

# PUBLIC ACCOUNTABILITY BOARD OF THE SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER

28<sup>TH</sup> FEBRUARY 2017

## Purpose

The purpose of this report is to give the Police and Crime commissioner a summary of the recommendations from the 2016 Effectiveness inspection and an update as to progress against them.

This report is laid out as follows:

- Overall Summary.
- Grading.
- Causes for Concerns and Areas for Improvement.

## Overall Summary

The Efficiency report is due to be published on the 2<sup>nd</sup> March 2017 and the overall assessment for the effectiveness of the force, in keeping people safe and reducing crime, was “**requires improvement**” which is the same grading for SYP as the 2015 Effectiveness inspection.

The assessment is broken down as:

- How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe? **Requires improvement.**
  - **Chief Lead Officer** - T/ACC Tim Forber
  - **Delivery Lead** - Supt Simon Verrall
- How effective is the force at investigating crime and reducing re-offending? **Requires improvement.**
  - **Chief Lead Officer** - ACC Mark Roberts
  - **Delivery Lead** - Detective Chief Supt James Abdy
- How effective is the force at protecting those who are vulnerable from harm, and supporting victims? **Requires improvement.**
  - **Chief Lead Officer** - ACC Mark Roberts
  - **Delivery Lead** - Detective Chief Supt James Abdy
- How effective is the force at tackling serious and organised crime? **Good.**
  - **Chief Lead Officer** – ACC Mark Roberts
  - **Delivery Lead** - Detective C/Supt James Abdy

- How effective are the force's specialist capabilities? **No formal grading but HMIC assessed that SYP have good plans in place.**
  - **Chief Lead Officer** - ACC Mark Roberts
  - **Delivery Lead** - Supt Caroline Rollitt

The observations of the HMIC were that the force has a good understanding of the communities it serves, however the changes made to the force-operating model has weakened the effectiveness of the force in tackling those threats. Whilst investigations are generally allocated to the appropriate people with the right skills, the management of those investigations and the auditing of effective investigation plans is inconsistent. The HMIC noted the backlog in the examination of digital media as a further obstacle to effective investigations. Whilst the HMIC recognised that the understanding of vulnerability had improved since the last inspection, they noted that officers routinely fail to complete quality risk assessments for Domestic Abuse victims.

The HMIC recognised that the force has effective processes in place to manage the threat posed by offenders in the community. Whilst approaches for repeat offenders are inconsistent, the HMIC noted they were in place across the county. The force's response to serious and organised crime was praised with the inspection team noting "a comprehensive understanding" of the threat posed by serious and organised crime, with good partnership and regional working to tackle both organised crime and deter people from becoming involved. The HMIC also recognised that SYP has good plans to mobilise in response to the threats in the Strategic Policing Requirement.

### **Causes for Concern and Areas for Improvement**

The HMIC identified 1 cause for concern and 10 areas for improvement with recommendations. These are as follows:

#### **Causes of concern**

South Yorkshire Police are failing to safeguard vulnerable victims fully, but particularly victims of Domestic Abuse at initial response and during the subsequent investigation. The force routinely fails to provide adequate Domestic Abuse safeguarding referrals, with poor quality information being recorded from scenes. The threshold the force has for the allocation of specialist detectives to work on high-risk investigations is very high, the level of workload is also high within that team, which means the timeliness of investigations, and safeguarding may be compromised.

### Recommendation

To address this cause of concern, HMIC recommends that the force take **immediate** steps to ensure that:

- Response officers become more proficient in completing DASH risk assessments at initial response and there should be sufficient supervision to ensure that opportunities to safeguard vulnerable victims are not missed.
- The force improves its investigation of cases involving vulnerable victims, particularly Domestic Abuse cases, by ensuring officers and staff with the appropriate professional skills and experience investigate cases, specifically complex cases, and have the capacity to provide the ongoing safeguarding required, and that these investigations are supervised effectively and are recorded appropriately on force systems.

### Progress

Steps have been taken to address this concern immediately following the hot debrief, specifically:

- Reported domestic incidents are assessed using the NDMM (national decision-making model) and an appropriate graded response given – immediate or priority. On occasions where the risk is assessed as low and the victim is not readily available to see an officer, an appointment-based response can be appropriate in line with the graded threat/risk and the victim's wishes/availability.
- Any priority graded domestic incidents that are yet to be resourced are subject to an on-going risk assessment within the control room and those that have yet to be attended are raised and discussed at the Atlas Court Daily Management Meeting.
- Where high-risk domestic incidents remain unallocated dispatch team leaders, if unable to resolve, will escalate to the Force Incident Manager for action and direction on a live-time basis.
- As from the 2nd January 2017, each District Daily Management Meeting (DMM) is provided with details of any Domestic Abuse incident where a DASH risk assessment has not been completed or, has been completed unsatisfactorily. The expectation is that this will be rectified with immediate effect.
- At the force DMM the chair is informed of how many DA incidents have been recorded in the last 24 hours and their associated risk levels.
- An internal media and training programme has been delivered, by the Protecting Vulnerable People (PVP) command team, to all front line officers. This focused on how officers' responds too, investigate and safeguard when responding to DA. HMIC reported positive comment from officers who have received this training.

- What is encouraging is the findings of a recent Policing Peer review by the College of Policing. They found that our frontline staff have a good understanding of vulnerability and the various safeguarding opportunities available to them to make people safe.
- Work is currently ongoing to understand demand and develop a new resource model for PVP, which will address the professional skills and capacity of teams. In the meantime and in order to mitigate the risks to victims the force is running a selection process for Detective Constable transferees who will then be posted into the Safeguarding Adult Teams (SAT). Staff who are being released from large-scale CSE investigations have been, and will continue to be posted into the SATs. As of 2nd January, initial victim care and management of investigations that sit within the Force Crime Unit are no longer being managed by the SAT.
- With the assistance of the College of Policing, SYP are conducting a full review of the whole PVP provision. This includes demand mapping, work force mix, remodelling of current working practice in line with National best practice and ultimately matching resources to the identified demand. The Investigation and Action Plan review are complete and the resource modelling will report in early April. Various models of how to manage demand to vulnerable adults and domestic abuse are being researched cognisant to the fact that the current threshold for specialist intervention is too high.
- Concerning the lack of investigation plans and supervision oversight recorded on CMS, this is part of the force on going action plan aimed at improving investigation quality and the associated outcomes for victims. Inspectors are now required, every 10 days, to review all investigation plans on CMS.
- All staff within PVP have been reminded of the necessity to correctly record plans, safeguarding and supervisory oversight on CMS. In addition, this is also an agenda item on the PVP master class input, which each member of PVP staff attends.
- A PVP continuous improvement and governance unit has been established. Their terms of reference include reality-checking compliance with this instruction across domestic abuse investigations at all risk levels.

## **Areas for improvement**

### *Preventing Crime*

- The force should work with local people and partner organisations to improve its understanding of local communities, including those, which find it harder to communicate with the police, such as migrant communities or elderly people.
- The force should ensure that local policing teams routinely engage with local communities and undertake structured problem solving alongside partner organisations in order to prevent crime and anti-social behaviour.

- The force should evaluate and share effective practice routinely, both internally and with partner organisations, to improve its approach to the prevention of crime and anti-social behaviour continually.

### Progress

- The force has established a Confidence and Trust Board, which is still in the early stages of development but this group will oversee the work around local communities and the drivers of public confidence and trust. The meeting is chaired by the ACC for Local Policing.
- Each Local Policing Area has an Independent Advisory Group.
- The force has commenced work to design a new operating model with detailed analysis of high demand areas across the county. A revised neighbourhood offer will be structured around town centre, complex needs and universal neighbourhood policing offers. Each local commander has started working towards this revised approach with the Barnsley Public Service Hub providing a proof of concept. Public consultation on a number of models is due to begin in the coming weeks.
- The force will have an intake of Police Now candidates in autumn and these officers will be posted in the high demand areas to work on developing solutions to local problems working alongside the community and partner organisations.
- A demand reduction-working group chaired at ACC level has begun to look at the top 10 demand locations within each LPU with a view to problem-solving plans being put in place, governed through performance meetings and a repository of knowledge being created on what works.
- The force has already provided training to all PCSO's on problem solving using the OSARA model. Work is currently ongoing to develop training for all staff involved in the revised neighbourhood model. This will specifically look at problem solving and developing sustainable solutions with partners and is a requirement of the Police Now scheme.
- Members of the force have recently visited Cheshire to explore different options to record problem solving plans, evaluate the effectiveness of them and to share best practice. Further work is currently on going.

### *Investigating Crime*

- The force should ensure that all investigations are completed to a consistently good standard, and in a timely manner.
- The force should ensure that there is regular and active supervision of investigations to improve quality and progress.
- The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed.

### Progress

Ongoing work to meet these areas for improvement include:

- The force suspect management policy has been signed off at ACC level and is now being established and regularly reviewed through the Suspect Management Working Group. This embeds the necessity for all investigations with suspects to be reviewed at Inspector level. Quality Assurance checks are carried out by the newly established delivery unit.
- The Force Crime Registrar is making further changes to the Crime Management System to allow easier audit of investigation plans and Inspector reviews, and enable local command teams to access this.
- New digital retrieval kiosks are in the process of being procured and these will be installed locally along with appropriate training. This will allow for downloads at custody and LPU which will improve digital retrieval. The Digital Forensics Unit currently have a triage process in place to ensure devices are examined by the most appropriate means and in a timely way to ensure they do not add to the backlog. In terms of a longer term solution to address the backlog a SLG paper will be submitted in the near future requesting further temporary resources to deal with both the backlog and the force's professional accreditation, which will be due by Oct 2017. As an interim measure, the force has outsourced a number of items for examination, which forms part of the triage process.

### *Protecting the Vulnerable from harm*

- The force should review its process for submitting child protection and vulnerable adult referrals to the MASH to minimise the bureaucracy of multiple submissions and ensure partner organisations receive the right information in a timely way so that victims are better supported.
- The force should reassure itself that referrals of children at risk of harm are being made in non-Domestic Abuse cases.
- The force should review its use of DVPOs, DVPNs and Clare's Law to ensure that it is making best use of these powers to safeguard victims of Domestic Abuse.

### Progress

Ongoing work to address these areas for improvement include:

- A review of how the force currently submits child protection and vulnerable adult referrals to the MASH is currently on going. This is a complicated piece of work to understand the journey and avoid duplication. The work stream will be addressed through the revised Countywide Safeguarding meeting.
- Work to further embed the referrals of children in non-DA cases is ongoing through continuous training, development and marketing. The PVP Delivery Unit will quality assure processes once the College of Policing review concludes in early April.

- All MASH's are currently conducting internal reviews following concerns raised by the OFSTED inspection. This will be followed post April 2017 by a wholesale review of MASH arrangements.
- DVPOs have been promoted through the force intranet site and custody officers have received further training in their role as gatekeepers and initiators of the process. A recent example highlighted the benefits of the process when a person was sentenced to prison for breaching a DVPO. LPT quarterly performance reviews include information on DVPN's, DVPO's.
- The ongoing PVP review is looking at processes for opportunities to improve SYP response to Claire's Law disclosures, including specifically, improvements around the right to notify. Minimum standards of investigation across all areas of PVP are now in place as a result of the College of Policing Peer Review.

#### *Serious and Organised Crime*

- The force should further develop its serious and organised crime local profile in conjunction with partner organisations to enhance its understanding of the threat posed by serious and organised crime and to seek to develop police and partner organisation joint activity aimed at reducing this threat.

#### Progress

The Organised Crime Partnership board is well established and the Serious and Organised Crime Local Profile has been produced and will be shared with partners in the coming weeks. This will allow partners to share their observations, explore ideas where they can contribute towards prevention and disruption and ultimately ensure the final product is inclusive of partnership data. The National Organised Crime disruption manual has been published and was in fact authored by an SYP officer.