant amounts of frontline officer time.

Areas such as digital forensics have seen large changes in recent years, with the public use and access to devices with increasing memory capacity opening up greater opportunities for evidential review. This has necessitated investment into the role of a digital media investigator, which SYP has now embedded within CID to enhance the quality of digital investigations. The teams recently delivered drop-in sessions for officers across the districts to ensure the capabilities of these specialist roles were well publicised and understood across the investigative portfolio.

The internal Criminal Justice Review considering the options for custody and ID suites will be presented to the Strategic Change Board in December for final decisions to be made on the delivery. There have been a number of options for development included within the review:

- Central planning and performance
- Detention officers
- Inspector posts
- Duty Planning
- Staff role rotation
- ID Suite
- RTC/ Collisions
- Bail Management

The outcome of these decisions will determine the future delivery of the Criminal Justice Department.

In terms of specialism training, our officers to be equipped to deal with role requirements, following funding and approved expansion plans put in place earlier this year, a total of 513 district response officers will be trained in the use of Taser before March 2020, bringing the proportion of trained Taser officers to 57% of response officers in South Yorkshire. Key to this decision has been the consideration of officer safety, and

the Public Order and Firearms Strategic Assessment (APSTRA) supported this decision-making process. We have rolled out Body Worn Video across the force and are nearing completion of a programme to issue officers with laptops and mobile phones that will enable them to work remotely and remain in our communities as opposed to returning to stations to complete administrative tasks.

### **Public health approach to crime**

Public Health approaches within crime are detailed as described in the Public Health England and College of Policing Discussion Paper 'Public health approaches in Policing', which talks about the five elements common in public health approaches and applies them to the policing context:



The Violence Reduction Unit, has now been in existence in South Yorkshire since 1<sup>st</sup> October 2019, although the funding decisions from the Home Office were originally outlined in June, and work began to outline the future delivery of the unit has been underway throughout this time.

The core purpose of the Violence Reduction Unit is to deliver a public health approach to the reduction of violence within the communities of South Yorkshire, and there have been two products identified for delivery that start this process. Firstly, an area profile has been created using a range of data sources to understand the extent of the issues and the breadth of delivery focus. Secondly, the Strategy, which will underpin local areas, plans for the delivery. Community members are involved within the working groups, which have contributed to the profile, and these, and the views of all key stakeholders will be used to deliver a meaningful local strategy within an overarching plan for South Yorkshire.

The Violence Reduction Fund, which is being administered through the Office of the Police and Crime Commissioner, has allocated over 50% of the funding into the areas

of early intervention and prevention, which demonstrates the importance the VRU research places in this area. Out of 96 bids received, 25 were granted. There are also four hospital navigators roles recently established to work from the Northern General Hospital. Additional areas are being scoped in working with outreach teams and enhancing intervention opportunities within custody suites.

The whole arena for public health in policing is nationally a continued future focus. 'Tackling Knife Crime – Police and Multi-Agency Responses to a Headline Problem' was the topic of the most recent Policing Innovation Forum in November 2019, where the N8 Policing research Partnership hosted their fifth forum bringing together key academics, police and other stakeholders. Within the forum, there were a range of workshops in which preventative and interventionist approaches were explored, and SYP Superintendent Lee Berry lead a workshop which will discuss both the challenges and opportunities of creating a Violence Reduction Unit (VRU), drawing on the experience of partnership activities across the county.

#### **4 FUTURE DIRECTION/DEVELOPMENT**

Over the next 12-months, our focus includes:

- focus on delivering our services to meet public needs and expectations;
- working with our communities to solve local problems;
- continue activity in delivery of prevention approaches for crime, designing methods pertinent to the problems we face
- tackling knife crime and violence through our developing public health approach and funding for serious violence; and
- progressing our response to offender management, widening the capture of relevant information within our systems to support delivery.

#### **5 COMMUNICATION PLANS / CONSIDERATIONS**

The Force Christmas Advent Calendar was launched on Sunday 1st December, which provided a daily opportunity for a safety message and tip to be sent via engagement platforms to the public of South Yorkshire. Policing is confronted with the heavy impact of the season, with increased Domestic Abuse, night time economy violence and impact of drink driving and less safe driving conditions, and we delivered a campaign to support public awareness and prevention.

The drink drive campaign, which launched on 5th December, was followed by a focus on Domestic Violence and finally a media focus on public order and anti-social behaviour to coincide with Christmas. The artwork for the campaign was shared force-wide enabling local teams to deliver their own relevant information whilst maintaining a consistent message.

In the run up to Christmas, Counter Terrorism (CT) Policing issued a reminder of seven steps that could be taken by the public and companies in order to support police efforts and protect businesses, staff and customers. These comprised:

- Ensuring the right arrangements are in place to keep attendees at events safe and secure;
- Refreshing understanding of the Crowded Places Guidance (2017);

- Businesses should use the free festive campaign materials provided by CT Policing with their staff and customers and remind them to report concerns to colleagues, security or the police;
- Remind staff of mail handling protocols and ensure appropriate screening measures are in place;
- Invite staff to complete the ACT Awareness e-learning course;
- Looking out for vulnerable individuals; and
- Follow the Run, Hide Tell advice.

Anybody interested to follow us is asked to visit us on Twitter @syptweet and like our Facebook page, South Yorkshire Police for updates and information.

Registration has opened to join the SYP Police Constable Degree Apprenticeship (PCDA) scheme. The Apprenticeship scheme is open to anybody who does not already hold a degree. The three-year programme consists of practical training and academic theory. Candidates will gain a degree, earn a salary and build a career with the police. At the end of the three years, they will have a guaranteed job in the police, a degree in Professional Policing Practice - and no tuition fees to pay. Those interested in applying should visit our website via the following link:

<https://www.southyorkshire.police.uk/sign-up/join-team-syp/police-officer-roles/police-constable/>

## **6 EXCEPTION REPORTING**

None

**Chief Officer Lead:** Deputy Chief Constable Mark Roberts

**Report Author:** Strategic Performance Manager Tania Percy

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## **PUBLIC ACCOUNTABILITY BOARD**

**14 JANUARY 2019**

## **REPORT BY THE PCC'S CHIEF EXECUTIVE AND SOLICITOR**

## **POLICE AND CRIME COMMISSIONER DECISIONS**

### **1 Report Objectives**

- 1.1 This Report is to provide the Public Accountability Board ('PAB') with a record of key decisions taken by the PCC outside of this Board since the last PAB meeting.

### **2 Recommendations**

- 2.1 The Board is recommended to note the contents of the report and to comment upon any issues arising.

### **3 Background**

- 3.1 The Police Reform and Social Responsibility Act 2011 sets out the functions and responsibilities of the PCC.
- 3.2 The Elected Local Policing Bodies (Specified Information) Order 2011 sets out the requirements of the PCC to publish information about decision-making.
- 3.3 The PCC has a Framework for decision-making by both the PCC and those exercising delegated authority on behalf of the PCC. It details the arrangements put in place to enable the PCC to make robust, well-informed and transparent decisions, and hold the Chief Constable to account. This Framework is currently being updated to accurately reflect the Commissioner's revised arrangements around decision making.
- 3.4 Decisions taken by the PCC will primarily arise from discharging his statutory functions and are likely to include, but not be limited to, the following areas:
- Collaboration/partnerships
  - Strategic Direction
  - Governance, including policy
  - Budget setting
  - Commissioning
  - Capital programme spend
  - Asset requisition/disposal

### **4 DECISIONS**

- 4.1 The PCC has made 49 decisions in 2019/20.

- 4.2 Between 5 December 2019 (the date of the last report) and 23 December 2019, the PCC has made the following decisions to draw to the attention of the Public Accountability Board.

4.3 Virtual Reality Learning Equipment

The PCC approved capital expenditure of £370,000 for virtual reality development software to create an upgraded learning environment in which the Force can modernise practical training through the use of virtual reality technology.

This will enhance the capabilities of officers and staff to tackle new threats and improve the service to the public.

4.4 Violence Reduction Unit (VRU)

On 19th June 2019, the Home Secretary announced that £35m would be made available to establish Violence Reduction Units (VRUs). Police and Crime Commissioners (PCCs) in 18 Force areas, including South Yorkshire, were invited to apply for an amount proposed by the Home Office. Following a successful application, South Yorkshire secured £1.6m in August to establish the South Yorkshire Violence Reduction Unit (SYVRU).

A stated intention of South Yorkshire's bid to the Home Office was to engage with local communities and those with lived experience of serious violence.

Following a request for quote exercise three bidders were invited to provide a quote for provision of a time-limited service to convene a series of community working groups to enable local communities and those with direct lived experience of serious violence to be part of the process to develop the strategy to tackle violence in South Yorkshire.

The Head of the Violence Reduction Unit and Partnership and Commissioning Manager reviewed the bids submitted and following bidder clarifications recommended that the contract be awarded to Voluntary Action Sheffield (VAS). The PCC agreed to award the contract with a cost of £26,930 to VAS on 9 December 2019.

VAS will arrange community working groups consisting of 8-10 people in at least nine areas of South Yorkshire. The working group meetings will be held in a minimum of two areas in each local authority area (three areas in Sheffield).

The community working groups will have a mixed membership to include young people and adults. The provider will pay community working group members the living wage for their participation in community working group activity.

4.5 Commissioner's Community Grant Scheme 2019/20 – Panel Recommendations November 2019

The Commissioner's Community Grant Scheme for 2019/20 enables non-profit organisations to apply for funding of up to £5,000.

The overall Community Grants Scheme budget for 2019/20 amounts to £120,000.

Proposed activities must address one or more of the PCC's strategic priorities as set out in the Police and Crime Plan.

Funded organisations have to show compliance with terms and conditions including the submission of monitoring information at agreed milestones.

In November officers considered and assessed 4 applications for funding with a total value of £19,266 and recommend that 3 applications be approved at this time. For two of the applications the panel recommended to the PCC to fund just part of the proposal.

There will be opportunities in the remainder for the financial year for other applications / reapplications to be considered.

The PCC considered the panel recommendations on 28 November 2019 and agreed to fund the following 3 bids with a total value of £9,308.

Organisation	Project	Recommended Funding
Greenhill and Bradway Tenants and Residence Association	GBL Dancers	£2,150
Street League	Beat the Street	£4,998
Kickback Recovery	Kickback Recovery	£2,160
		£9,308

Further information about individual grants can be obtained by contacting the Office of the Police and Crime Commissioner at [info@southyorkshire-pcc.gov](mailto:info@southyorkshire-pcc.gov) or 0114 2964150.

#### 4.6 South Yorkshire Safer Roads Partnership

The PCC approved the purchase of 2 x customised vans, 4 x CCTV / Automatic Number Plate Recognition (ANPR) capable cameras and replacement of post room equipment from the outstanding underspend of the South Yorkshire Safety Cameras grant from 2017/18 and 2018/19 at a cost of £181,474.

The new vehicles will reduce costs on repairs, servicing and fuel consumption addressing sustainability issues relating to the carbon footprint. The security CCTV and ANPR cameras will provide a countywide mobile ANPR camera deployment option to assist with crime prevention and detection. The post room equipment will improve efficiency of the post process.

#### 4.7 A log of PCC decisions can be found on the PCC's website at <https://southyorkshire-pcc.gov.uk/openness/publications/>. There are a number of PCC decisions which we are unable to publish for reasons such as, being commercially sensitive, operationally sensitive or, they involve ongoing criminal proceedings (this is not an exhaustive list).

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## PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME (14 January 2020 Meeting)

JANUARY 2020 TO APRIL 2020

SPECIAL MEETING DATE: 28 JANUARY 2020 AT 1400 HOURS - **CARBROOK**

	OPCC	SYP	Purpose
Draft precept recommendations and budget 2020/2021.			Provide the PCC with the Draft precept recommendations and budget 2020/2021

MEETING DATE: 7 FEBRUARY 2020 AT 1000 HOURS - **DONCASTER**

	OPCC	SYP	Purpose
<b>Force Performance Reporting</b>			
<b>Force Performance – Doncaster District Summary Update</b>		✓	Provide the PCC with an update on Doncaster District's performance against Police and Crime Plan priorities.
<b>Force Performance Report against Police and Crime Plan 2017 – 2021 (Renewed 2019) – Protecting Vulnerable People</b>		✓	Provide update to PCC re Force progress towards the priority Protecting Vulnerable People in the Police and Crime Plan.
<b>SYP's Quarterly Budget Monitoring Overview</b>		✓	SYPs financial position for (1 October to 31 December) Q3 2019/2020
<b>Chief Executive Reporting</b>			
<b>PCC Decisions</b>	✓	✓	To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
<b>Other</b>			
What SYP & OPCC do for victims of crime	✓	✓	<b>PAB Talk</b> – A short report to highlight matters of public interest, summary of what SYP & OPCC do for victims of crime.

## PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME (14 January 2020 Meeting)

JANUARY 2020 TO APRIL 2020

SPECIAL MEETING DATE: 25 FEBRUARY 2020 AT 1400 HOURS – **NEW YORK STADIUM, ROTHERHAM**

	OPCC	SYP	Purpose
Final precept recommendations and budget 2020/2021.			PCC to formally agree the budget and council tax precept.

MEETING DATE: 10 MARCH 2020 AT 1000 HOURS - **ROTHERHAM**

	OPCC	SYP	Purpose
<b>Force Performance Reporting</b>			
<b>Force Performance Report against Police and Crime Plan 2017 – 2021 (Renewed 2019) – Treating People Fairly</b>		✓	Provide update to PCC re Force progress towards the priority Protecting Vulnerable People in the Police and Crime Plan.
<b>Force Performance</b> – Rotherham District Summary Update			Provide the PCC with an update on Rotherham District's performance against Police and Crime Plan priorities. <b>Action from PAB 6/11/19</b> - Rotherham Performance report to focus on partnership outcomes
<b>Force Delivery Plan 2020/2021</b> (To reflect the new Police and Crime Plan)		✓	Inform the PCC how the Force will deliver activity and how the Force will work with Partners to deliver activity
<b>Chief Executive Reporting</b>			
<b>PCC Decisions</b>	✓	✓	To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
<b>OPCC Delivery Plan 2020/2021</b> (To reflect the new Police and Crime Plan)	✓		Inform the PCC how the OPCC will cover activity by Commissioned Providers, Grant Recipients and Other Partners the OPCC works with
<b>VCOP</b> (Victims Code of Practice Compliance)	✓		Provide an overview of the South Yorkshire VCOP assurance assessment concluded on behalf of the South Yorkshire Local Criminal Justice Board
Effectiveness of Neighbourhood Policing	✓		<b>Action 382</b> on 17/12/2019 - The results of the public views on the effectiveness of Neighbourhood Policing

## PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME (14 January 2020 Meeting)

JANUARY 2020 TO APRIL 2020

## Assurance Panel Reporting

<b>IEP Exception Report</b>	✓		Provide overview of the Panels areas of exception reporting for PCC's information / action, include the themes from IEP work programme eg, Stop and Search, Use of Force and Equalities.
<b>Other</b>			
What has been done re Serious and Violent Crime i.e. Surge summary, Fortify summary	✓	✓	<b>PAB Talk</b> – A short report to highlight matters of public interest, summary of what SYP & OPCC have done re Serious and Violent Crime i.e. Surge summary, Fortify summary

MEETING DATE: 7 APRIL 2020 AT 1000 HOURS - **BARNSELEY**

	OPCC	SYP	Purpose
<b>Force Performance Reporting</b>			
<b>Force Performance</b> – Barnsley District Summary Update		✓	Provide the PCC with an update on Barnsley District's performance against Police and Crime Plan priorities.
<b>Force Performance Report against Police and Crime Plan 2017 – 2021 (Renewed 2019) –</b> Tackling Crime and Anti-Social Behaviour		✓	Provide update to PCC re Force progress towards the priority Tackling Crime and Anti-Social Behaviour in the Police and Crime Plan.
<b>VfM Strategy</b>	✓	✓	Inform the PCC of the key principles and approaches to ensuring the most productive use of resources in delivering the priorities and the desired outcomes of the Police and Crime Plan
<b>Chief Executive Reporting</b>			
<b>Police and Crime Plan Refresh</b>	✓		To seek views on the PCC's proposed level of refreshed Police and Crime Plan
<b>PCC Decisions</b>	✓	✓	To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
<b>Other</b>			

**PUBLIC ACCOUNTABILITY BOARD (PAB)**

**3 MONTH - WORK PROGRAMME (14 January 2020 Meeting)**

**JANUARY 2020 TO APRIL 2020**

Violence Reduction Unit: what has been achieved so far and what do we look for in the coming financial year with the new money	✓	✓	<b>PAB Talk</b> – A short report to highlight matters of public interest, summary of what the VRU: what has been achieved so far and what do we look for in the coming financial year with the new money





## Joint Independent Audit Committee Exception Report

Exception Report	Report Author
<b>Joint Independent Audit Committee</b>	Chair of the Joint Independent Audit Committee
	Date of the Report
	6 January 2020 (for PAB on 14 January 2020)

**Urgent:** No

Where "Yes", the **Chair** of the **Joint Independent Audit Committee** should **immediately notify** the **Commissioner** of the matter considered urgent and set out in this section the reason(s) for such urgency.

**Restricted:** No

The Chair of the **Joint Independent Audit Committee** should indicate which, if any, aspects of the report should be restricted, along with the associated rationale.

### Level of assurance

A narrative summarising the level of overall assurance from the Chair should be provided in this section. The content of the following table should guide the report author in offering a level of assurance:

Level of Assurance	Assessment
<b>1</b>	Significant gaps / weaknesses exist or controls non-effective (generally non compliant)
<b>2</b>	Some gaps / weaknesses exist or controls only partly effective (partial compliance)
<b>3</b>	Some minor gaps / weaknesses exist but generally strengths outweigh weaknesses and controls are generally effective (generally compliant)
<b>4</b>	Very few or no gaps / weaknesses exist and controls are effective (fully compliant)

### Updates and Exceptions

The Committee assists the PCC in discharging his statutory responsibilities around holding the Force to account which contributes towards enhancing public trust and confidence in the governance of the Office of the Police and Crime Commissioner (OPCC) and South Yorkshire Police (SYP).

The Joint Independent Audit Committee met on the 10 December 2019.

#### Exceptions for noting:-

Fleet Management – The committee heard a presentation from S Gilding, highlighting that the SYP Fleet Management includes managing the South Yorkshire

## Joint Independent Audit Committee Exception Report

Fire and Rescue fleet since June 2018. She also spoke about the savings made from efficient use of hire vehicles and reduction of the number of replacement vehicles.

PCC Assurance Framework – Work is ongoing to develop an integrated assurance framework, OPCC met with SYP in December to map out a route towards an integrated document.

Strategic Concerns – Attracting student officers has been added to the strategic concern register and work is underway to mitigate this issue.

Risk Management – Two issues were escalated, firstly the establishment of the interim Violence Reduction Unit and its ability to meet its agreed programme of work. Secondly the delays in the funding settlement which will impact budget setting for the coming financial year.

GDPR – The committee was updated on how South Yorkshire Police complies with Data Protection legislation and GDPR. The presentation also highlighted the increase in subject access requests and that SYP currently has a 68% completion date, which is below the ICO recommended 90%.

HMICFRS – The committee had requested an update on the HMICFRS and HMIP report on an inspection visit to police custody suites. T. Forber updated the committee on actions taken to address the issues raised in the report. An action plan was in place and performance was scrutinised on as daily basis as well as the Quarterly Performance Days. The longer term issue of the replacement of the Doncaster suite was highlighted and the committee was informed that the new suite would be available in approximately 2 years.

Internal Audit – The audit plan is on track to be delivered as scheduled with some larger pieces of work to be completed on Q3 and Q4.

### Recommendations

The Commissioner is recommended to consider and comment on the exceptions and overall level of assurance provided by the Joint Independent Audit Committee.

### Report author details

Name: Steve Wragg, Chair of the Joint Independent Audit Committee

Signed: S Wragg

Date: 6.1.20

## **PUBLIC ACCOUNTABILITY BOARD**

## **OF THE SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER**

**14<sup>th</sup> January 2020**

### **REPORT BY: THE INDEPENDENT ETHICS PANEL<sup>1</sup>**

### **REPORT TITLE: DIGITAL POLICING: THE ETHICAL ISSUES ARISING FROM DIGITAL POLICING**

#### **1 Report Objectives**

To publish the Independent Ethics Panel's report on the ethical issues arising from digital policing.

#### **2 Recommendations**

To note the report at appendix A and the next steps outlined in paragraph 5 below.

#### **3 Background**

Following a request from the Police and Crime Commissioner, the Independent Ethics Panel agreed at their meeting on 27<sup>th</sup> June 2019 to undertake a piece of work which would look at the ethical issues which may be raised when considering the introduction of new technology to support digital policing.

At appendix A is the final report of this piece of work which includes an explanation of what is meant by "digital policing", the identification of 6 key digital ethical principles and a set of ethical questions that South Yorkshire Police (SYP) will be able to use in order to consider the ethics of a particular digital policing technology.

#### **4 Summary**

The use of new technology as part of digital policing can be of real benefit to the police and the public. Being able to assess risk quickly, identify wanted suspects or missing persons efficiently and identify and predict potential "hot-spot" areas of particular types of crime can help the police operate more efficiently and keep the public safe.

Against these benefits however, there are concerns about the use of artificial intelligence and the associated use of large quantities of personal data in policing such as data protection, data security, privacy and human rights issues.

This review is aimed at publicly identifying ethical principles and highlighting the ethical questions that will help SYP in its decision making around the trialling or operational deployment of digital technologies. It is important that digital policing technologies are considered from an ethical perspective in as open and transparent way as possible, hence the importance of bringing this report to the Public Accountability Board,

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<sup>1</sup> The Independent Ethics Panel was launched in January 2015 to help increase public trust and confidence in the way police officers carry out their duties and to encourage greater public scrutiny of police operations.

## 5 **Next Steps**

The principles and related questions developed as part of this work will be published and kept under review as national legislation and guidance around digital policing technologies develop further in order to stay relevant and up to date.

The panel will aim to work with SYP's Internal Ethics Committee to test the principles and associated questions against digital policing technologies as they develop or as particular ethical issues in this area arise on a case by case basis.

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## Digital Policing: The Ethical Issues Arising from Digital Policing

### A Report by the Independent Ethics Panel

(December 2019)

**Remit:** At the Independent Ethics Panel meeting on 27<sup>th</sup> June, members agreed to undertake a piece of work which would look at the ethical issues which may be raised when considering the introduction of new technology to support digital policing. The full agreed terms of reference can be found at **appendix 2**

The aim was to set up a review which would culminate in the creation of a set of ethical principles and a checklist of questions focussing on the ethical issues to be considered when introducing any form of digital policing technology. It was agreed that the review would:

- Look at the different types of technologies that were understood by people and organisations under the umbrella of digital policing.
- Consider the ethical issues raised by these technologies
- Take account of the ethical concerns across different groups
- Help inform South Yorkshire Police (SYP) Policy and decision making around digital policing

#### Background

**Digital technologies** are electronic tools, systems, devices and resources that generate, store or process data. Well known examples include social media, online games, multimedia and mobile phones (Department of Education 2019). The internet and related digital technology has led to vast increases in the amount of data available about individuals and it is growing exponentially each year. Internet users generate about 2.5 quintillion bytes of data each day and it comes from a range of sources. Social media users spent the equivalent of 2.8 million years online in 2018, generating 33% of the data. A Law Commission Consultation on Search Warrants (2018) reported that individual's now have more information about themselves on their electronic devices than is in their homes. A House of Commons Science and Technology Committee report on Biometrics and Forensics (2018) stated that existing databases of facial images such as driving licences, passports and police custody records cover 90% of the adult population. Data analytics has been developed to exploit these data sets and big business and agencies like the Police are being urged to engage with these new technologies.

#### Digital Policing.

The Policing Vision 2025<sup>2</sup> sets out the future of policing up to 2025. On the subject of digital policing, the Vision says:

“Digital policing will:

1. Make it easier for the public to make contact with the police wherever they are in the country;
2. Enable us to make better use of digital intelligence and evidence and;
3. Transfer all material in a digital format to the criminal justice system.”

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<sup>2</sup> developed by the Association of Police and Crime Commissioners and the National Police Chiefs’ Council

The Policing Vision statement includes a range of ways in which technology can be used in policing, from facilitating and recording interactions with the public, to transferring and sharing data externally as well as more specialist applications some of which are outlined in figure 1 below. These approaches are often categorised as either, "place-based predictive policing" or "person-based predictive targeting". Our focus is on identifying ethical issues related to the use of such technologies and primarily on those which currently appear to be contentious with sections of the public,(or have the potential to be so), namely:

1. Artificial Intelligence technologies that use algorithms in predictive policing and
2. Cameras and automated Facial Recognition Technology.

The same basic ethical principles however, should apply more widely when considering other types of technology that could come under the digital policing umbrella, including those not yet invented or even contemplated.

## Definitions

**Artificial Intelligence (AI):** While there is yet no commonly agreed definition of AI pioneer Marvin Minsky's definition is widely used and adopted here; "Artificial Intelligence is the science of making computers do things that require intelligence when done by humans." <sup>3</sup> This definition raises ethical questions about the principles associated with AI, namely, that when humans are involved in decision making and the use of intelligence, they can be held accountable for the judgement, accuracy and reliability in their decision making. There is less clarity about how to hold computers to account, yet accountability is crucial if errors are made.

**Machine Learning (ML):** Machine learning is a particular type of AI. The House of Lords Select Committee on Artificial Intelligence (2018) defined it as follows; "Machine Learning is a field of study that gives computers the ability to learn without being explicitly programmed. It utilises a range of algorithms to produce models from data sets than can then be used to provide predictive analytics. "

**Algorithms:** These are series of mathematical instructions for programming computers to perform calculations, solve problems, or produce models than can be used to make predictions. **Algorithms are being used to help predict an outcome, map crime, identify particular individuals or create a risk score for individuals.** It includes those technologies that might employ machine learning where, over time and based on the data being collected, a computer adjusts and creates its own algorithms.

Examples of some of these technologies that have been or are being used in policing in the UK include:

- Durham Constabulary's Harm Assessment Risk Tool (HART) to help assess the risk of future offending by those arrested.
- Kent Police's use of a "Gangs Matrix" to identify and keep under observation those at risk of committing gang-related violence and potential victims of gang-related violence.

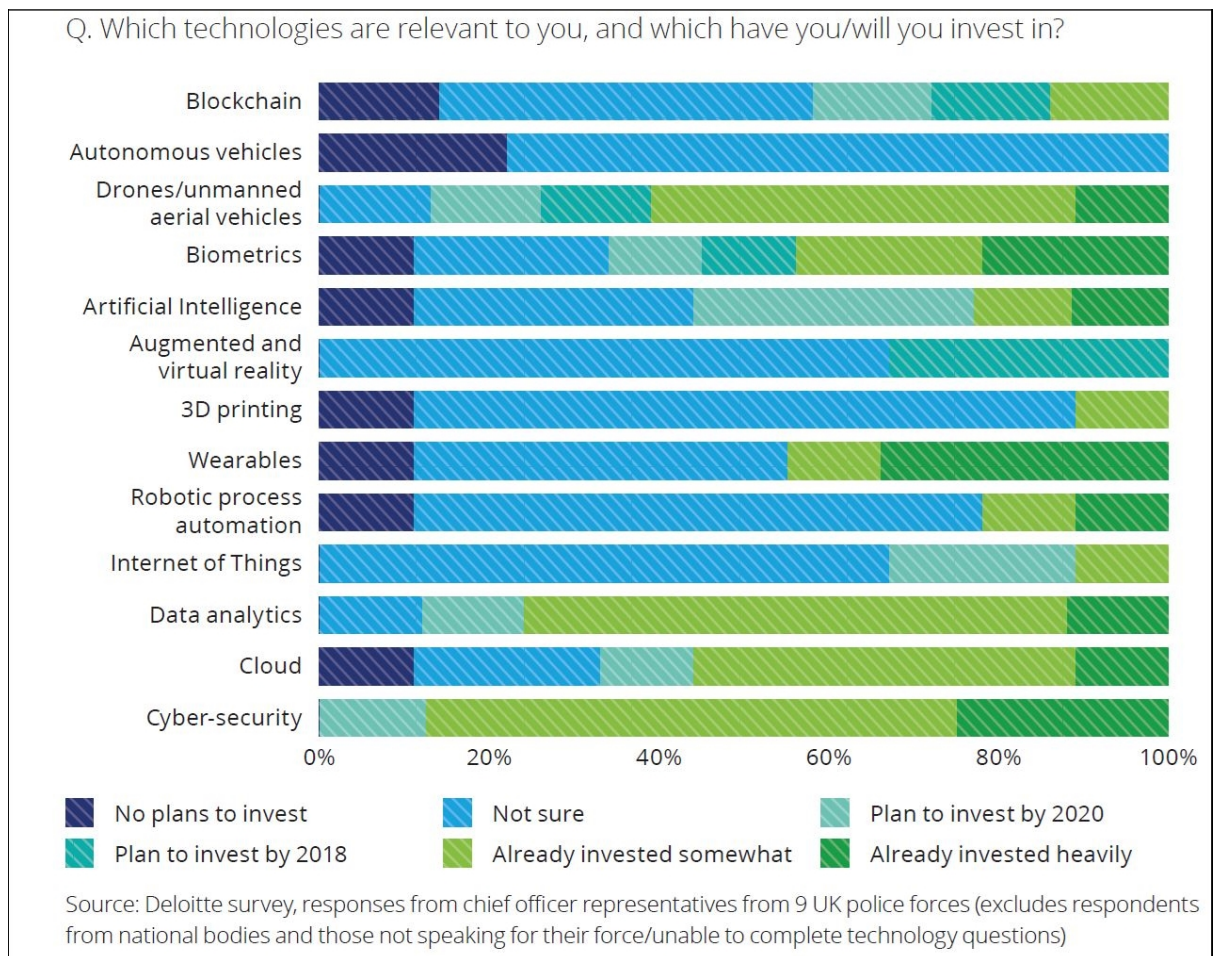
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<sup>3</sup> Understanding Artificial Intelligence Ethics and Safety: A Guide for the Responsible Design and Implementation of AI systems in the Public Sector. The Alan Turing Institute

- Trials of live automated facial recognition systems by the Metropolitan and South Wales police forces, whereby a “watch list” of people are mapped against live scans of faces in public places and crowds to identify those wanted by the police.
- Avon and Somerset Police’s use of the Qlik system to assess risk and predict crime.
- West Midlands Police’s work on a “National Analytics Solution” aimed at combining a range of data from across partnerships to prevent harm, reduce criminality and protect the vulnerable.

The following figure reports on a Deloitte Survey of nine forces to collect their views on the relevance of digital technologies and what they are using or may invest in.

Figure 1: Police Organisations are experimenting widely with new technologies



Tom Gash and Richard Hobbs (2019) Deloitte Survey. *Policing in a digital world*

## **The Benefits and Concerns around Digital Policing Technologies**

### **Police perspective**

The use of artificial intelligence as part of digital policing can be of real benefit to the police and the public. Being able to assess risk quickly, identify wanted suspects or missing persons efficiently and identify and predict potential “hot-spot” areas of particular types of crime can help the police operate more efficiently and keep the public safe. This is particularly true against a backdrop of changing demand and crime patterns.

Against these benefits, however, there are concerns about the use of artificial intelligence in policing and the data sets being used in these technologies, for example concerns about data protection and security and privacy issues. These are coming from MPs, the Information Commissioner’s Office and the Surveillance Commissioner, as well as specific campaigning groups such as Liberty, Big Brother Watch and the media.

There are also practical delivery challenges in coping with the quantities of digital data available and also the adequacy of the existing police IT systems to deal with them and to interact with each other. While this may not immediately seem like an ethical issue provision of reliable tools for the workforce to utilise so that they can work effectively and safely is a crucial. A survey of 18 forces by Virgin Media in 2018 reported that only 2 forces were confident in this area.

Currently, the police use the National Decision Making Model (NDMM) which has at its heart the Code of Ethics to guide their decision-making. The model systematically uses the knowledge, skills and experience of officers to problem solve. Utilising analytics could be perceived by officers as disregarding their knowledge and experience. Careful thought needs to be given about how and when digitally generated solutions are accepted or when they are rejected in favour of human decision-making. There is little research on how acceptable these predictive techniques are to officers being asked to use them. One German study evaluating the use of predictive policing for residential burglaries found that opinions about usefulness were almost equally split (Gerstner, September, 2018).

### **Public concerns**

The Independent Digital Ethics Panel for Policing (IDEPP)<sup>4</sup> has expressed concerns about the inadequacy of the current national oversight mechanisms for the use of such technology in policing. They are also concerned about the, *“commercial and political pressures to adopt algorithmic techniques for crime prevention and reduction which need to be counterbalanced by clear articulation of requirements, circumspect procurement, ethical scrutiny, and informed debate, particularly on the question of bias”* (Independent Digital Ethics Panel for Policing, 2018). If these issues are not recognised and addressed, there is danger that public scepticism about these digital technologies will erode trust and confidence in the police where these technologies are trialled or introduced operationally.

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<sup>4</sup> The formation of IDEPP was encouraged by the National Police Chief’s Council but is an independent panel. It is made up of experts drawn from a range of disciplines including serving law enforcement professionals, academics, civil society thinkers and other legal/policy professionals. The Panel provides insight and challenge to a range of areas associated with digital policing.



Concerns about privacy, human rights and issues around data bias, data quality and data protection are the issues raised most often in the public arena. There are other public concerns too such as:

- Keeping data up to date.
- Ensuring data is used appropriately in line with the General Data Protection Rules (GDPR) and
- Making sure data is stored and retained correctly.

Knowledge of these concerns helps to set the context within which ethical questions about use are raised. A failure to consider these concerns in an open and transparent way can damage public trust in digital policing technologies.

This review is thus timely, in identifying ethical principles and highlighting the ethical questions in an open and transparent way. This should help SYP in its decision making around the trialling or operational deployment of digital technologies so that either or both can be achieved without eroding public trust in policing.

#### **Resources used in the review:**

- Literature searches (See references in **appendix 1**);
- Reviewed legislation and outcomes from recent legal cases;
- Examined government, national association bodies and police force strategies, policies and guidance, including the National Decision Making Model (NDMM) and the College of Policing Code of Ethics;
- Sought input from South Yorkshire Police's (SYP) Internal Ethics Committee on emerging findings prior to completing the final report;
- Attended a workshop on ethics in digital policing and contributed to development of work nationally in this area;
- Engaged with relevant stakeholders including academics at Sheffield University developing ethical oversight of artificial intelligence in policing and the Department of Digital, Culture, Media and Sport's Centre for Data Ethics and Innovation.

The information collected has been gathered into themes, to enable identification of some key ethical principles that need to be considered.

### **The Digital Policing Ethical Principles and Ethical Questions**

This work has identified 6 key digital policing ethical principles which have then formed the basis for developing a set of questions to test the ethics of a particular digital policing technology. These six principles identified are:

- Legality
- Accuracy
- Openness and Transparency
- Embedded in Good Governance
- Fairness
- Accountability

Underpinning these is the concept of proportionality which can and should be considered when policing decisions are being made. Proportionality also features a number of times within the subsequent list of ethical questions.

At the national level police forces have implemented the College of Policing's Code of Ethics (CoE) and the following table maps this code against the digital policing ethical principles.

#### Fit with College of Policing Code of Ethics (CoE)

Digital Policing Ethical Principle	College of Policing Code of Ethics Principle
<ul style="list-style-type: none"> <li>• <b>Legality</b></li> </ul>	<ul style="list-style-type: none"> <li>• The legal issues around digital technology implementation can be very complex and expert legal consideration is sometimes necessary. Application of the law must be carried out through the lens of ethical principles.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Accuracy</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objectivity:</b> You make choices on evidence and your best professional judgement</li> <li>• <b>Fairness:</b> You treat people fairly</li> <li>• <b>Respect:</b> You treat everyone with respect</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Openness and Transparency</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Openness:</b> You are open and transparent in your actions and decisions.</li> <li>• <b>Honesty:</b> You are truthful and trustworthy</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Embedded in good governance</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Leadership:</b> You lead by good example</li> <li>• <b>Openness:</b> You are open and transparent in your actions and decisions</li> <li>• <b>Honesty:</b> You are truthful and trustworthy</li> <li>• <b>Objectivity:</b> You make choices on evidence and your best professional judgement</li> <li>• <b>Integrity:</b> You always do the right thing</li> <li>• <b>Selflessness:</b> You act in the public interest</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Fairness</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Fairness:</b> You treat people fairly</li> <li>• <b>Respect:</b> You treat everyone with respect</li> <li>• <b>Integrity:</b> You always do the right thing</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Accountability</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Accountability:</b> You are answerable for your decisions actions and omissions</li> </ul>

#### The Ethical Questions

The ethical questions that have been developed against the digital policing principles are provided in the following table to form the basis of an ethical specification that can be used by those considering the trial or deployment of digital policing technologies.

In developing these questions it has been recognised that there is relevant guidance and legislation already in place that may help decision makers but this has been developed incrementally and may not always focus overtly on ethical considerations. What these questions aim to do is to start to draw some of the legislation and guidance together into an ethical focus around digital policing technologies.

The principles and related questions developed as part of this work will be kept under review as national legislation and guidance around digital policing technologies develop further and as such the following questions will be reviewed and refined in order to stay relevant and up to date.

Ethical Digital Policing Principle	Ethical Questions	Considerations and resources
<b>Legality</b>	<ol style="list-style-type: none"> <li>1. Is there a transparent legal basis to justify the technology use?</li> <li>2. Is there an agreed policing purpose which justifies the use of the technology?</li> <li>3. Is the data being used limited to the agreed policing purpose?</li> <li>4. Is there the potential to interfere with the privacy of individuals and how will this be minimised?</li> <li>5. Is the use of the data proportionate to the risk of harm?</li> <li>6. Is there a record of how the technology complies with relevant national guidance?</li> <li>7. Has the use of the technology been assessed and recorded against the principles of <ul style="list-style-type: none"> <li>• Necessity</li> <li>• Proportionality</li> <li>• Data minimisation</li> <li>• Data protection and</li> <li>• Data retention</li> </ul> </li> <li>8. Has “the duty to give reasons” been taken into account for technologies that indicate decisions, for example on the management of offenders?</li> <li>9. Is there a clear, publicised process in place for those affected by decisions made by digital technology to challenge those decisions</li> <li>10. How will decisions be made about whether consent from individuals is necessary?</li> <li>11. If necessary how will consent be obtained from individuals affected by the technology as opposed to assumed consent?</li> <li>12. Are/will there be records in place to show that the retention of data is proportionate?</li> <li>13. How will it be assured that human decision makers are not blindly following algorithmic results and so unlawfully “fettering their discretion”?</li> </ol>	<ul style="list-style-type: none"> <li>• Protection of Freedom Act 2012</li> <li>• Regulation of Regulatory Powers Act 2000</li> <li>• Data Protection Act 2018</li> <li>• Common law</li> <li>• Human Rights Act</li> <li>• Freedom of Information Act</li> <li>• Equality Act 2010</li> <li>• The governing principles of the “Biometrics and Forensic Group”</li> <li>• Surveillance Camera Code</li> <li>• Home Office Biometrics Strategy</li> <li>• Forensic Science Regulators Guidance</li> <li>• Forensic Science Regulator’s Code of Practice</li> <li>• The forces definition of “Wanted by the Police”</li> </ul>

Ethical Digital Policing Principle	Ethical Questions	Considerations and resources
<b>Accuracy</b>	<ol style="list-style-type: none"> <li>1. Does the specification for the technology match the policing need?</li> <li>2. Are there regular system and data audits built into work plans so that algorithms and data are checked for accuracy particularly currency regularly to avoid bias?</li> <li>3. Is there an expert provided by the supplier who can give details of algorithms operating in the digital technology?</li> <li>4. Are officers trained to understand, deploy and interpret algorithmic tools in combination with their professional expertise?</li> <li>5. Are you able to define the risks, consequences and acceptability of inaccurate forecasts or matches and mitigate accordingly?</li> <li>6. Is there a system with clear and unambiguous criteria for compiling and recording data sets and watch lists? This is especially important where joint data sets are used or data sets from more than one organisation are merged.</li> <li>7. Are there arrangements in place to ensure the data used in technologies is of good quality?</li> <li>8. Are there checks in place to ensure the quality of 3<sup>rd</sup> party data as well as checks that 3<sup>rd</sup> party data is/has been collected for the same use as the intended policing need?</li> <li>9. Are there mechanisms in place to ensure that the data the technology relies on is current and regularly updated and complies with data retention policies?</li> <li>10. Is there a training plan in place to make sure those operating the technology have the relevant skills, expertise and knowledge to ensure: <ul style="list-style-type: none"> <li>• data integrity</li> <li>• good data quality</li> <li>• accurate interpretation of results</li> <li>• an awareness of algorithmic aversion</li> <li>• an awareness of potential injustices that may be caused by inappropriate decisions/responses by the technology?</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• SYP Procurement Policy</li> <li>• SYP Workforce Strategy</li> <li>• College of Policing guidance on the Management of Police Information (MOPI)</li> </ul>

Ethical Digital Policing Principle	Ethical Questions	Considerations and resources
<b>Openness and transparency</b>	<ol style="list-style-type: none"> <li>1. Are arrangements in place to communicate to the public, the rationale for the use of the digital policing technology (both in trials and operationally) to ensure trust and confidence is built and maintained?</li> <li>2. Are engagement channels defined, publicised and available for public/stakeholder feedback?</li> <li>3. Are there plans to trial and evaluate new technologies using public and stakeholder feedback before, large scale roll-out?</li> <li>4. How will information be made available about the decision making rules of any algorithm, scoring or outcome used in the technology?</li> <li>5. How will algorithms and algorithmic systems allow for maximum control and amendment by SYP?</li> <li>6. What process is/will be in place so that those affected by algorithmic decisions are able to challenge those decisions (scoring/rating/judgement) etc?</li> <li>7. What are the minimum standards that will be set for transparency and intelligibility of algorithms and decision making of the technology?</li> <li>8. Is there an expert provided by the supplier who can provide details of the algorithms operating in the digital technology?</li> <li>9. Is there a clear basis for the retention of data?</li> </ol>	
<b>Embedded in good governance</b>	<ol style="list-style-type: none"> <li>1. Are there governance and oversight arrangements in place for both trials and operational deployment of technologies including a senior responsible named officer?</li> <li>2. How are governance arrangements currently enhancing and improving those algorithmic technologies already in use?</li> <li>3. Where the technology is jointly undertaken and operated with partners and third parties, are there governance arrangements in place to ensure clear protocols and clearly assigned responsibilities particularly around data management?</li> <li>4. Where technologies are procured from a third party, are there robust contract management arrangements in place to monitor and manage performance?</li> </ol>	<p>Governance arrangements should ensure that trials and deployments of digital policing technology :</p> <ul style="list-style-type: none"> <li>• are legal</li> <li>• are necessary</li> <li>• are proportionate</li> <li>• are safe and secure</li> </ul>

Ethical Digital Policing Principle	Ethical Questions	Considerations and resources
	5. Do contracts allow SYP the right to access, use and amend source code and data if necessary?	<ul style="list-style-type: none"> <li>• achieve benefits balanced against potential intrusiveness</li> <li>• always Include up to date datasets and algorithms</li> <li>• are carried out by officers with the necessary skills, knowledge and expertise in that particular technology and any relevant legal knowledge.</li> </ul>
<b>Fairness</b>	<ol style="list-style-type: none"> <li>1. Are there mechanisms in place to ensure that the algorithm is operating fairly and identifies potential algorithmic bias (towards/against certain groups)? This will include ensuring that the data used in algorithms or watch lists are impartial and do not inadvertently import unacceptable gender and racial bias?</li> <li>2. Will an equality impact assessment be undertaken before the trial or implementation of the technology to consider its impact on all communities?</li> <li>3. Are there mechanisms to review regularly the wider social, political and cultural implications of digital technology as well its policing effectiveness and impact on staff?</li> <li>4. What arrangements have been made to inform data subjects as to whether their data will be retained?</li> <li>5. How will the fairness checks be communicated to the public?</li> </ol>	<ul style="list-style-type: none"> <li>• Centre For Data Ethics and Innovation - interim report –review into bias in algorithmic decision making (policing strand)  <a href="https://www.gov.uk/government/publications/interim-reports-from-the-centre-for-data-ethics-and-innovation/interim-report-review-into-bias-in-algorithmic-decision-making">https://www.gov.uk/government/publications/interim-reports-from-the-centre-for-data-ethics-and-innovation/interim-report-review-into-bias-in-algorithmic-decision-making</a> </li> </ul>

Ethical Digital Policing Principle	Ethical Questions	Considerations and resources
<b>Accountability</b>	<ol style="list-style-type: none"> <li>1. How and in what circumstances will human decision makers be able to override algorithmic decision making to improve the objectivity of decision making?</li> <li>2. How will human decision makers gain the skills and knowledge to be aware of and address: <ul style="list-style-type: none"> <li>• The accurate interpretation of results</li> <li>• The potential for algorithmic deference/aversion by human decision makers</li> <li>• The potential injustices that may be caused by inappropriate decisions/responses by the technology</li> <li>• The need to ensure there is no fettering of discretion?</li> </ul> </li> </ol>	Consider use of Turing Institute's ethical platform for responsible AI project delivery.

## Final Reflections

The close match between the Digital Policing Ethical Principles and the College of Policing's Code of Ethics could facilitate its operational use within the Police National Decision making Model when new digital technology projects are being considered. The ethical questions can be matched to each area thus ensuring that at each stage ethical questions related to the technology are being addressed.

## Police National Decision Making Model



- Stage 1 – Gather information about the problem in hand. Not only should you work out what you do know but what you do not know. You will use this information, gathered in stage 1, throughout the rest of the process and once your decisions are being assessed and judged after the event.
- Stage 2 – Determine the threat, its nature, and its extent so that you can assess the situation and make the right decisions. Do you need to take the necessary action straight away or is this an ongoing problem? What is the most likely outcome and what would be the implications? Are the police the right people to deal with the



problem and are you best equipped to help resolve the problem at hand or would somebody else be better?

- Stage 3 – Knowing what the problem is, you will need to determine what powers you and the police have in order to combat the problem. Which powers will be needed and will the required powers and policies need any additional or specialist manpower to be instigated and introduced? Is there any legislation that covers the process
- Stage 4 – Armed with all of the information regarding the problem and any policies and other legislations that may exist, you are in a position to draw up a list of options. You should also use this opportunity to develop a contingency plan or a series of contingencies that can provide you with a backup plan if things don't get exactly to plan.
- Stage 5 – Once you have determined the most appropriate action, it is time to put this in place. Perform the most desirable action and, if necessary, begin the process again to get the best results possible. Review the process and determine whether or not you could have done things better and what you would do in the future if you were faced with a similar, or the same problem.

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#### **Other Research:**

Workshop: Exploring Ethical Standards in The Use of Data Analytics in Policing – Sheffield Hallam University

**Digital Policing: The Ethical Issues Arising from Digital Policing**

**Terms of Reference**

**1. Overall aim:**

To support South Yorkshire Police (SYP) in understanding the range of ethical questions that may be raised when considering introducing new digital technology to support Digital Policing and provide assurance to the public that ethical issues have been considered and addressed.

In doing so, the review should

- Identify ethical issues raised around Digital Policing and ensure they are considered, as appropriate, by SYP.
- Create an ethical checklist for police officers and staff to use as part of any project introducing Digital Policing techniques.

**2. Background:**

The Policing Vision 2025<sup>5</sup> sets out the future of policing up to 2025. On the subject of Digital Policing, the Vision says:

“Digital policing will:

- make it easier for the public to make contact with the police wherever they are in the country;
- enable us to make better use of digital intelligence and evidence and;
- transfer all material in a digital format to the criminal justice system.”

The Vision does not explicitly link Digital Policing to particular ethical issues, however the Vision says generally on ethics:

- The values of the police service are detailed within the Code of Ethics which set out the nine principles which underpin and strengthen the existing procedures and regulations for ensuring standards of professional behaviour for both police officers and police staff.
- Respect for human rights will be central to everything we do, as is the commitment to policing by consent.
- The use of evidence based practice and the Code of Ethics will be embedded and inform day to day policing practice.
- Policing must embed legitimacy, trust and confidence, underpinned by the Code of Ethics.

The Vision is not prescriptive in what technologies could come under the umbrella of Digital Policing but from the description of what Digital Policing will do, the sort of technologies involved could be wide ranging.

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<sup>5</sup> developed by the Association of Police and Crime Commissioners and the National Police Chief's Council

The Independent Ethics Panel want to ensure that specific ethical issues, pertaining to a range of technologies, are identified, considered and appropriately addressed by SYP when technologies supporting Digital Policing are being considered for introduction to support the Policing Vision 2025.

### **3. In Scope**

The review will:

- Look at the different types of technologies that are understood by people and organisations that come under the umbrella of Digital Policing. As this is in a state of continuous development, the aim is therefore to identify points which may be relevant for future users as well as present ones. (See also point 5 below).
- Consider the ethical issues raised by these different types of technologies
- Take account of the ethical concerns across different groups of residents
- Help inform SYP policy and decision making around digital policing

### **4. Out of Scope**

- Non ethical issues will not be considered
- Deciding final policy on digital policing
- Implementation of digital policing systems unless the manner or method of implementation raises ethical issues.

### **5. Methodology and Evidence Gathering**

Having acknowledged earlier that the range of technologies under the “digital policing” umbrella could be wide ranging and in continuous development (see point 3 above), it will be useful as a starting point to take initially:-

- Automated Facial Technology and
- Artificial Intelligence technologies that use algorithms in predictive policing

as technologies to consider ethical considerations against. Once defined, these considerations can be tested against other types of technology that could come under the “digital policing” umbrella.

Evidence gathering will include:

- Relevant literature and study review <sup>6</sup>

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<sup>6</sup> Resources already available to review:

- The Law Society of England & Wales investigation published 4 June 2019
- London Police Ethics Panel’s report(s) on Live facial recognition technology.
- Surveillance Camera Commissioner: *Police Use of AFR*, published March 2019.
- West Midlands PCC’s Ethics Committee Minutes 3 April 2019: Integrated Offender Management Model etc.
- Work by Marion Oswald of the University of Winchester
- Ongoing study by DCMS’ Centre for Data Ethics & Innovation, especially an enquiry announced on 20 March 2019.
- Liberty: *Policing by machine*’, published 4 Feb 2019

- Legislative changes and outcomes from decided legal cases
- Review of relevant government, national association bodies and police force strategies/policies
- Input from SYP's Internal Ethics Panel on emerging findings prior to final reporting

## **6. Outputs**

- A short report reviewing the ethical issues around digital policing
- A checklist of ethical issues to consider that can be used flexibly and assist SYP in thinking of ethics when introducing any form of Digital Policing technology.
- A checklist available on the OPCC's public website to inform the public and partners of ethical considerations to be considered.

## **7. Timescales**

- June 2019 – scope to be agreed at IEP
- Complete work during Summer 2019
- Discussion of review outcomes with SYP during September 2019
- Report to IEP October/November 2019

## **8. Resources:**

- Independent Ethics Panel Chair
- Lead Panel Member
- SYP Ethics Lead
- OPCC Support Officer: Evaluation and Scrutiny Officer
- OPCC Sponsor: Head of Governance