



Supporting POP at a national level in the UK

*South Yorkshire Police Chief Constable, Lauren Poultney
Programme Lead, Sally Briggs*



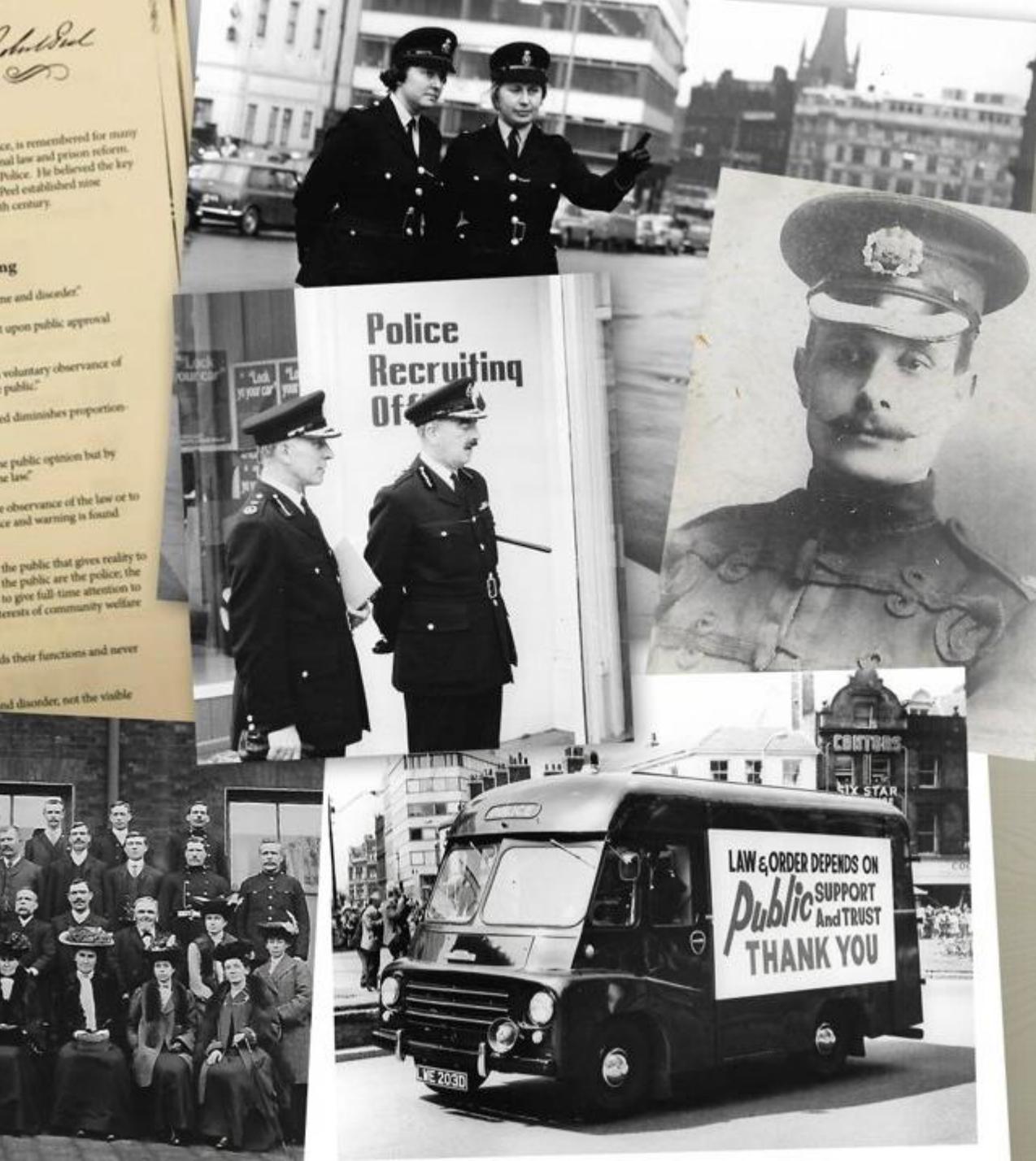
History of UK policing



- In 1829 Sir Robert Peel established British policing to prevent crime and protect the public
- He became known as the ‘father of modern policing’ and developed the concept around the ethos police are the community and community are the police
- To deliver this ethos he developed nine key policing principles, based on three core ideas:
 - To prevent crime and disorder
 - Earn community support and trust in the police
 - Support community principles and engage with members of the public

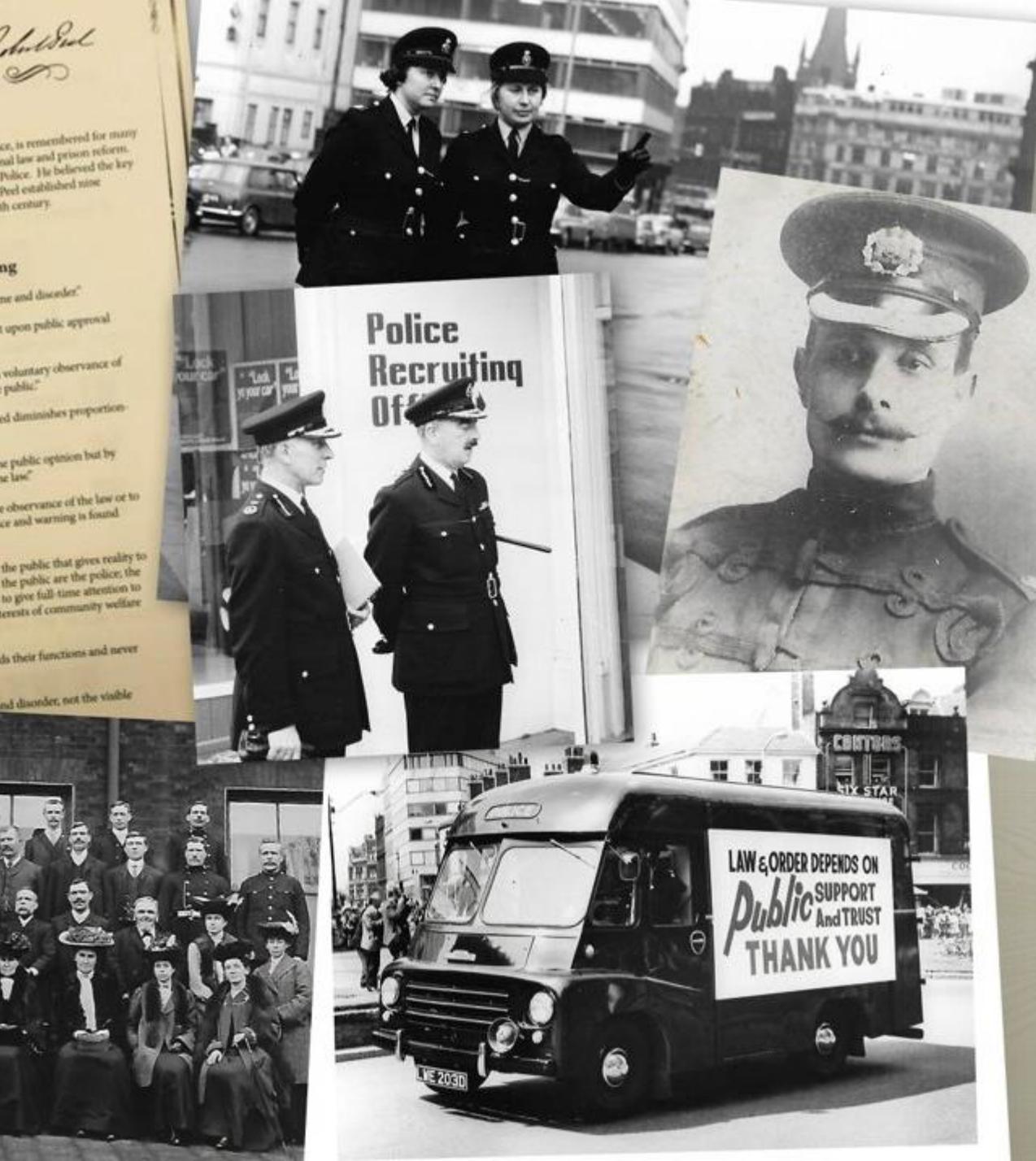
Robert Peel's nine principles of policing

- To prevent crime and disorder, as an alternative to military force and severe punishment
- To recognise always, that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to maintain and secure public respect
- To recognise that to secure and maintain the respect and approval of the public means also securing the cooperation of the public in the task of securing observance of the law
- To recognise that the extent to which the cooperation of the public can be secured diminishes proportionately to the necessity of the use of physical force and compulsion for achieving policing objectives
- To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolute impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life.



Robert Peel's nine principles of policing

- To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any occasion for achieving a police objective.
- To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- To recognise the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- To recognise that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.





UK policing governance

- The UK government has overall responsibility for keeping citizens safe and the country secure.
- The Home Office is the lead government department for setting the national policing agenda and works in partnership with different organisations to oversee all aspects of policing.
- The College of Policing is one partner organisation and is an operationally independent body that connects everyone working in law enforcement.
- They are responsible for using evidence-based knowledge to help develop learning, policies and policing practices.



Her Majesty's Inspectorate of Constabulary
and Fire & Rescue Services



- The Home Office is also responsible for putting regulations in place to ensure all police forces remain accountable for preventing crime and protecting vulnerable people.
- To deliver this, in 1856 Her Majesty's Inspectorate of Constabulary (HMIC) came into existence to become a guardian of professional standards for the Police Service in England, Scotland, Wales and Northern Ireland.
- They independently inspect and report on the efficiency and effectiveness of all police forces, in the interest of the public, to monitor performance and encourage continuous improvement.
- In 2017, they also took on the inspections of all England's fire and rescue services and updated their name to Her Majesty's Inspectorate of Constabulary and Fire Services (HMICFRS) to reflect this.



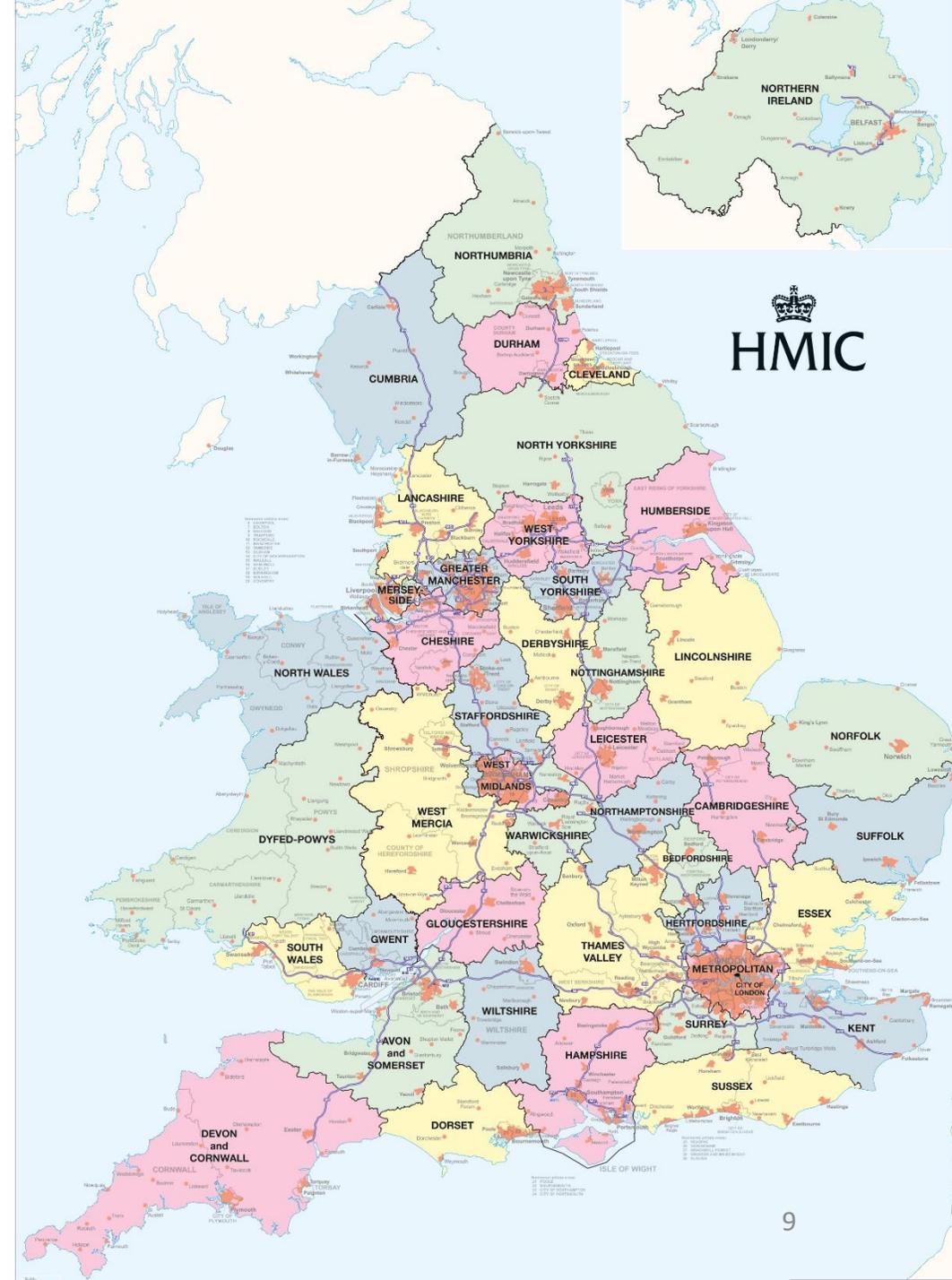
- All police forces are also part of the National Police Chief's Council (NPCC).
- The NPCC brings together all UK police forces to co-ordinate operations and policing reforms, improve performance and provide value for money.
- As some of the biggest threats to public safety are often national and international, the NPCC aims to bring collective strength by co-ordinating operational responses and mobilising forces across different borders.



- Individual officers from within the council take responsibility for specific crime and policing issues from a national operational perspective. The current coordination committees include:
 - Crime Operations
 - Crime Prevention
 - Criminal Justice
 - Equality, diversity and human rights
 - Finance
 - Information Management
 - International
 - Local Policing
 - Performance Management
 - Counter Terrorism
 - Operations
 - Workforce

England and Wales

- England and Wales is broken down in 43 regions, each with a dedicated police force
- All forces are led by a Chief Officer and follow a rank structure set out in the Police Act 1996:



South Yorkshire

- South Yorkshire is one of the 43 forces and covers 600 square miles
- Our force is responsible for looking after 1.4 million people across four urban boroughs:

- Barnsley
- Doncaster
- Rotherham
- Sheffield



South Yorkshire

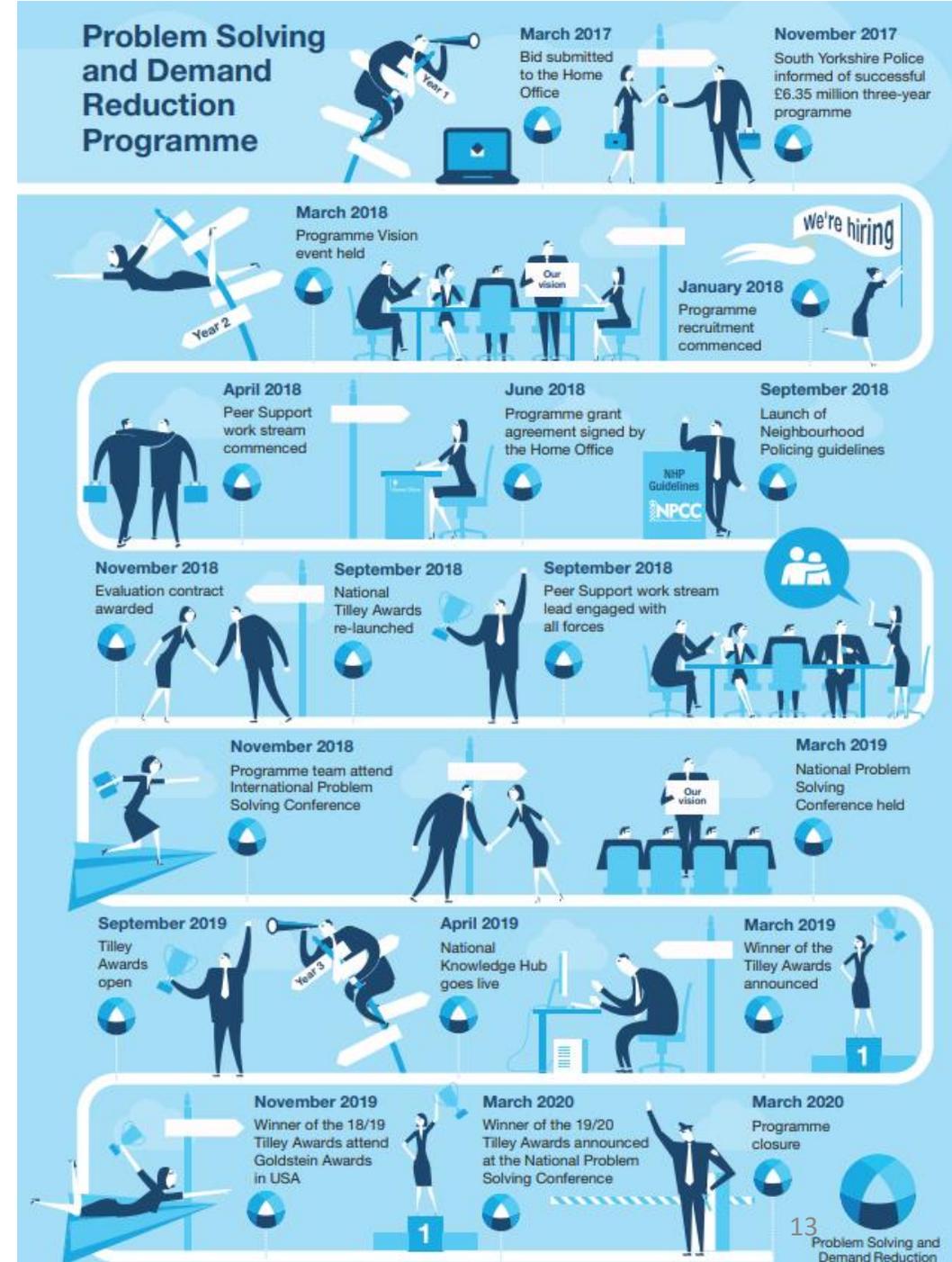


- In South Yorkshire we have around 2930 officers and 2577 members of staff
- These officers and staff are distributed across our four boroughs and work in different teams:
 - Barnsley- 296 officers
 - Doncaster- 419 officers
 - Rotherham- 322 officers
 - Sheffield- 694 officers
- The different teams include:
 - Response
 - Crime Services
 - Neighbourhood Policing
 - Intelligence
 - Operational Support Unit
 - Protecting Vulnerable People



Problem Solving and Demand Reduction Programme

- To transform ways of working at a local, regional and national level, in 2017 South Yorkshire Police were awarded a sum of money from the British Home Office to lead the National Problem Solving and Demand Reduction Programme, on behalf of all forces
- We are here to present on the different workstreams undertaken to deliver the overarching programme vision, and the outputs and resources created as a result



Problem Solving and Demand Reduction Programme- Background



- To build on the national crime prevention work and assist in reintroducing problem solving as a core principle in policing, a proposal created on behalf of Chief Constable Stephen Watson QPM and Police and Crime Commissioner, Alan Billings was submitted to the Home Office requesting the introduction of a national problem solving and partnership working initiative.
- The intent of this initiative was to create the relevant infrastructure, methodologies, resource and practice to support a strategic shift to preventing crime and other demands on policing.
- This proposal was supported and in 2017, South Yorkshire Police were awarded £6.35 million of funding from the Police Transformation Fund (PTF), to lead this piece of work under the Problem Solving and Demand Reduction.

Crime Prevention



- Chief Constable, Stephen Watson QPM- <https://youtu.be/PRrcRnq3CZk>



Programme team



Chief Constable Lauren Poultney
Senior Responsible Officer



Chief Superintendent Colin McFarlane
Programme Lead



Sally Briggs
Programme Lead

Programme vision



“Creating opportunities to reduce demand for police and partners by embedding a structured problem solving ethos and capability.”





Key deliverables

- Coordinate networking with supportive stakeholders
- Identify all of the databases and information sources that contain evidence based approaches and make them more operationally accessible
- Reduce costs and effort by identifying effective tools and making them nationally available
- Identify organisational good practice in problem solving and make it nationally available
- Develop a dynamic and operationally focused network of problem solving experts that include police and community safety partners
- Increase the profile of problem solving by highlighting best practice and generating a reward system
- Connect good practice in the UK with international good practice
- Assist forces to identify additional opportunities for demand reduction
- Identify opportunities for partners to reduce demand on other partners
- Identify the needs for governmental interventions

Workstreams



**MODERNISING
NEIGHBOURHOOD
POLICING**



CONFERENCES



**LEARNING &
DEVELOPMENT**



**PEER
SUPPORT**



**NPCC
WORKSHOPS**



**CONNECT
PARTNER**



**KNOWLEDGE
HUB**



TILLEY AWARDS



EVALUATION

So what?

So what outputs were achieved to meet the key deliverables?

- Establishment of a national problem solving network chaired by Chief Officers
- Reintroduction of the Tilley Awards, following a eight year hiatus, to recognise and celebrate problem solving initiatives taking place across the UK
 - Since the relaunch 295 applications have been submitted from both police and partners across the UK
 - Winning projects have included:
 - 2019: Durham Police Crime and Victim Commissioners Office- Durham Peer Mentoring Project
 - 2020: Cheshire Police- Operation Waterside
 - 2021: West Yorkshire Police and Leeds City Council- Leeds Street Support

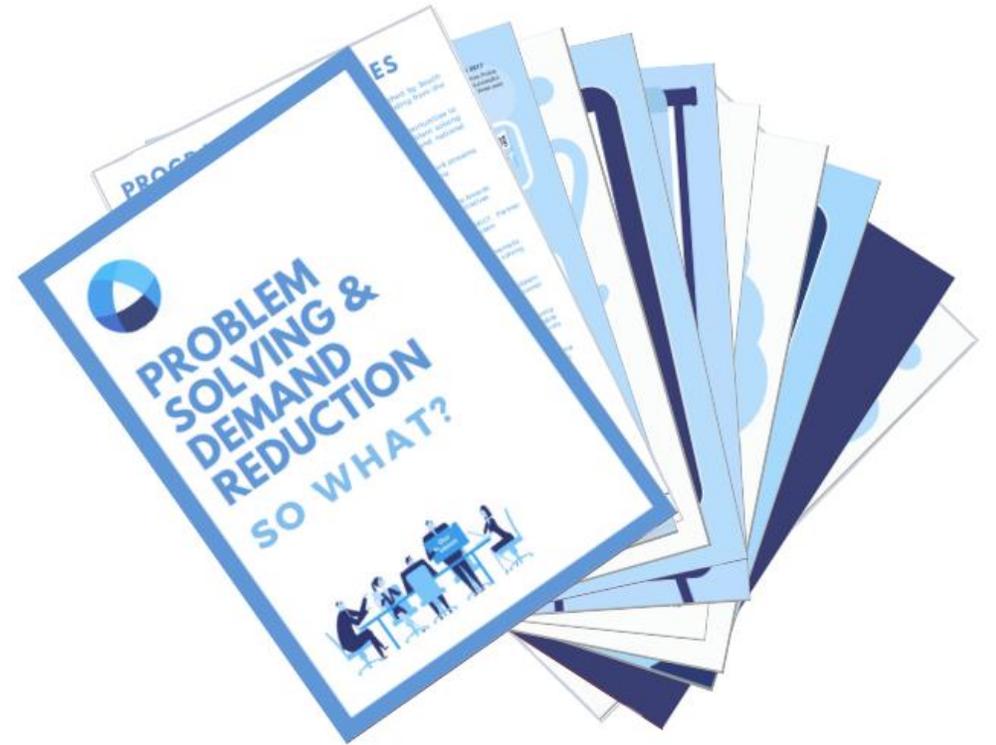


So what?



- Worked collaboratively with the College of Policing to create a mental health triage framework
- Delivered 14 NPCC thematic workshops to develop and embed problem solving across key areas. These have included:
 - Troubled Families conference
 - Police and Prisons workshop
 - Synthetic Cannabinoid Conference
 - Missing from Hospital Conference

A full overview of all the workshops and resources from them are available by emailing problem_solving_conference@southyorks.pnn.police.uk





So what?

- Embedded problem solving into the professional profiles of all ranks in policing, from Special Constables to Senior Officers
- Coordinated the creation of the Modernising Neighbourhood Policing Guidelines used by all forces
- Set up and chaired the Problem Solving Committee meetings to continue building on the momentum created by the programme
- Published a 'So what' booklet to articulate the outcomes of each programme workstream
- Worked with internationally recognised and renowned academics to introduced a cost-benefit analysis model linked to crime prevention





Here are some testimonials from two of these problem-solving experts

- Stuart Kirby: <https://youtu.be/ybHmhvPdEXc>
- Aiden Sidebottom: <https://youtu.be/OJBbKKWbFhs>



So what?

- Facilitated an updated systematic review of problem solving nationally and internationally
- Successfully delivered three National Problem Solving Conferences with international audiences
- Worked with HMICFRS to develop the problem solving inspection process and facilitated a number of masterclasses on this
- Established a strategic co-ordination group to embed problem-oriented policing in the UK
- Set up Problem Solving Guideline Committee to create a recognised standard of problem solving nationally



Problem Solving Guideline Committee



- The Problem Solving Guideline Committee was set up to assist with the embedment of problem solving at a strategic and practical level through the creation of national problem solving guidance
- I am responsible for chairing this committee as part of my role as NPCC Problem Solving lead and I meet with representatives quarterly
- Since the formation of this committee, we have been undertaking a development process and working in collaboration with the College of Policing to draft six guidelines:
 - Four guidelines aimed at Chief Officers
 - One guideline aimed at Senior Leaders
 - One guideline aimed at Supervisors
- The next steps are to share the draft guidelines with all committee members to gather their feedback and comments, before they will be published for public consultation

Sustaining problem solving

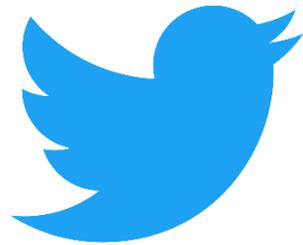


- Our focus now is to sustain the momentum created by the programme and embed problem solving methodologies and principles as a core pillar in all UK policing practices and structures. To achieve this we are:
- Encouraging the introduction of new problem solving initiatives through the annual Tilley Awards
- Facilitating the continued learning and sharing of problem solving knowledge by hosting the annual Problem Solving Conference
- Supporting the work undertaken by the Problem Solving Guideline Committee and the creation of National Problem Solving Guidelines
- Promoting Problem Solving as a key NPCC agenda item and working in collaboration with the Crime Prevention portfolio lead
- Linking in with our international counterparts and attending the International Problem-Oriented Policing Conference

Resources



- Problem Solving Conference website- <https://www.problemsolvingconference.co.uk/>
- Problem Solving team email address- problem_solving_project@southyorks.pnn.police.uk
- Problem Solving Twitter- @PSCP_Programme





Thank you for listening!

Any questions?