



EFFECTIVE PARTNERSHIPS IN POLICING

Contents

Introduction	2
What works in police partnerships?	3
Partnering Up Against Cybercrime	6
Policing and Public Health	10
Speaker Biographies	17



EFFECTIVE PARTNERSHIPS IN POLICING

Introduction

How can police work with academia, business, health care providers and each other to better serve their communities?

In May and June 2021, N8 PRP hosted the sixth Policing Innovation Forum, bringing together key academics, police, and other stakeholders together to discuss contemporary challenges in policing and look to develop innovative, practical, and evidence-based solutions.

The Forum took place over three days with events on 'what works in police partnerships?', case studies on partnerships working to tackle cybercrime, and police-public health partnerships.

What Works in Police Partnerships?

What can successful partnerships teach us about what works in partnerships between police forces, and with academia? How can police and academia foster robust, collaborative, critical partnerships in a time of public debate about the role of the police?

Prof Joanna Shapland chaired a programme featuring Matt Parr CB, Her Majesty's Inspector of Constabulary and Fire and Rescue Services and Richard Reeves of the North West Underwater Search & Marine Unit discussing inter-force partnerships; views from USA and UK universities on research partnerships in a time of declining trust in the police; and Dr Layla Skinns on partnership responses to vulnerability in police custody.

Partnering Up Against Cybercrime

How can police work with business, academia and each other to tackle cybercrime?

This session discussed how police partnerships with small businesses can work, the barriers to resourcing, and the role of innovation. The session will be chaired by Justin Partridge of Leeds University, formerly Chief Officer for Collaboration, NE England Forces and draws on the experience of fraud prevention, ethical hacking, the NEBRC and setting up cyber centres across the country.

Policing and Public Health Partnerships

When health and policing overlap it's because of a crisis. How can police develop better partnerships with healthcare professionals so the aims of law enforcement and public health are better aligned?

Dr Matt Bacon from the University of Sheffield chaired presentations from police and public health practitioners to consider how police can work more effectively with public health partners to tackle harm reduction, violence reduction, and drug-related deaths.

What works in police partnerships?

12 May 2021

Chaired by **Professor Joanna Shapland**, Edward Bramley Professor of Criminal Justice, University of Sheffield

Session 1: Police-police partnerships

The Hard Yards: case studies in inter-police collaboration - Matt Parr CB, HMICFRS

Geography, demand and capability - Inspector Richard Reeves, North West Marine Search Unit

Session 2: Police-academic partnerships

Research partnerships in the time of COVID and declining trust in the police: a view from the USA – Prof Geoff Alpert, University of South Carolina, USA and Griffith University, Australia; Prof Jeffrey Rojek, Michigan State University, USA; and Prof Kyle Mclean, Clemson University, USA

Fragile alliances: sustaining police-academic partnerships - Prof Joanna Shapland, University of Sheffield

Session 3: Partnerships in the context of vulnerability

Vulnerability in police custody and partnerships responses: mapping the contours of a changing terrain – Dr Layla Skinns, University of Sheffield

Report

'What Works in Police Partnerships?' was session was chaired by Professor Joanna Shapland, Edward Bramley Professor of Criminal Justice at the University of Sheffield, and moderated by Dr Geoff Pearson, Academic Co-Director of N8 PRP.

The programme, with speakers from HMICFRS, North West Policing Divers Unit, and US and UK academia, attracted plenty of attention with 77 people logging onto the event, with c.50 attendees from UK police forces. The high level of engagement from UK police is a testament to the commitment to developing evidence-based policing and effective partnerships across the UK, and to the ability of N8 PRP to create networks that enable that development.

Aligning purpose and possibility

In the first session, on inter-police partnerships, HMI Matt Parr discussed The Hard Yards project, an examination of 6 inter-police collaborations covering over 50% of forces in England and Wales. The report identified good practice and areas for improvement on the themes of purpose, cost/benefits, governance, and capability, concluding that collaboration shouldn't be pursued for its own sake but only when it will help to achieve clear goals. The criteria for success was illustrated to great effect in Inspector Richard Reeves' subsequent overview of the North West Underwater Search & Marine Unit. Insp Reeves discussed how the team effectively maintain capability for diving operations across the region, responding to demand and geography to shape the aims and operation of the team, effectively maintaining capability for diving operations across the region.



EFFECTIVE PARTNERSHIPS IN POLICING

In the Q&A session, the comparative merits of collaborations and mergers were discussed. HMI Parr agreed that collaborations could be more fragile, but protected local accountability. He also discussed HMICFRS's Network Code as a means of formalising partnerships by 'pooling' sovereignty to better enable the sharing of resources, which he thought had the potential to deliver substantial improvements service to the public. Inadequate IT resources were also discussed and identified as a major obstacle and time-drain for creating inter-force partnerships, with the new Police Digital Service sited as a potential reformer in this area.

Forging resilience across divergent communities

In the second session, the fragility of police-academic partnerships were discussed, beginning with three leading US academics. Professors Geoffrey Alpert, Jeff Rojek and Kyle McLean examined how highly-publicised instances of police brutality in the US, and the subsequent protests, has exacerbated tensions in the alliance of police and police researchers that had grown up 4 or 5 decades. Notably, colleges now see any kind of collaborative work with the police as reputational risk. This upheaval, coupled with the shock of the Covid shutdown, has created a dramatic shift internally within the two communities. To sustain partnerships between these divergent communities, there needs to be understanding of how structural characteristics (such as financial support) and participant's values, and investment in building interpersonal relationships that created trust between partners, so relationships can be renegotiated in response to significant changes.

Prof Shapland also discussed the fragility of partnerships. As partnerships were usually formed in response to a specific project, there was little on-going contact and so partnerships could be erased by changes in personnel. This could make collaboration an afterthought – for example with academic evaluation of a project tacked on at the end rather than included in the design from the start. Prof Shapland concluded that academic-police partnerships were inevitability fragile because the aims, timescales and incentives of the two groups was fundamentally divergent. However, regular contact and discussion could create advocates for the partnership at their respective institutions, creating better possibilities for more effective research.

In the Q&A session, research 'on' rather than 'with' police was discussed. The speakers agreed there was still appetite for this in the academy, but the burden on police time without a clear benefit made it difficult to get access. Networks like N8 PRP were cited as very useful for increasing the profile and value of research mong forces, and it was agreed that it was good practice to let subjects of research to have site of the work before publication. This gave an opportunity for discussion and clarification, and meant subjects wouldn't feel 'ambushed' by critical findings.

The speakers were asked whether they thought the UK universities could start to draw back from wanting to support research with the police, as has happened in the US. Prof Shapland gave the view that the problems of racism and violence towards protestors were not new, so were unlikely to be the catalyst for such a shift in the UK. However, if the new powers granted to police Covid lockdown compliance continued, this could create difficulties for researchers who might find themselves targeted after writing critically about the police.

From guests to partners

In the final session of the day, Dr Layla Skinns looked at partnership working in response to vulnerability in police custody. Dr Skinns discussed the changing concept of vulnerability from lists of 'protected characteristics' to a model of universal vulnerability, the growing role of Healthcare Partners (HCPs) and





Liaison and Diversion (L&D). HCPs and L&D could be seen as 'guests' on the police 'territory' of custody, but decision-making was effectively delegated to them even though the official responsibility remained with the custody officer. Dr Skinns suggested there consideration of moving to a universal concept of vulnerability, creating an 'opt out' approach. However, this would be more resource-intensive. Finally, Dr Skinns suggested that formal responsibility for decision-making should be divested to HCPs and L&D, so that codes of practice matched the on-the-ground reality.

In the discussion, the opinion was given that the automation of custody procedures wasn't fit for purpose, and was hampering the ability of custody officers to respond to specific circumstances. One attendee asked if the police were ambitious enough in the partnerships with support services, and thought there should be more interventions. Dr Skinns replied that changing the conception of vulnerability would better capture the need for services, and both the law and codes of practice should be brought into line with actual practice.

Flexibility without fragility?

Prof Shapland wrapped up the day, highlighting common themes of the talks. Firstly, it's clear that working together is essential, but is currently ad hoc. The HMICFRS approach of more formalised networks could be a way of addressing this. Secondly, how to resource partnerships was a common point of contest. Thirdly, how can the effectiveness of partnerships be measured? For inter-police partnerships this could be primarily about cost, but where different communities worked together, aims become more diffuse and need to be more clearly acknowledged.



Partnering Up Against Cybercrime

27 May 2021

Chaired by Justin Partridge, University of Leeds

Session 1: Strategy

Interests in common: Working with the private sector to maximise resources and build partnerships for the future of cybercrime - Brian Dilley, Lloyds Bank

Creating a new win-win: why technology will change policing and private sector objectives - Mandy Haeburn-Little, Business Resilience International Management

Session 2: Practice

'What's it got to do with us?' - A case study in partnering with small businesses to build resilience - Martin Wilson, NEBRC

University and Police Partnership in Cybersecurity: How ethical hacking and cybersecurity research are helping small and medium businesses - Dr Biju Issac, University of Northumbria

Report

On Thursday 27 May the event was chaired by Justin Partridge, Postgraduate Researcher at Leeds University Business School and Visiting Fellow at the Open University Centre for Policing Research and Learning, and introduced by Dr Geoff Pearson, Academic Co-Director of N8 PRP.

The programme looked at the strategy and practice of policing business-related cybercrime, drawing on a wide range of experience in fraud prevention, business resilience, and cybersecurity research and policing. All of the speakers are involved with the North East Business Resilience Centre, an innovative non-profit organisation that brings together national financial institutions, academic expertise, and businesses to develop cyber safety for businesses and customers.

Sharing resources

Brian Dilley, Group Director of Fraud and Financial Crime Prevention for Lloyds Banking Group and Chair of NEBRC, began the session with a presentation on the obstacles and opportunities of public-private partnerships in policing cybercrime.

A major obstacle in effectively identifying and responding to suspected criminal activity is data sharing. Brian discussed how this was addressed by two partnerships established by the National Economic Crime Centre (NECC). Firstly, the Joint Money Laundering Intelligence Taskforce (JMLIT) formalises data-sharing arrangements between financial institutions to enable early identification and evidence-gathering of criminal activities. Secondly, the Otello Covid-19 Fusion Cell aims to identify changes in the economic crime threats as well as sharing information. This type of partnership saves police time and resources through pro-active reporting and analysis.



EFFECTIVE PARTNERSHIPS IN POLICING

Along with access to data, a significant obstacle in effective partnerships is the disparity of resources available between the public and private sector. Brian looked at how this was addressed firstly, through direct funding of regulatory activity by the private sector through the Dedicated Card and Payment Crime Unit, a dedicated national police unit that is fully sponsored by the cards and banking industries that is estimated to have prevented £20m worth of fraud in 2020. Brian acknowledged there were concerns about the risk of creating a 'private police force' which had been raised during parliamentary questions, but argued the funding was appropriate in this case due to the remit of the unit and the skills required to operate it.

Secondly, Brian discussed the partnership between Lloyds Banking Group and City of London Police, which provides economic crime training for officers, a technical advisory hotline for investigators, and delivers the 'Cyber Detectives' course to schools in England. Resource disparity is therefore mitigated through partnerships which enable the financial sector to directly fund regulation and training.

Brian acknowledged however that these resource-sharing partnerships did not address the disparity in pay between the public and private sector. This disparity is a key concern for public sector managers when considering partnerships with financial institutions, or when even putting staff forward for training. Brian gave the opinion that police should not try to block movement from public to private roles, as this was self-defeating as it reduced the skills and capacity available to police. Brian argued that public employers should instead focus on the benefits they offered as a place of work, especially with regards to the job satisfaction and sense of purpose to be gained from working in policing.

Innovation and sustainability

Mandy Haeburn-Little, CEO of Business Resilience International Management, looked at the current status of the UK tech sector, what this meant for policing and cybercrime, and considered two partnerships that are responding to these changes.

The UK tech sector is the third most valuable in the world, and still growing rapidly. This creates the need for cohesive vision of cyber security across public and private sectors. When UK businesses where surveyed, there was a clear reliance on technology – eg business banking, promotion, holding customer's personal data. However, 25% were running an outdated version of Windows, increasing their vulnerability to cyberattacks. Additionally, there is increasing use of technology in policing, including facial recognition, body worn cameras, thermal imaging and smart cruisers.

In this context, public-private partnership is essential to match police intelligence and specialism can be matched by private sector scale and speed. An excellent example is the Police Cyber Alarm developed by The National Cybercrime Programme (NPCC), which collects data on attempted cyber-attacks and reports on this to both the member organisation targeted by the attack and to cyber-crime units to be analysed at a local, regional, and national level. The vibrancy of the UK tech sector can therefore be harnessed to dramatically increase the capacity of police to understand and respond to cybercrime.

However, to create a cohesive vision sustainable partnerships are required. To achieve this, the UK has created a network of Cyber Resilience Centres to encourage and develop partnerships, assess business needs, innovate solutions, and to share best practice. This network of regional centres is a joint platform for private sector and policing, are they are key to developing a national 'nexus of trust' in partnerships to tackle cybercrime.

Hesitations and Opportunities

In the following Q&A session, the discussion focused on the hesitations of police management to partner with the private sector. Brian talked about the concern managers had of staff using training opportunities



EFFECTIVE PARTNERSHIPS IN POLICING

and secondments to jump to the private sector, and wanted to encourage managers to see development opportunities for staff as a net positive whereas blocking development could only adversely affect staff satisfaction and police capacity. He also referred to the benefits of working for the police that the private sector simple could not offer, such as the rewarding work of investigation. Mandy added that in the future she would like to see the possibility of roles split part time between a public and private institution.

Concerns over private bodies taking over public roles was also discussed. Brian said that in his experience reassurance that the scope of private influence was appropriate depended on the trust built through interpersonal relationships, which presented a challenge when considering the expansion of partnerships like JMLIT. The importance of these relationships is a key reason why the ambition for JMLIT was to be colocated with police.

On partnership with academia, both Mandy and Brian agreed that this was invaluable. Mandy added that for innovation to work there needed to be room for mistakes, and development structure of academia was vital for this.

Finding what works

The second session began with Martin Wilson's presentation on the North East Business Resilience Centre and their experience of helping SMEs to develop better cybersecurity.

Picking up from Mandy's presentation, Martin discussed the role of the Cyber Resilience Centres. The NEBRC is one of 9 CRCs nationally that work with ethical hacking students to provide businesses with cyber resilience services. This includes vulnerability assessments, security training, and continuity planning. The aim of the model is to provide development opportunities for students as well as building the regional economy through improved business resilience.

However, in order to create effective guidance, Martin argued it is vital to understand and address why many SMEs are slow to adopt cyber security measures. Martin gave an overview of the current literature, which suggests a lack of knowledge by business owners who are put off by an overwhelming amount of available advice, a tendency to underestimate the risk or cyber-attack, mistrust of being 'oversold' by the sector, and a high acceptance of risk, particularly among entrepreneurs. Looking to address this, there has been relatively little work on SMEs, so NEBRC used literature from other fields including health, behavioural economics, and health and safety, to develop an approach that would be accessible and motivating for SMEs, identifying what factors prompt businesses to adopt secure behaviours. These finding were used to create the 'Cyber Security: Small Business Guide' by the National Cyber Security Centre. NEBRC is continuing to develop this work with research on SMEs specifically, and have conducted a survey of 70 SMEs in the North East, and are working with SMEs on trial interventions.

Developing skills

In the final presentation of the day, Dr Biju Issac discussed how the student-led Cyber Clinic partners with NEBRC. There is currently a significant skills shortage in cyber resilience, so it is important to create development opportunities for students to grow the sector and prepare them for careers, as well as addressing the immediate need of businesses for improved cyber security.

The Cyber Clinic draws on students from Northumbria University's Cybersecurity and Digital programmes which has nearly 300 students. Due to the university's partnership with NEBRC, a programme was developed wherein NEBRC now employs 9 students as part-time cybersecurity consultants, and a further 5 have been appointed. The students create guidance and training for business, for example through





infographics and webinars on topics like ransomware and the commodity threat landscape, as well as running services such as web app vulnerability tests. This partnership addresses both the current skills shortage and builds a stronger foundation for the sector for the future.

As well as working with NEBRC, Cyber Clinic students are running projects on using artificial intelligence (AI). Current projects include detection of online hate speech, phishing, data exfiltration, botnets and malware, as well as working directly with police to create an intelligent intrusion detection system. Biju emphasised that the skills and innovation available among students were essential to addressing cybercrime. Biju concluded that cyber-attacks are too complicated to be dealt with by any one party, and partnerships between government, police, universities and business – as seen with the CRCs – are essential.

Putting innovation to use

In the discussion, Biju talked about the importance of giving students the opportunity to implement their work rather than being satisfied with a paper or presentation, as there is a huge pool of talented work and innovation that goes unused.

Justin wrapped up the session by asking each of the speakers if there was one change they would like to see. Brian responded that there needed to be a much better sense of where the skills were and a focus on maintaining them, which required effective public-private partnership beyond active cases. Mandy commented that connectivity had improved, but she would like to see the development of a grassroots knowledge of the presence and benefits of the cyber centres. Martin said he would like to see partners using the cyber centres as a basis for research, and so generate more ideas and creativity. Biju added that he would like to see more openness to building bridges, so partnership working became the norm so knowledge and experience was not kept within silos.

Policing and Public Health

10 June 2021

Chaired by Dr Matthew Bacon, Lecturer in Criminology, University of Sheffield

Session 1: Harm reduction

The Harm Reduction Unit: a truly integrated approach to tackling stalking and serial domestic abuse – DS David Thomason, Cheshire Police, and Dr Dan Jones, North West Boroughs NHS Foundation Trust

Session 2: Violence Reduction

Using data and community views in a public health approach to preventing violence - Superintendent Colin McFarlane, Angela Greenwood and Mike Parker, South Yorkshire Police

DIVERT – How policing works collaboratively to help young people move away from violence - Chief Inspector Jack Rowlands, Metropolitan Police

Session 3: Drug-related deaths

What's a few excess deaths in the face of COVID-19? - DS Dr Rob Ewin, Cumbria Police

There's nothing soft about preventing death - DCI Jason Kew, Thames Valley Police

Report

Integration, diversion, urgency

In a highly engaging and heartfelt session, presenters discussed the necessity and nature of police-public health partnerships. In the first session on harm reduction, the founders of the Cheshire Harm Reduction Unit talked about their work prevent harm from stalking, emphasising the vital importance of data sharing and service integration. In the Q&A, the methods of engagement with perpetrators and the repeatability of HRU's success was discussed.

In the second session on violence reduction, a team from South Yorkshire's VRU discussed effective community engagement in developing prevention strategies. This included making data accessible and meaningful, and using local knowledge to contextualise data into useful information. This was followed by a presentation from Jack Rowlands of the Metropolitan Police on the DIVERT programme, established to use custody as a 'teachable moment' when young people could engage with coaches, identify goals in education and training, and be supported to achieve them. In the Q&A, the vulnerability of such programmes to political acceptability was discussed, and the limitations and opportunities this created for DIVERT working in parallel with the criminal justice system.

In the final session on drug-related deaths, Rob Ewin looked at the effect of lockdown and Covid restrictions on drug-related deaths in Cumbria, making the case that public health mandated restrictions needed to include support for known drug users. Jason Kew then presented the work Thames Valley's drug diversion programme, which employs an ethos of unlimited referrals to provide education to those found in possession of drugs. This diverts thousands of people away from the criminal justice system, improving health, reducing stigma, and reducing disproportionality. In the Q&A, the crucial role of lived experience in developing effective programmes was discussed.



EFFECTIVE PARTNERSHIPS IN POLICING

Common mandate, disparate approaches

Dr Matt Bacon introduced the session by talking about the contemporary importance of collaboration between public health and policing, and the common objectives they shared to promote public well-being using both coercion and consent. This is most obvious in the public health approach to policing, which looks for causation at the level of population rather than individuals in order to create effective prevention, intelligence, and partnerships. Despite this common ground, Matt observed there are significant differences between the operation of police and public health, with disparate institutional and professional cultures, underpinning theory, and funding creating obstacles to effective partnerships.

For the first session, David Thomason and Dan Jones talked about their work on the Harm Reduction Unit (HRU) in Cheshire, which is internationally recognised for its innovative approach to reducing the risk from stalking and serial domestic abuse.

David and Dan discussed how the HRU developed, beginning with Dan's motivation to improve preventative work after attending the homicide of a woman killed by her stalker. Dan and David talked through the development of the unit from 'clinics' run in addition to their full-time duties, to funding bids that allowed them to take on the unit as their full-time role with other practitioners in policing, psychology and social care, and working with charity partners. They emphasised that this development was very ad hoc and responsive to local circumstances and opportunities, but added that the enabling factors were support from senior leadership, the autonomy to develop what worked, the co-location of partners which meant that data and ideas could be shared easily, and clarity on the purpose of the unit.

Partnership working, not 'working with partners'

The purpose of the unit was specified as risk management – i.e. it is not a treatment programme, although treatment is always offered to perpetrators. David discussed how it was important to understand the motivations of stalkers, as while legal sanctions could reduce immediate danger, addressing the underlying fixation was the only way to remove the risk to victims. Psychological assessment and information sharing was therefore key to risk assessment, effective management strategies, and developing personalised intervention programmes.

Data sharing was however the biggest administrative issue to developing the unit. This was managed by the practitioners writing the data sharing business case to make things 'as easy as possible' for organisation's administrators, keeping data sharing specific to on-going cases, and asking 'why not' share data, rather than 'why should we?'.

The approach has proven effective, with reoffending rates at the lower end of those reported in studies of psychological intervention with stalkers. As Cheshire has the most developed data collection processes of the three forces examined, there is a high level of confidence that reoffending would be identified. There was also a high level of satisfaction from perpetrators that the bespoke intervention meant they now had the tools to address their fixation in the future. Similarly, victims were satisfied with the support offered to them, feeling informed and empowered them to manage their own safety and support the investigation.

In terms of economic cost, there is significant benefit to the state and the victim, in addition to the social benefits of resolving abusive behaviour.

Recipe for good practice



EFFECTIVE PARTNERSHIPS IN POLICING

David and Dan concluded by summarising the key enablers for the success of the unit. This included a clear vision for the aim of the partnership, understanding integration as key to collaboration, flexibility and commitment from leadership, autonomy for the unit to make decisions, a practitioner-led approach, and a clear pathway for decisions and actions.

Repeatable success?

In the discussion, Dan expanded on how the unit engaged with perpetrators. They were offered an hour with a psychologist who used a motivational interview approach to inform them of the programme and its potential benefit for them. Dan pointed out that stalking is a restrictive activity that damages the perpetrator, cutting them off from normal life and the possibility of real friendships. This is generally a good way to encourage engagement in the programme and motivation to stop stalking. David added that this was also a screening process so they could pick cases where intervention was likely to be effective.

Dan reflected on the value of having no legal authority as the psychologist, as this enabled to talk more freely as to why they felt entitled to engage in this behaviour.

The importance of adapting to local circumstances was discussed. While it was useful to share concepts and experiences, the exact set up needs to reflect the demands and capabilities of the area being served. This also needs to account for developing sustainable programmes that don't rely on the involvement of one or two highly motivated individuals.

With regards to data sharing, David explained that writing data sharing proposals himself made it as easy as possible for partners to sign up to collaboration. The principles of successful data sharing plans is to make them proportionate, relevant, and auditable.

Effective community engagement

Matt Parker, Colin McFarlane and Angela Greenwood began the session with a discussion of the South Yorkshire Violence Reduction Unit.

18 VRUs were established in 2019, funded by the Home Office to take a public health approach to prevent and reduce violence.

Prevention is understood in three timescales: primary (long term measures), secondary (early intervention), and tertiary (preventing reoffending). To have effective prevention, strategies need to be developed in consultation with the community. SYVRU took the approach of consulting with the community before drafting a strategy and again with a one page summary of a draft strategy. Views were gathered through Voluntary Action Groups and using grants as a tool for engagement. As Covid restrictions can into play, forums were moved online so people could maintain contact with VRU representatives.

Accessible and meaningful

Angela and Matt discussed the importance of framing consultations and data in accessible, meaningful ways. For example, for public engagement the 'Strategic Needs Assessment' was relabelled the 'South Yorkshire Violence Assessment', while data on knife crime rates that appeared to be 'ranking' wards was unhelpful and needed to be reframed. In reverse, local knowledge could make what appeared to be a statistical anomaly (low rates of knife crime despite high rates of deprivation) a case study for effective intervention.



EFFECTIVE PARTNERSHIPS IN POLICING

Colin discussed Plan B, a programme that worked with victims and perpetrators of violent crime. For example, help to access education and training, campaigns against domestic violence, and A&E navigators who helped victims of violent crime report the incident in an effective and timely way.

Colin posited that the challenge was in clearly defining the role of the police, and how to operationalise a public health approach working in tandem with evidence-based policing. He suggested the best way to conceptualise this was to have clarity of timeline. In the short term, what is needed is problem solving with evidence-based policing. In the medium term, there needs to be contextual safeguarding. In the long term, the public health approach looks at the causes of causes. This illustrates how to unify work and objectives, with the aim of sustaining the timeline for violence prevention.

Custody as a 'teachable moment'

Chief Inspector Jack Rowlands discussed the DIVERT, a Metropolitan Police custody programme designed to divert 18-25 years olds away from offending and into employment, education and training. DIVERT uses Custody Intervention Coaches based directly in police custody to speak with young adults to help them to access opportunities they feel motivated to pursue, such as music production, football coaching or becoming a mechanic.

The programme aims to use custody as a 'teachable moment' to move young people away from crime, while also changing police culture to embed the benefits of diversion. Partnership working is vital to these aims, both in creating opportunities for young people once they have left custody (such as the Palace for Life Foundation) and by creating meaningful networks between custody officers and third sector organisations.

Flexibility and openness

Significantly, DIVERT is separate to the criminal justice system. This gives the programme far more flexibility in who they can include in the programme, as there's no strict qualifying criteria. For example, young people who are released without charge, or who haven't been in custody, but whose friend has accessed opportunities through DIVERT and want to engage in the programme, as well as young people who do serve a jail sentence, have all worked with DIVERT. This flexibility and openness to partnership working has also helped DIVERT to work with parents, addressing both the gap in statutory support for young people and the common experience of relationship breakdown between parents and young adults.

Jack ended by reflecting on the many drivers that can push young adults into custody, and there's often a lot of unresolved trauma at play. DIVERT's model of using coaches helps to increase understanding, and create effective diversion.

The art of the possible

In the discussion, Prof Corrine May-Chahal brought up similar diversion programmes that had seen success in the 1980's and 90's but had lost political appeal. One issue they faced was young people would commit crime in order to access the scheme, which was effectively filling in for gaps in other services. Jack responded that he hadn't come across this yet and the fact that the programme was open to young adults who weren't in custody should prevent this. He also discussed the DIVERT app, which referred young adults to an on-call youth worker who could provide one-on-one intervention and support.

Dr Matt Bacon asked if the separation from the criminal justice system was problematic, given the negative affect that criminalisation has on social cohesion and employability. With regards to DIVERT, Jack said that



EFFECTIVE PARTNERSHIPS IN POLICING

DIVERT follows people through the system in parallel. Whilst he acknowledged the negative effects of going through the criminal justice system, he argued that for DIVERT did not have the ability to take on cultural and political change at that level - it's better to do what's possible alongside the existing system rather than trying to fit into it. Speaking about Plan B, Colin said that this is not an alternative to going through the criminal justice system, and it isn't possible to take on government-led response to crime at a local level.

Isolation - before lockdown, during lockdown

DS Dr Rob Ewin discussed the new role of the police in 'health surveillance' during Covid, and the dramatic shift in how community and even private spaces are policed. At the same time that lockdowns gave police wide-ranging new powers and responsibilities, they also correlated with an increase in drug-related deaths. After contextualising the role of isolation in drug-related deaths in normal times, Rob presented a survey of the drug-related deaths in Cumbria during Covid restrictions, concluding that during public health emergencies support must be afforded to identified drug users combining policing and health data.

Rob's doctoral research had looked at the link between vulnerability in teenagers and later experiences of substance abuse and imprisonment. Isolation and social exclusion are powerful risk factors in harm, and he spoke movingly of drug-related deaths he'd attended in sheltered accommodation. Their isolation was often so total that Rob would attend funerals so there would be at least one mourner to mark their passing.

He made the point that despite common perception to the contrary, deaths from drug overdoses are generally unintentional, and frequently caused by cardiovascular shock. It should be understood that 'self-injury mortality' does not imply an intention to harm oneself.

The risk of drug-related deaths was therefore massively increased by the change in dispensing practices for controlled drugs brought in by lockdown. Previously, some oversight and social interaction had been provided by service users being required to attend appointments in person and have injections given by a pharmacist. During lockdown, a high quantity of drugs were dispensed in less frequent occasions, with no face-to-face dispensing. With the loss of even this contact, their isolation became very extreme. This increased isolation leads to less capacity for self-care and therefore riskier behaviour.

Survey of drug-related deaths in Cumbria, 2020

Cumbria constabulary saw an increase during lockdown one (March-May 2020), where the 6 cases represented a 45% increase on this period in the previous year. A further 6 cases of drug-related deaths occurred during 'general restrictions' (May-Nov 2020), an increase of 33%.

Of the 6 cases during lockdown, all were aged 35-48, there were 4 women and 2 men, and none had left a suicide note or evidence of suicide. In terms of personal history, all had a known history of drug use, 5 had a history of low mood or depression, 4 had a history of domestic abuse, 3 were known to have sought help from friends, and 2 were involved in Opioid Substitute Treatment.

For the 6 cases during general restrictions, all were aged 45-57, most were men, and there was no evidence of suicide. All had a known history of drug use, 4 had evidence of prescribed medical treatments, 4 had lost of contact with friends and family, 3 had been reported as missing, 3 had strong links to county lines offending, and 3 had a history of depression and low mood. Few had a reported history of domestic abuse.



EFFECTIVE PARTNERSHIPS IN POLICING

Isolation at home, isolation from home

Commenting on the differences between the two groups, Rob said the lack of missing persons in the lockdown group was likely due to the heavy policing of movement in this period. Similarly, continued contact with social networks – including seeking help from friends – indicate that during lockdown isolation within the home, potentially with increased exposure to harmful relationships, was the common risk factor. During general restrictions greater freedom of movement acted as a risk factor for those with more fragile inclusion in social networks, whilst the uncertainty of continued illicit access to drugs motivated users to gain a larger supply when possible, increasing the opportunity for accidental overdose.

Public health emergences employing the use of large-scale public isolation represents distinct risk to drug using communities. Dispensing of controlled medication provided a regulated flow of drugs which supports regular user habits, whereas when drug supply may increase user desire to gain access to larger amounts due to uncertainty of continued supply. The vital conclusion is that health and policing surveillance systems should afford some support to identified drug users combining policing and health data.

Diversion: from a punitive response to positive health outcomes

T/Chief Inspector Jason Kew presented the Thames Valley VRU drug diversion scheme, arguing police have a vital role in treating drug misuse as a public health matter rather than criminal behaviour.

Jason contextualised the enormous economic and social cost of drug misuse, including the links to serious violence and deaths. He linked to a video which gives a dynamic analysis of trends in illegal drug use by type among 16-24 year olds from 1996-2019 according to the Crime Survey of England and Wales (CSEW), available at https://public.flourish.studio/visualisation/4897394/. After a period of declining use (from a high of 31.8% in 1998 to a low of 16.5% in 2012/13), numbers are rising and increased to 20.3% in 2018/19. There is therefore both urgent need and a worsening problem.

Unlimited diversions

Within this context, Jason argued that diversion schemes focused on 16-24 year olds had the greatest chance of effective intervention among those most likely to develop serious addiction.

The Thames Valley VRU Drug Diversion programme starts when an officer finds a young person in possession of any drugs. Instead of arrest or interview, checks are carried out. If it is the first incident of possession, they are referred to Youth Offending Team (YOT) who provide drug education and complete a referral flag. There is no further police involvement. If they have previously been found in possession, they are referred to the Youth Justice Unit for a decision on whether to pursue charges or refer to YOT.

The ethos of the programme is unlimited diversions to tackle continued use, with the consequence of escalation to traditional pathways for non-engagement. Jason emphasised that YOT used a trauma-informed response and feedback on progress to the police. The programme has had great rates of engagement, and worked with schools to provide wider access to the programme prior to contact with police.

Thames Valley has also established an Adult Diversion scheme along the same principles, but with the addition of court-ordered sanctions to compel use of the drug service. Completion rates in the pilot scheme have nonetheless been far lower, at 45%, with the lack of service availability outside normal working hours identified as the main cause of attrition.



EFFECTIVE PARTNERSHIPS IN POLICING

With 5,300 incidences of drug possession recorded by Thames Valley Police each year, the diversion schemes have removed a significant number of people from the criminal justice system. This in turn improves health, reduces stigma, and reduces disproportionality.

Naloxone – community intervention

Jason concluded by discussing the Naloxone programme, where high-street businesses like Timpson's and Greggs distribute the medicine that rapidly reverses an opioid overdose. It is also included in packs distributed at needle exchanges. This focuses action and attention on saving lives, fostering a shift from criminalisation and exclusion to health and recovery.

The value of lived experience, the value of partnerships

With regards to developing diversion schemes, Jason and Jack agreed that lived experience was crucial to creating effective programmes. Jason added that talking both to people with experience of addiction and families who have suffered bereavement was vital to understanding what support people needed.

Matt Bacon concluded by thanking the presenters for bringing their innovative work to the forum. He highlighted the value of partnerships in addressing complex social problems, and how those partnerships demonstrated the routine use of research to inform police practice. Attendees thanked Matt and the speakers, commenting on how engaging and heartfelt the session had been.



Speaker Biographies

What works in police partnerships?

Professor Geoffrey Alpert, University of South Carolina, USA

Geoffrey P. Alpert is a Professor of Criminology and Criminal Justice at the University of South Carolina and has an appointment at Griffith University in Brisbane, Australia. He has taught at the FBI National Academy, the Federal Law Enforcement Training Center and The Senior Management Institute for Police. He is currently a Federal Monitor for the New Orleans Police Department and on the compliance team for the Portland, Oregon Police Bureau. He has testified to Congress, several state legislatures, and the President's Task Force on 21st Century Policing, and is a member of the International Association of Chiefs of Police Research Advisory Committee and the PERF Research Advisory Board. For the past forty years, his research interests have focused on police use of force, emergency driving and the linkages between researchers and practitioners.

Dr Matthew Bacon, University of Sheffield, UK

Dr Matthew Bacon is a Lecturer in Criminology at the University of Sheffield. Before joining Sheffield, he worked as a Research Associate at the University of Manchester on a project examining the contractual governance of drug users in treatment. Matthew is the author of *Taking Care of Business* (OUP, 2016), an ethnography of police detectives, drug law enforcement and proactive investigation. His work has been published in journals such as *British Journal of Criminology*, *Evidence & Policy*, *International Journal of Drug Policy*, and *Policing & Society*. His current research focuses on innovation and reform in drugs policing, especially alternatives to criminalisation and other harm reduction measures.

Professor Kyle McLean, Clemson University, USA

Kyle McLean is an Assistant Professor in the Department of Sociology, Anthropology and Criminal Justice at Clemson University and a National Institute of Justice (NIJ) Law Enforcement Advancing Data and Sciences (LEADS) Academic. Dr. McLean's research interests focus on understanding police-community relations and evaluating efforts to reform the police to better reflect community demands of policing. Accordingly, Dr. McLean has conducted research in the areas of police legitimacy, police training, police culture, police use of force, and body-worn cameras. His recent work has been published in *Justice Quarterly, Journal of Research in Crime & Delinquency, Criminology & Public Policy*, and the *Journal of Experimental Criminology*.

Matt Parr CB, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

Matt Parr was appointed as Her Majesty's Inspector of Constabulary in August 2016. Brought up in London, he now lives in the West Country. He has responsibility for forces based in the capital, the national special forces as well as those in Crown Dependencies and Overseas Territories. In addition, he is temporarily overseeing several Police and Fire & Rescue Services within the north. His background is in the Royal Navy, which he joined straight from Durham University. A submariner by specialisation, he has also commanded above the waves and ashore. Much of his career was spent at sea; but among his shore appointments he was responsible for the Navy's inspection regime and also led a Ministry of Defence-wide team conducting studies for ministers. As a Rear-Admiral he was a member of the Navy Board. He was head of the Submarine Service and was the Navy's Director of Operations. He was appointed a Companion of the Order of the Bath in 2013.

Inspector Richard Reeves, North West Underwater Search & Marine Unit

I joined Cheshire Constabulary in 2000 and my first real collaborative role came in 2003, when I spent two years embedded within the UK Immigration Service. Following a return to response policing my next big partnership role came in 2008 as the Police Inspector for Warrington Town Centre, building close links with Local Authority Enforcement Agencies and the Commercial Sector of the vibrant night time economy in order to tackle alcohol related violence and disorder. In 2012 I moved back into operational policing as a Force Incident Manager. In 2017 I progressed from this role into Contingency



EFFECTIVE PARTNERSHIPS IN POLICING

and Event planning, working within the Local Reliance Forum and Safety Advisory Groups, before joining North West Underwater Search and Marine Unit February 2020.

Professor Jeff Rojek, Michigan State University, USA

Dr Jeff Rojek is a tenured associate professor in the School of Criminal Justice and director of the Center for Anti-Counterfeiting and Product Protection at the Michigan State University. He was also a police officer with the Los Angeles Police Department before pursuing an academic career. He has been a principal or co-principal investigator on multiple federal, state, and local funded research grants and contracts. His research efforts primarily focus on issues related to policing, and secondary research interests in the illicit trade in counterfeit goods and organized crime. His publications have appeared in *Criminology, Journal of Research in Crime and Delinquency, Justice Quarterly, Crime & Delinquency, Policing, and Police Quarterly.* He is also an author, with Geoff Alpert and Peter Martin, of *Developing and Maintaining Police-Researcher Partnerships to Facilitate Research Use: A Comparative Analysis* (New York, NY; Springer, 2015).

Professor Joanna Shapland, University of Sheffield, UK

Professor Joanna Shapland is the Edward Bramley Professor of Criminal Justice at the University of Sheffield, UK and the lead for the N8PRP at the University. She has worked in research collaborations with the police in the areas of restorative justice, crime reduction, crime and business, response policing and vulnerability. As part of its work for the N8PRP, researchers at the University considered the strengths, difficulties and sustainability of police-academic partnerships internationally, with the findings published on the N8PRP website and in *Evidence and Policy*.

Dr Layla Skinns, University of Sheffield, UK

Dr Layla Skinns is a Reader in the Centre for Criminological Research, School of Law, University of Sheffield, having formerly worked and studied at the Institute of Criminology, University of Cambridge and the Institute for Criminal Policy Research, King's College London. She has a longstanding interest in police and policing, in particular in how policing agents use their authority. A key focus of her research has been on police detention, in England and Wales, but also in other parts of the Anglophone world. In this setting, she is interested in police powers and their relationship with the law, police cultures and police discretion, and furthermore, how this impacts on equality and on state-citizen relations. She is also interested in how the public – particularly detainees – perceive the police, which links her research to discussions about police legitimacy and 'good' policing.

Dr Adam White, University of Sheffield, UK

Adam White is a Senior Lecturer in Criminology in the Centre for Criminological Research, School of Law, University of Sheffield. Before arriving in Sheffield, he was a Lecturer and Senior Lecturer in Public Policy in the Department of Politics, University of York. He has also spent time as a Visiting Scholar at the University of Washington (Seattle) and as a researcher for Gun Free South Africa (Cape Town) and Demos (London). He has published widely on policing, governance and legitimacy, with a particular focus on state-market relations.

Partnering up against cybercrime

Martin Wilson, Head of Student Services, NEBRC

Martin Wilson of Durham Constabulary has 16 years policing experience across various policing roles. Prior to joining the NEBRC, Martin was part of the North East Special Operations Unit (NERSOU). He specialised in Cyber Protect, Prevent and Prepare work streams, leading on new and innovative work, helping businesses understand and prepare for cyber-attack. Martin and his cyber teams have been recognised locally, regionally and nationally, winning awards for their crime prevention work. Martin lives in the North East with his wife and young child, and in his spare time enjoys skiing, running and reading.



EFFECTIVE PARTNERSHIPS IN POLICING

Brian Dilley, Lloyds Banking Group/Chair of the NEBRC Board

Brian is responsible for fraud prevention, anti-money laundering, sanctions compliance, anti-bribery and countering terrorist financing across all of LBG's brands. Brian holds the Senior Manager Regime position of Money Laundering Reporting Officer for Lloyds and Bank of Scotland.

Brian has held a number of external positions within the industry, among them Chair of the Economic Crime Product & Service Board at UK Finance, member of the JMLIT Management Board & member of the Joint Fraud Taskforce Oversight Board. He also represented the banking industry on the Steering Committee that created the Authorised Push Payment Scam Code in early 2019.

Brian has over 20 years' experience of Fraud & Financial Crime, the vast majority of which has been in financial services. Prior to joining Lloyds Banking Group Brian was the Global Head of Anti-Money Laundering Services and led the UK Financial Services Forensic team in the consultancy practice at KPMG. He spent over four years at the Financial Services Authority where he was Head of Department in the Enforcement Division during the implementation of the Financial Services & Markets Act and the development of the FSA's Financial Crime strategy. Whilst at the FSA, Brian conducted the FATF mutual evaluation of Latvia and was part of the team that responded to the mutual evaluation of the UK.He then spent over three years at UBS Investment Bank where he became Managing Director and Global Head of AML Compliance.

Mandy Haeburn Little, Business Resilience International Management

Before founding BRIM in 2019, Mandy was the Chief Executive of the Scottish Business Resilience Centre for over nine years, working in direct partnership with the single police force, Police Scotland and the Scottish Government. Mandy developed a range of affordable, innovative services for small and medium sized businesses. Working with the Directors of student services at BRIM, a new talent pipeline and BRIM set of business services have been developed which support emerging students of forensics and vocational cyber security whilst also benefiting the business community. Over time, it is intended that these students will go directly into policing and this activity is already developing. This model, as well as engaging business of all sizes in proactively delivering cybercrime prevention advice, has been the cornerstone of the National network that Mandy and her team are delivering.

In Scotland Mandy chaired the Cyber Expert group, the network of trusted security partners, was the only independent Board member of the Scottish Crime Campus and sat on the Serious Organised Crime Force.

On announcing her departure from her role as CEO, Mandy received a cross party commendation from the Scottish Parliament for her outstanding contribution to the business sector as well as for her transformational leadership.

As well as leading and delivering the national Programme of Cyber Centres for Policing, Mandy is also now working directly with National and International business leaders on the creation of a single National entity which will support the network of Regional Cyber Resilience Centres.

In 2020, Mandy received an award from CS European Awards and a Police commendation for her Outstanding Contribution to the Cyber Industry for her work involved with the Scottish Business Resilience Centre and her most recent project in establishing Cyber Resilience Centres across the UK. In January of this year, Mandy was invited on to the first Cyber Expert Panel set in place by the Home Office in order to review the National Cyber strategy.



EFFECTIVE PARTNERSHIPS IN POLICING

Biju Issac, Northumbria University/ Advisory Group NEBRC

Dr Biju Issac is the Programme Leader of 'Computer Network & Cybersecurity' and 'Computer & Digital Forensics' courses at Northumbria University with around 300 students. He has done PhD in Networking and Mobile Communications, Master of Computer Applications (MCA) and Bachelor of Engineering (BE) in Electronics and Communication Engineering. He is a Chartered Engineer (CEng), Senior IEEE member and Fellow of HEA. Northumbria University is recognised as an Academic Centre of Excellence in Cyber Security Research (ACE-CSR) by NCSC and EPSRC. He founded 'Northumbria Cyber Clinic' in 2018, where the Cybersecurity and Digital Forensics students are trained in ethical hacking and pen-testing using Kali Linux tools every week to prepare them for the industry.

His research interests are in computer networks, cybersecurity, Al/machine learning applications (in security, text mining, image processing etc.) and technology in education. He is currently involved in cybersecurity and Al/machine learning projects with PhD students under him and his personal research website is https://www.bijuissac.com/.

Justin Partridge, University of Leeds

Justin has worked across the public sector, in Local Government, Civil Service, London Fire Brigade and several police forces. His roles in those organisations have been equally varied, including IT, programme management, running London Fire Brigade's training centre, working with Lincolnshire Police on the outsourcing of services to G4S and establishing collaborative policing for five police forces in the East Midlands.

His most recent employment role was leading a series of collaborations between seven police forces in the north east of England, working directly to all seven Chief Constables and Police and Crime Commissioners. As well as leading this regional programme, he was responsible for understanding national programmes of work and working with the Home Office and others to implement these in the north east. This role builds on previous experience establishing a similar five force collaboration in the East Midlands between 2005 and 2010.

Previously Justin was Director of Corporate Development for Humberside Police, responsible for major change programmes, performance and information compliance amongst others. One key part of his role there was to enhance how the force can use evidence based practice to improve service to the public, working with several universities and forces around the country. Whilst in this role Justin joined both the N8 Policing Research Partnership and the Open University centre for Policing Research and learning, sitting on the steering groups for both of these police academic partnerships. As part of the N8PRP, Justin was instrumental in proposing an innovative series of CPD events for police data specialists, which has been well received across eleven police forces in the north of the country.

Public Health and Police Partnerships

Dr Matthew Bacon, University of Sheffield, UK

Dr Matthew Bacon is a Lecturer in Criminology at the University of Sheffield. Before joining Sheffield, he worked as a Research Associate at the University of Manchester on a project examining the contractual governance of drug users in treatment. Matthew is the author of *Taking Care of Business* (OUP, 2016), an ethnography of police detectives, drug law enforcement and proactive investigation. His work has been published in journals such as *British Journal of Criminology*, *Evidence & Policy*, *International Journal of Drug Policy*, and *Policing & Society*. His current research focuses on innovation and reform in drugs policing, especially alternatives to criminalisation and other harm reduction measures.



EFFECTIVE PARTNERSHIPS IN POLICING

DS Dr Rob Ewin, Cumbria Constabulary

I currently work for Cumbria Constabulary as the Detective Sergeant responsible for delivering both initial and investigative skills training, with a focus on using evidence-based research. My role in the N8 is to represent the constabulary and help focus future research.

I have also completed a PhD at Cumbria University on the psychology of policing interactions with vulnerable people and how legal frameworks defined, categorised, and recognised them. More information about my PhD research can be found here.

Angela Greenwood, South Yorkshire Police

Angela Greenwood is a Partnership Manager in the South Yorkshire Violence Reduction Unit, covering Sheffield. Angela has extensive knowledge and experience of community development and community project management and is a Chartered Member of the Chartered Institute of Housing. Angela has worked for Sheffield City Council for 14 years and is currently on secondment to the Unit, her most recent management role leading on Cohesion, Migration and Voluntary Sector issues.

Dan Jones, North West Boroughs Healthcare NHS Foundation Trust

Daniel W Price-Jones is a NHS Consultant Forensic Psychologist who works within Cheshire Constabulary's Harm Reduction Unit (HRU) which, alongside Cheshire Police colleagues, he established and operationalised. Dan's clinical background is practising within both secure hospital and community settings, specialising in working with adults with an intellectual disability who present with diverse risk and offending behaviours. His passion for using psychological knowledge and its practical application in the real world setting of behavioural risk management informed the creation, development and establishment of the HRU.

DCI Jason Kew, Thames Valley Police

Jason Kew is now in the final year of his Policing career where he has worked in both uniform and as a detective in each rank to Ch Insp, within frontline, CID, Major crime and intelligence Policing teams. JQ is a humanist, compassionate and social justice orientated person and police officer, having prioritised drug-related deaths, homelessness and vulnerability in the design of Thames Valley's award winning drug diversion scheme. JQ is driven to reduce the stigma of addiction and drug use, implementing schemes in schools to preclude exclusions and enable everyone found with drugs a non-judgemental assessment about the drugs they are using and tailored education and harm reduction to reduce risk.

Superintendent Colin McFarlane, South Yorkshire Police

Colin joined South Yorkshire Police in 1995, after gaining a degree in Public Sector Management from Sheffield Hallam University. Since joining the force, Colin has served in predominantly uniformed roles, gaining significant experience in numerous specialist areas across the force. Although Colin enjoyed his time in all areas of the force, it was in his role as a Neighbourhood Inspector that he found his passion for problem solving and crime prevention.

Colin achieved the rank of Superintendent in 2012, serving in both Sheffield and Doncaster districts. He has also been the force's Director of Intelligence. Colin's most recent, and current, appointment is to lead the national Problem Solving and Demand Reduction Programme, after the force was awarded £6.35 million of funding from the Home Office over three years. Alongside this, Colin is one of the force's Critical Incident Managers and a Tactical Firearms Commander.

Colin's free time is taken up with a demanding eight-year old daughter and equally demanding new house project, in between frequent visits to his native North-East.



EFFECTIVE PARTNERSHIPS IN POLICING

Mike Parker, South Yorkshire Police

Mike Parker is the Performance Review Officer at the South Yorkshire Violence Reduction Unit. He has been involved in policing since leaving university, working as a Survey Officer at Surrey Police until 2018 and a Performance Analyst at South Yorkshire Police until 2019. He produced the VRU's Area Profile and is working in collaboration with Sheffield Hallam University on an experiment to investigate Year 10's perceptions of knives and knife crime.

Chief Inspector Jack Rowlands, Metropolitan Police

Jack is a Metropolitan Police Chief Inspector and currently works at London's Violence Reduction Unit. In his 17 years' service he experienced the impact of violence on society first hand.

Since 2010 he has concentrated on tackling the root causes of violence and has created a number of award winning diversion programmes working collaboratively with others. Most recently Jack created DIVERT, a police custody diversion programme, designed to help 18-25s away from crime into employment, education and training. This has resulted in DIVERT helping over 1000 young people who have come through police custody with just over half finding employment, education and training. In April 2020 The London VRU began funding DIVERT.

In September 2019 Jack, working collaboratively with Juvenis and Lambeth Council, implemented DIVERT Youth, a collaborative diversion scheme working with Lambeth Council helping 10-18 year olds from becoming first time entrants into the CJS. It has led to a significant drop in the number of first time entrants into the CJS. Jack believes that policing has an opportunity to collaborate more with statutory, grass root and funding bodies to achieve a more innovative way of reducing violence for the long term.

DS David Thomason, Cheshire Police

Detective Sergeant Dave Thomason created and leads the Harm Reduction Unit on behalf of Cheshire Constabulary day to day. The Harm Reduction Unit builds on the success of its predecessor, the Integrated Anti-Stalking Unit which Dave created and developed having spent 15 years working at local, national and international levels to tackle stalking. Dave has trained thousands of professionals around the world in the policing of stalking and was previously a Staff Officer to the national police stalking lead. Dave has worked operationally as a detective in public protection for the majority of his service. In 2019, Dave was awarded the inaugural national College of Policing Award for Partnerships and is also the recipient of an Association of Chief Police Officers Presidential Commendation for his work on tackling stalking. Dave has led the development of a revised national Stalking Screening Tool which is currently being evaluated on behalf of the College of Policing and also in the process of completing a post-graduate degree with Liverpool John Moore's University, looking into the implementation and effectiveness of Stalking Protection Orders.