



South Yorkshire

POLICE

South Yorkshire Police

Force Management Statement 2018

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A blue ink signature of Stephen Watson.

Stephen Watson
Chief Constable
South Yorkshire Police

The South Yorkshire Police - Force Management Statement (FMS) sets out a wide ranging and detailed assessment of the current status of the force. It sets out an analysis of that which confronts the force now and into the foreseeable future. Crucially it provides an opportunity for the force to set out our strategic intent and to describe the approaches being proactively pursued now which will sustain and improve the efficiency and effectiveness of the force into the future.

South Yorkshire Police is an organisation which is positively embracing the opportunity to learn from and move beyond what is undeniably a difficult legacy. The enormity and significance of the events surrounding the Hillsborough tragedy and historic child abuse in Rotherham alone point to substantial issues of ongoing local and national significance. What is equally clear however is that ours is a force which has no shortage of committed, talented and capable officers and staff who are passionately committed to the values that our public would expect to find in their force.

The force has taken the opportunity to substantially invest in the leadership cohort at all levels. The force has benefitted from an almost totally refreshed chief officer team who enshrine a clear and optimistic ambition to move the force forward. Within the framework of a supportive Police and Crime Commissioner (PCC), a clear and well grounded strategic delivery plan and an effective performance management regime, the force is embarked upon a significant programme of reform.

These reforms are essential in a world of seemingly inexorable and profound growth in demand whilst our resources continue to diminish. We have invested substantially in developing both capability and infrastructure to better understand our demand and to determine the optimum approaches to effectively tackling our current and future challenges.

The organisation is powerfully embarked on a journey which enshrines in practice our intention to move beyond unsustainable reactivity and towards a proactive, problem oriented force where the effective and successful management of demand becomes central to our mission. Whilst growing demand and declining resources inevitably and regrettably creates great strains upon the organisation, our approach is not to shrink from the challenge in a misplaced display of defeatism. Rather ours is a positive and optimistic disposition as we strive to deliver for our public the first class policing service that they so richly deserve.



This document sets out in detail both our analysis and response. Our programme of reform has already seen the restoration of a first class neighbourhood policing function, the wholesale reform of the force's investigative resources, continuing improvements to our call handling centre (Atlas Court), the procurement and installation of a transformative IT Infrastructure and investment in change and innovation capability.

We are at an advanced stage of reform in our HR function so as to enhance our ability to recruit, train, develop and equip our staff with the requisite skills for the future. Prosaically but importantly, our reforms in this regard include the practical effect of aligning finance and HR within a single executive portfolio given the necessity to bring better congruence to our workforce planning and our mid-term financial planning.

The good news is that our ongoing programme of reform, of which the above is an illustrative part, is already beginning to deliver substantial and tangible improvements. We are particularly gratified that our progress has been recognised by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). In every recent inspection, the force has been assessed as 'Good', a status which demonstrates that South Yorkshire Police has and continues to improve more substantially and more rapidly than even the most optimistic might have predicted given the force's relatively recent travails.

We are embarked on a journey during which we intend to take our force from 'Good' to 'Outstanding'. This document sets out the nature of the challenges and the opportunities over the coming years and its compilation will prove beneficial as we move forward.

Introduction

This is the first Force Management Statement (FMS) that South Yorkshire Police is required to produce for Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). The force looks forward to developing subsequent statements, using the process to ensure that it efficiently and effectively delivers the best possible service to its communities, through sound planning and understanding of its finances and resources.

The Police and Crime Commissioner's (PCC) Police and Crime Plan 2018-19 will require the force to account for progress against four main outcome areas detailed in it:

- safer communities;
- trust and confidence in policing and crime services;
- serious and organised crime; and
- efficiency, effectiveness and value for money



The force's Plan on a Page sets out how it will deliver the PCC's Police and Crime Plan with activity directed in relation to the three key priorities:

- Protecting Vulnerable People;
- Tackling crime and antisocial behaviour; and
- Treating people fairly.



The force has an effective and comprehensive performance management framework that supports the Plan on a Page in delivering the Police and Crime Plan. The framework is an evolving document, responsive to the Police and Crime Plan outcomes, improvements in business areas and the outcomes of the force Strategic Intelligence Assessment (SIA) and Control Strategy. The force will continue to deliver the Plan on a Page and the Police and Crime Plan through existing well-established partnerships and will seek future partnership and collaboration opportunities, where appropriate.



This first Force Management Statement for South Yorkshire Police, describes the broad strategic overview of the force.

As the FMS process evolves, the force will develop increasingly consistent and sophisticated data comparisons, making effective use of its new suite of technologies.

The force has undertaken significant reviews and implemented key changes led by its newly restructured Business Change and Innovation department, as part of the Safer South Yorkshire Programme overseen by the Tactical Change and Strategic Change Boards.

The force has invested in two new Information Technology systems with SmartContact and CONNECT replacing older out of date systems for contact management, crime recording, custody, case file preparation and intelligence. SmartContact will interface with CONNECT and the systems are expected to bring about significant improvements to efficiency and effectiveness in service delivery.

South Yorkshire Police has the ambition and drive to become an outstanding force and to enhance the quality of our services still further, and embraces the role of HMICFRS in supporting the force upon its journey

1. Responding to the Public - Force Overview



Lauren Poultney
Assistant Chief Constable
South Yorkshire Police

South Yorkshire Police receive the majority of calls for service by telephone through the Force Communications Department based at Atlas Court. The force's external website enables direct reporting in some incident categories such as non-emergency crime and road traffic collisions, which traditionally would have been subject to telephone reporting. To date the force has encouraged social media usage purely as a channel for engagement and not for calls to service or as a reporting facility, however the force's new contact management system, SmartContact, will incorporate multiple platforms for the public to report matters to the force, such as web-chat and social media. SmartContact will bring improved opportunities for contact management and the identification of vulnerable and repeat callers.

From January to December 2017 the force received 241,197 emergency 999 calls and 481,385 non-emergency 101 calls. Approximately 65% of all calls into Atlas Court were determined as calls for service and resulted in an incident log being created, with 48% of those incidents resolved within Atlas Court without the need to deploy a police resource. The remaining 35% of calls required a switchboard service, such as transfer to a department or individual. The force grades the response required for the incidents as Immediate, Priority, Resourced Without Deployment (RWD) and Task.

Based on call data from 2012 onwards, the force forecasts that the annual volume of 999 calls will increase to 247,000 and the annual volume of 101 calls is expected to remain relatively stable in the region of 600,000 annually, however, forecasting is less accurate for non-emergency calls because of lack of data caused by a change in telephony in 2014.

There is a national target to answer 90% of 999 calls within 10 seconds of receiving the call, and to respond to those incidents within 15 minutes. The force attended 77% of its 999 calls received within 15 minutes and answered 74% of all 999 calls within 10 seconds. The force has officers in Response, Neighbourhoods, CID and OSU who attend reported incidents and frontline officers have access to smart phones with software for the recording of crime, domestic incidents, road traffic collisions, witness statements and stop and searches.

The force's contact centre is a busy and highly pressurised environment and the force makes a considerable investment in wellbeing for staff at Atlas Court. Cultural and welfare issues within the contact centre have been assessed and a number of short-term measures put in place to ensure staff welfare. This work is supported by the College of Policing, who have provided an assessment of the progress made to date.



The force utilises sophisticated means to allow it to better understand demand and introduce increasingly efficient processes and takes a structured approach to it as part of the Safer South Yorkshire change programme. This has resulted in the production of a range of resourcing models that are being developed to include the ability to forecast demand using resource modelling software.



As partner agencies have reduced the services they offer due to budgetary constraints, South Yorkshire Police has seen increases in demand, particularly relating to vulnerable people and quality of life issues. The force recognises that it must continue its work with existing partners and develop new partnerships to ensure the effective safeguarding of the public and provide an appropriate response to incidents.

Waiting times for non-emergency calls are often above expected levels and response times for officer attendance are too often outside agreed timescales. Because of societal and technological changes, the

existing communications performance framework is being redeveloped and the Atlas Court Review will inform a revised performance framework. The force will maintain the national 999 target of 10 seconds to answer emergency calls but the emphasis for non-emergency calls will be quality of service and avoiding abandoned calls, rather than arbitrary time limits.



Based on the analysis conducted to understand the service, and through developing a working knowledge of the new technology, a plan for service re-design has been developed to be completed by 2020, which includes crime recording at the first point of contact, strategic resource planning, digitisation, recruitment and retention of staff and exploring collaboration with other blue light partners.

The review will provide a number of options around the service levels available within current financial constraints. The review aims to deliver a more efficient service within the current budget, however this may not be sufficient and a reduction in service levels may be necessary to meet financial constraints.

As analysis has already shown, the volume demand placed on Atlas Court has increased significantly and it is anticipated that this will be a continuing trend, with specific demand increasing from partner agencies as their resources continue to reduce.

The force's investment in new technologies will deliver significant improvements in contact management and the Atlas Review program, which will include capacity and capability, performance metrics and demand analysis, has been established to deliver a service fit for purpose in the modern world.

2. Prevention and Deterrence - Force Overview



David Hartley
Assistant Chief Constable
South Yorkshire Police

Chief Constable Watson is the National Police Chiefs Council (NPCC) lead for crime prevention and South Yorkshire Police has adopted the national crime prevention strategy. The force is compliant with the national strategy, confirmed by means of peer review by Durham Constabulary's crime prevention lead.

The force experienced a 34% increase in recorded crime in the 12 months to October 2017 and to be effective at prevention and deterrence, the force must be capable of understanding such fluctuations and the amount of time required to manage demand efficiently and effectively. South Yorkshire Police has invested £1.2m in a Business Change and Innovation Team that has engaged the workforce and the public and drawn on national good practice through the Jill Dando institute and use of the Cambridge Harm Index to ensure that it has a comprehensive understanding of demand. This has informed its operating model for the following areas; contact routes into the force, response, neighbourhood policing, and crime.

In understanding its demand, the force has process mapped all of these areas, and gathered the relevant source data to analyse the volumes and the effort required to manage that demand. The force uses simulation software to re-model its processes, which will allow it to scenario-test multiple options where levels of demand or resources change and continues to work to understand demand flowing into South Yorkshire Police and conversely the demand it creates for its partners. The force has identified inefficiencies in its systems and processes and has invested heavily in new technologies to eliminate and reduce their impact

Work is ongoing to better understand demand in its enabling services (HR; Finance; Legal) and Business Change and Innovation and Performance and Governance departments continue to analyse workstreams to create accurate demand profiles. The force has costed transition plans aligned to workforce and financial plans, balancing cost, operational risk and recruitment viability.

South Yorkshire Police has re-established neighbourhood policing across the force at a cost of £15.5m, with a focus on early intervention and problem-solving. Where possible neighbourhood teams have been co-located with partners to ensure joint working towards common goals. In developing its neighbourhood policing model, the Chief Constable and the Senior Leadership Group held engagement events across the force focussing on hard-to-reach groups and those who have less trust and confidence in the police.

All neighbourhood policing team staff, including relevant partners, are trained in problem-solving, delivered by Sylvia Chenery, a renowned expert in this field. To support its problem-solving approach, the force has an excellent 'What Works' IT portal for staff to access information and best practice advice.

The Prevention and Demand Reduction Board, chaired by ACC Hartley will continue to focus on sources of high-demand across the force, both volume and effort demand. This drives localised demand reduction through the use of problem-oriented policing plans (POP).

The force has invested in a geodemographic product, Mosaic, to help to more accurately profile, understand and engage with our different communities. An additional product has been developed in force to bring together the Mosaic information with a range of other data sources, including crime, ASB, vulnerability and public confidence to provide an in-depth profile for each of our neighbourhood beat areas.

Each of the four districts has a confidence and satisfaction plan to support its neighbourhood policing activities and the force holds regular multi-agency, high profile targeted operations, supported by increased staffing and senior leadership visibility, designated as Operation Duxford. Each 'Duxford Day' has a specific theme, based upon local concerns raised by the community and attracts increased media interest, ensuring that not only are local concerns identified and addressed but those communities can see how the force is helping to make a safer South Yorkshire.



Work is underway to measure the level of abstractions for neighbourhood policing team staff to ensure that they are kept to a minimum, allowing teams to focus their efforts to the benefit of the communities they serve. Shift patterns for neighbourhood policing teams are being evaluated against demand analysis to ensure that they are effective.



To increase crime reduction capacity, the force's Crime Reduction and Architectural Officers will transition to Designing Out Crime Officers (DOCOs), reflecting best practice, and will train the force's 225 PCSOs in the foundations of crime reduction. The DOCOs will then be proactive crime reduction based problem-solving tactical advisors.

South Yorkshire Police will invest in the partnership information sharing module of CONNECT, in conjunction with the four local authorities. This will be developed to enable all five agencies to share information digitally, providing a richer picture for prioritisation, tasking and the assessment of threat, harm and risk.

The force is part of the Best Use of Stop and Search scheme (BUSS) and has recognised a decline in the number of stop searches being carried out, although the effectiveness of those searches has improved. The force has introduced training and an internal media campaign, led by the Chief Constable, to improve its use.

The 34% increase in recorded crime in 2016-2017 is largely attributable to significant improvements in its crime data integrity, overseen by clear leadership. Through a process of supervisory oversight of crime recording decisions, the force identified and recorded crimes that would otherwise have been missed, often previously recorded as reports of anti-social behaviour. Recorded incidents of anti-social behaviour subsequently fell by 26% for the same period. The Crime Support Hub now effectively triages crime by assessing vulnerability, identifying solvability factors and ensuring a proportionate investigation, allocating out only those crimes that require secondary investigation. This has created capacity at sergeant and constable ranks, with fewer crimes being allocated for investigation. To further improve how it manages increasing crime volumes, the force is piloting a new process that considers the severity of the crime, the vulnerability of the victim and the risk posed by the suspect to inform the crime allocation process.

All OCGs (Organised Crime Groups), USGs (Urban Street Gangs) and registered sex offenders have nominated owners, who work closely with neighbourhood policing teams to ensure that disruption activities are appropriately managed and delivered locally. Management of these groups and individuals is thereby made part of daily community policing with centralised oversight to promote consistency.

The force is one of twenty pilot forces engaged in the College of Policing 'Modernising Neighbourhood Policing' project and secured £6.35m of funding from the Police Transformation Fund (PTF), after successfully submitting a proposal to lead a national problem solving and partnership working initiative. Home Office studies project that the work, which will feed into the National Crime Prevention Strategy, has the potential to save resources to an annual value of £24.4 million nationwide.

The requirement for further financial savings combined with new and increasing demand clearly present challenges for all police forces; South Yorkshire Police is no exception.



3. Investigations - Force Overview



Tim Forber
Assistant Chief Constable
South Yorkshire Police

INVESTIGATIVE CAPACITY

During 2017-18, the force undertook a comprehensive review of its crime investigative functions, including process mapping exercises, extensive staff engagement and detailed analysis of crime demand in three areas: volume; serious; and major crime. The force has now implemented a new operating model for investigations across the county with the decentralisation of the previous two-hub investigative model of the Force Crime Unit (FCU) and Protecting Vulnerable People (PVP). Each of the four policing districts now has a dedicated CID and PVP unit.

In respect of major crime, the force has again reshaped investigative capability by investing in and professionalising resources to create a dedicated Major Crime Unit, supported by a Major Crime Review Team. Investigative capacity has been increased through modernisation in key areas, including the introduction of a dedicated Investigator Development Unit (IDU) to support newly recruited police staff Investigations Officers (IOs). The force has developed and delivered the first police staff Investigations Officer course in the country, training IOs to PIP Level 1, with the opportunity to take a post graduate certificate in Investigating Vulnerability Crime (delivered in conjunction with the University of Sheffield). The IO training course was developed in conjunction with academia, the College of Policing and Durham Constabulary, supported by Police Transformational Funding. The force has further plans to train all IOs to PIP Level 2.

In September 2017, the force introduced a centralised Crime Support Hub (CSH) which has significantly enhanced and professionalised the triage, planning and allocation of volume crime investigations. The CSH has had a direct impact on demand within the system and provides a better service to victims, through the timely assessment and investigation of PIP 1 recorded crime.

VOLUME, SERIOUS AND MAJOR CRIME

Historically, levels of volume crime offences are high in South Yorkshire compared to its Most Similar Group of Forces (MSG), with reported levels per 1000 population in many categories being above the MSG average.

Many of the increases recorded in 2017 can be directly attributed to the improvements in crime recording at the time and the investment in crime data integrity, including the supervisory oversight of the Incident Management Team (IMT) reviewing incidents to ensure compliance with the national crime recording rules (Home Office Counting Rules for Recorded Crime).

There is no indication that numbers of recorded volume crime offences will fall, although the speed of growth caused by the supervisory oversight of the IMT in 2017 will not be replicated year on year and will plateau at a level reflective of the 'new normality'. The force's expected increases in volume crime offences are in line with the national picture.



SERIOUS CRIME

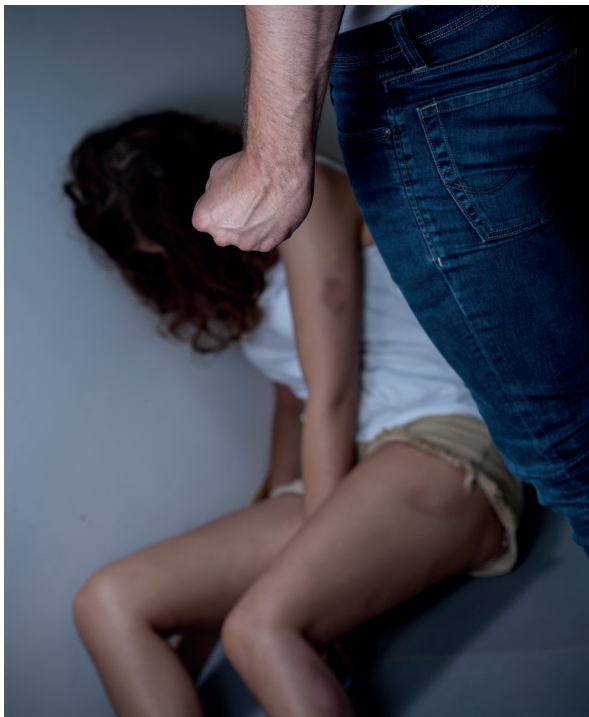
Reports of serious crime offences have increased significantly since early 2015, when the force began work to improve its crime data integrity and compliance with crime recording rules. This has been an ongoing project and improved recording has led to increased levels of recorded crime year on year and to a subsequent improvement in the force's service to victims of crime.

Forces across the country face difficulties in interpreting fluctuations in recorded crime, distinguishing increases in offending from improvements in crime recording. To combat this effect and enable effective crime reduction and safeguarding activities, the force analyses data from the Crime Survey for England and Wales (CSEW), which has a consistent methodology and is widely considered to be the most accurate measure of crime levels nationally. The CSEW reports a long-term downward trend with no real change in the level of violence reported since March 2014. This supports the view that the rise in police recorded crime is largely due to process improvements, rather than a genuine increase in violent crime.

VIOLENCE WITH INJURY

The force shows an increase in recorded crime in this category with trend charts suggesting increases of between 38% and 52% over the course of 5 years (an increase to between 19,000 and 20,000 offences annually). However, following the national trend, large increases in recording of common assaults and actual bodily harm offences are due to the crime data integrity work of the force and better recording of domestic abuse.

As recognised above, this is partly due to process improvements, making accurate forecasting difficult and analysis of recorded levels in the coming years, once CONNECT and SmartContact are embedded, will provide a clearer picture to allow real changes in reporting and recording levels to be understood. While current comparatively high levels are expected to continue, the rate of increase is likely to slow alongside the rate of process change.



VIOLENCE WITHOUT INJURY

As with violence with injury, the dramatic increases in recording levels seen in South Yorkshire for violence without injury in 2017 will not be replicated year on year as the effect of process change declines. Actual recorded levels are likely to remain relatively constant, possibly increasing slightly as reporting methods improve through the use of new technology.



SEXUAL OFFENCES

The force has recorded increasing numbers of sexual offences every year since early 2013. There are multiple causes for these increases, including process improvement, increased public confidence in reporting and media publicity following well-publicised inquiries such as the Jay Report and national investigations into allegations of sexual offences against high-profile figures. Force projections suggest increases in the order of between 68% and 82% between 2018 and 2023.

The Home Office have recognised that the number of non-recent sexual offences recorded by the police has a significant effect on current data returns. Such reporting of historic offences not previously reported to the police is expected to increase and will require detailed analysis to properly forecast recording levels for recently committed crime and to enable effective safeguarding measures to be implemented. These historic reports will also have implications for investigative capacity, should reporting levels increase significantly.



MAJOR CRIME

Reports of major crime offences (Murder, Manslaughter, Corporate Manslaughter and Infanticide) are low in volume, between 0 and 4 per month between April 2011 and October 2017 and these volumes are expected to remain relatively in line with national trends. The latest analysis by the Office of National Statistics (Homicide in England and Wales: year ending March 2017, published on the 8th February 2018) reports a national increase of 8% in the 12 months to March 2017 a reversal of a longer-term downward trend.

South Yorkshire has a significantly lower proportion of homicides compared to other force areas in England that police large cities, partly due to the disruption activities the force carries out against OCGs. The Force Crime Review continues to support these activities with specialist departments dedicated to OCG management.

Modern Slavery and Human Trafficking offences (MSHT) are an area of latent demand nationally, with high levels of under-reporting becoming apparent whenever operations are carried out into activities that are likely to involve Modern Slavery. Reporting levels and thus demand on districts and specialist departments in the coming years are impossible to predict. A new Vulnerability Team within the CID restructure will manage CSE and MSHT offences supported by other departments where necessary.

PREDICTED DEMAND

Key areas for anticipated future increases in demand include fraud, cyber-enabled crime, MSHT, volume crime, violence and sexual offences. The force has amended its crime allocation policy and is taking an innovative approach to the management and investigation of crime. Investigations are assessed for vulnerability and harm as part of the allocation process which is now underpinned by the following 'SOLVE' factors:

- Severity
- Offence and offender characteristics
- Likelihood of solving
- Vulnerability
- Extent of harm and community impact

By applying a triage process to the initial investigation and only allocating for further investigation those crimes that meet the SOLVE threshold, demand on frontline resources is reduced, freeing up capacity to address the issues that have the greatest impact on local communities.



FORENSICS

Forensic provision for South Yorkshire Police is delivered through a Regional Scientific Support Unit (RSSU), a regional collaboration across Yorkshire and the Humber. The RSSU has been established for a number of years in bespoke premises in Wakefield, West Yorkshire and is structured to meet current demands.

A transformational business change project to review forensic service delivery is being undertaken and initial proposals will fundamentally reshape the landscape in respect of forensic service delivery.

The force has made efficiencies in its digital forensics provision, investing in building capacity and forensic triage equipment; 7 'kiosks' equipped with mobile phone interrogation equipment that officers can use to download data for quick-time investigative purposes. A new operating model has been developed for the Digital Forensics Unit (DFU) as part of the Force Crime Review, with an increase in the number of digital forensic examiners to assist in managing future demand. The force is working with RSSU to achieve ISO 17025 accreditation as required by the Forensic Regulator.

CRIMINAL JUSTICE UNIT

The Criminal Justice Unit (CJU) is currently experiencing increased demand caused by the process changes associated with the implementation of CONNECT.

South Yorkshire Police hope to become one of a new wave of pilot forces in the national charging 'proof of concept' currently being piloted and led in Hampshire.

The force is amending its file building process so that custody and PIP1 case file building will be completed post-charge by centrally located case builders, rather than by frontline officers, a move which is expected to substantially improve the timeliness and quality of prosecution files, reduce demand on frontline officers and streamline processes within CJU.



CUSTODY

Increases in recorded crime have resulted in the force's custody suites taking an average of 1667.9 detainees per month. The force has the capacity and capability to effectively accommodate these numbers and can increase its capacity, with a contingency plan to build an additional 10 cells at its main custody suite, Shepcote Lane, if volumes increase to current capacity.

Shepcote Lane and Barnsley Custody suites have been recognised as flagship facilities, providing a safe and secure environment to adequately support the diverse needs of detainees. The force plans to modernise its remaining suite at Doncaster and a number of options are due for consideration in late 2018.



4. Protecting Vulnerable People - Force Overview



Tim Forber
Assistant Chief Constable
South Yorkshire Police

South Yorkshire Police has undertaken a comprehensive review of the demand generated by public protection investigations as part of the Force Crime Review. It took full cognisance of the existing stress on capacity, particularly in the field of domestic abuse and domestic rape investigation. This data underpinned the design and delivery of a new operating model, creating district based, omni-competent teams that can deal with both child and adult vulnerable victims.

The model will facilitate the development of increasingly effective local partnerships, providing seamless integration with neighbourhood problem-solving teams. Staff will be able to 'flex' between both adult and child investigations to manage spikes in demand. Overall capacity will increase by moving to a blended workforce consisting of detective constables and police staff investigations officers, the product of the Investigator Development Unit. The force's investment in the IDU will ensure that its investigative teams are equipped with appropriate skills and experience.

The force agreed a significant investment in agile working provision for all those working on PVP investigation teams, which will allow investigators to have better mobile access to intelligence, reduce administrative demands and be more productive. It will also allow the development of new ways of working which are more conducive to their well-being. This work will build on the efficiencies generated by the investment in SmartContact and CONNECT.

This enhanced capacity at a local level will be complemented by a reorganisation of the force's Serious and Organised Crime Unit (SOCU). SCO-Vulnerability will again consist of a blended workforce of specialist investigators, focussed on organised child sexual exploitation, modern slavery and

human trafficking as well as other complex issues affecting vulnerable victims. This will address a historic lack of a dedicated investigative capability to respond to human trafficking offences and ensure that the force retains a specialist capability to deal with the most challenging cases.

A key challenge for the force is to ensure that the standard of public protection investigations in the new model remains consistent across the force. To achieve this the force has invested resources in a PVP Governance Unit headed by a Detective Superintendent. This unit will sit within the Deputy Chief Constable's portfolio and will overlay a locally delivered resource with corporate governance. The unit will conduct qualitative audits of practice and conformity with the performance management framework in order to ensure a consistently outstanding quality of service for its most vulnerable victims.

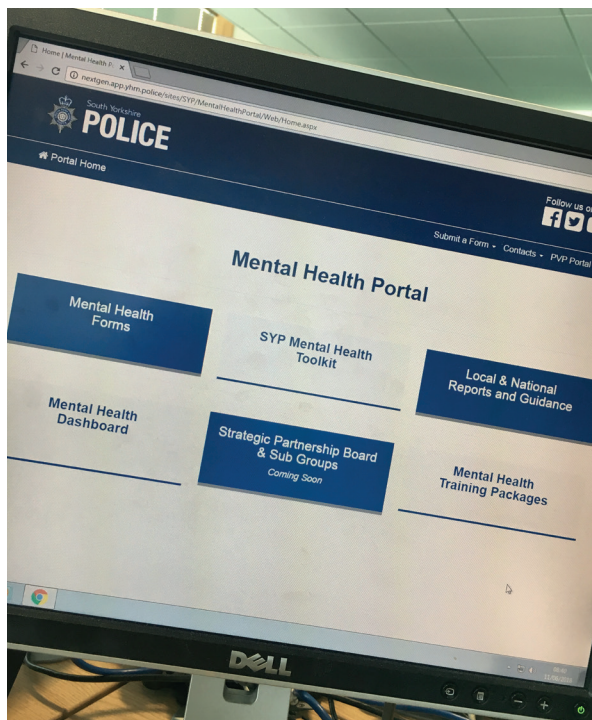


The force has a comprehensive training needs analysis for specialist PVP investigators who will, by the end of 2018/19, all have undertaken role specific training enabling them to manage both child and adult investigations.

The force recognises that protecting vulnerable people is the responsibility of all its staff and a key aspect of this is having a consistent method of identifying vulnerability. The force has launched a Vulnerability Assessment Framework (VAF) in order to ensure a consistent approach and its effectiveness will be evaluated over the next twelve months. The VAF is complemented by a newly implemented vulnerability strategy, centred on the concept of professional curiosity, proactively looking beyond the initial reasons that lead to calls for service to discover underlying vulnerabilities. Governance is provided by a Vulnerability Governance Group chaired by the Assistant Chief Constable, Crime.

SmartContact and CONNECT will provide a range of new opportunities in relation to identifying and analysing vulnerability. In particular, this will enhance the force's ability to track and analyse demand generated by mental ill-health. The new neighbourhood structure provides a framework to manage repeat vulnerable victims at different tiered levels from an individual agency approach through to MARAC (Multi-agency Risk Assessment Conference).

Overseen by the Superintendent force lead for mental health, the force has launched a Mental Health Portal – a web-based resource comprising mental health forms, mental health toolkit, local and national reports and advice and other resources that officers can access on desktop or mobile devices. Mental Health is a high risk area to the police and can be a contributory factor in a wide range of incidents that require a police response. The force provides help and support to its staff in managing this challenging demand.



‘Acquaintance’ as opposed to ‘domestic’ RASSO (Rape and Serious Sexual Offences) offences will be investigated within local CID offices, allowing PVP teams to provide specialist support to those suffering such abuse within the context of a relationship. The quality of all RASSO investigations will be subject to intrusive supervision by the PVP Governance Unit.

The force has recognised that the vulnerable are particularly susceptible to cybercrime, specifically fraud, and has adopted Operation Signature, in order to identify vulnerable victims of fraud and help prevent them becoming victims in the future. Furthermore, the force uses Mosaic data to identify areas with higher concentrations of those who may be susceptible to fraud.

The force has developed more effective partnerships with the health care sector to identify those at risk of Honour Based Violence (HBV) and Female Genital Mutilation (FGM) and applied for and successfully obtained two Forced Marriage Protection Orders and eight FGM Protection Orders in 2017. To date the force has obtained three Forced Marriage Protection Orders and two FGM Protection Orders in 2018, protecting some of the most vulnerable in society. The force continues to increase staff and partner’s ability to identify the signs of potential abuse in the home, through internal and external publicity campaigns.

The force works with local authorities over the issue of looked after children going missing from home, working within communities through the Safer Neighbourhood Service. The force has a clear understanding of repeat locations and individuals and engages care providers and those at risk to mitigate this significant aspect of repeat demand.

The force’s investment in digital forensic analysis was prompted by the exponential rise in investigations involving digital evidence, particularly public protection investigations and will significantly improve the quality of investigations and outcomes for victims.

The prediction of future demand in protecting vulnerable people is challenging. The demand modelling undertaken as part of the Force Crime Review is sophisticated in its approach in that it looks at both the incidence of demand as well as the effort required to meet it. However, significant increases in the volume of reported incidents in recent years, which might be seen as an indicator of future demand, have been due to changes to recording standards, increased scrutiny on crime data integrity and the impact of iconic events such as the Jay Report into child sexual exploitation, which in turn has increased victims' confidence to report current and historic offences. These increases will not be repeated year on year, which adds to the complexity of accurately forecasting based on these volumes.

The force believes that the investigative structures implemented under the Force Crime Review will develop into the most effective and efficient way to protect the vulnerable. The model adopted has the ability to respond dynamically to fluctuations in demand and can build long term effective partnerships to deliver local problem solving.

South Yorkshire Police will continue to work with partners to refine its understanding of future demand and ensure that the benefits of IT investments are realised.



5. Managing Offenders - Force Overview



Tim Forber
Assistant Chief Constable
South Yorkshire Police

The force's integrated offender management (IOM) arrangements engage offenders in domestic abuse, CSE, serious acquisitive crime and organised crime groups. Multi-agency protection arrangements (MAPPA) are in place in each district with performance monitoring reporting to the Strategic Management Board.

Registered sex offenders are managed by local, district based ViSOR (Violent Sex Offender Register) teams, according to the risk they pose. All ViSOR nominals are recorded on CONNECT with Schengen alerts in place for those intending to travel abroad and the force conducts national and international conviction checks on all ViSOR nominals in South Yorkshire.

Each district has a Local Offender Management Panel (LOMP) to manage the IOM process and the force is working to improve the consistency of multi-agency partnership arrangements. IOM cohorts are determined by local crime and offending patterns and the force has identified four potential drivers for increases in demand on IOM teams:

- risks posed by OCGs involved in domestic abuse;
- inclusion of CSE offenders within cohorts;
- OCG offending in general; and
- increases in reporting of domestic abuse.

With increasing numbers of registered sex offenders, there is an increased need to forge and maintain multi-agency management programmes and the force conducts risk management of offenders (ARMS). The Force Crime Review will address capacity within the ViSOR function.

Attendance at MAPPA meetings is a statutory requirement for relevant partner agencies, whereas LOMP meetings are non-statutory, and the force is working to strengthen its partnership work in this area.

CONNECT and SmartContact will provide enhanced ability to monitor offenders within IOM cohorts and track their movement within the criminal justice system.

Offenders who have been circulated as wanted are dealt with through weekly district THRIVE performance meetings and the force is implementing innovative processes to manage suspects based on the harm caused by their offending and the risk they pose.

The force has improved processes to manage foreign national offenders and has identified new offending profiles including child criminal exploitation (CCE). Phase 2 of the Force Crime Review will review intelligence provision in these areas.

South Yorkshire has five prison establishments within its boundaries and builds effective partnerships to ensure effective offender management and victim safeguarding. The force's Prison Investigation Team is to be relocated from police premises into the prisons to better track offenders serving custodial sentences and to increase the flow of intelligence between the agencies when offenders are due to be released back into the community.

Whilst recognising potential increases in demand, the force is increasing its capacity to manage offenders through:

- the Force Crime Review, increasing ViSOR offender delivery at a local level;
- support for local neighbourhood police teams and more effective information sharing;
- development of an offender harm matrix to prioritise suspect management;
- implementation of a harm based matrix for prioritising wanted offenders;
- improved partnership arrangements for the delivery of LOMP;
- establishment of a domestic abuse multi-agency management panel to manage offenders identified by the domestic abuse perpetrator matrix: and
- direct referral from custody suites to the countywide domestic abuse perpetrator programme for any suspect arrested for domestic abuse.
- Improved use of technology through the integration of recording systems

These improvements in the effectiveness of the force's IOM process will enable the prioritisation of high-risk offender management through effective local tasking, improved partnership working and the sharing of information and intelligence.

6. Serious and Organised Crime - Force Overview



Tim Forber
Assistant Chief Constable
South Yorkshire Police

Disrupting serious and organised crime is a key strategic priority for the force, as identified in the SIA and reflected in the Force Control Strategy.

The force has nominated leads for identified strategic threats: MSHT; Drugs; CSE; Armed Criminality; Cyber Crime; Organised Acquisitive Crime and Fraud. The Force Crime Review resulted in the restructuring of serious and organised crime capability to enhance its response to these threats and each district has a Local Organised Crime Partnership Board (LOCPB), coterminous with local authorities, to add further governance.

The force's expertise in the disruption of OCG activity has been recognised nationally and South Yorkshire Police were instrumental in the national development and delivery of partnership tactical options, leading to the publication of the College of Policing 'Disrupting Serious and Organised Criminals: Menu of Tactics'.

South Yorkshire Police takes a problem oriented approach to OCG criminality with an established intelligence threat desk for Serious and Organised Crime. Emerging threats such as the Spice phenomenon in towns centres and the supply of controlled drugs in prisons are tackled through Neighbourhood Policing Teams and the force is developing the intelligence picture around other threats such as County Lines and the use of Fentanyl. Effective working relationships with the Regional Organised Crime Unit and National Crime Agency, combined with local proactive capability, enhance the force's ability to tackle drugs and firearms enabled OCGs.

Significant investment has been made to tackle the threat of MSHT through the development of an Anti-Slavery Unit, which has improved the recording and development of intelligence, referrals to the National Referral Mechanism and the coordination of criminal investigations.

The force is developing its cyber-crime and digital investigative capability, including the creation of a Cyber Protect role to help reduce vulnerability online.



The creation of a SCO-Vulnerability Operational Team will ensure an effective response to organised CSE, Modern Slavery and Human Trafficking, working closely with the Online Sexual Offences Unit.

Operation Zeus is the dedicated forcewide investigative response to non-fatal firearms discharges. In 2016 and 2017 the force has recovered significant numbers of firearms in criminal use and, partly due to successful disruption activity coordinated through Operation Hercules, 51 such weapons have been removed from OCG possession in the 24 months to December 2017.

South Yorkshire Police has built on its experience of partnership working with local authorities and the National Crime Agency, mainstreaming activity into the Specialist Crime Operations department, which sees the force response to Serious and Organised Crime being broadened over three strands: Vulnerability, Commodities and Prosperity.

Demand caused by the size and complexity of OCG based investigations is a risk to the force, and other forces across the country. South Yorkshire Police is exploring collaborative options for future service delivery across all seven forces in the North-East region.

7. Major Events - Force Overview



David Hartley
Assistant Chief Constable
South Yorkshire Police

The county of South Yorkshire contains five football league clubs, the fifth largest city in the country and many crowded places, which collectively place significant demand upon the force in keeping its communities and visitors safe. In its 2017 PEEL Effectiveness Inspection, HMICFRS stated that the force has the necessary arrangements in place to fulfil its national responsibilities, the Strategic Policing Requirement (SPR) and threat mitigation including terrorism, large-scale disorder and civil emergencies.

The force regularly assesses its capacity and is taking steps to increase the number of officers trained to respond to public order incidents. It has the capabilities in place to respond to terrorist or OCG firearms attack, multiple high-risk football fixtures, marches, parades, demonstrations and major incidents.

Two multiagency exercises were carried out in 2017, designed to test the force's capacity and capability in relation to a civil emergency:

- Exercise Historian tested the initial response to a terrorist attack. This was a large-scale exercise involving emergency services and numerous partner agencies, volunteers and staff from Meadowhall Shopping Centre.
- Exercise Jasmine tested the force's strategic response to such an attack

To maintain its capability and capacity, the force works with the Local Resilience Forum (LRF) and other forces to ensure there are sufficient staff and officers with specialist skills to respond to national threats, tests its skills in training exercises and carefully analyses those exercises to improve its response to national threats.

The force has ACC strategic level oversight of all areas of the SPR and the Deputy Chief Constable, Mark Roberts, is the NPCC lead for football policing. ACC David Hartley is currently the lead officer in relation to the police use of firearms within the Yorkshire and the Humber Region.

South Yorkshire Police maintains robust specialist cadres working on a rota basis, ensuring effective 24-hour command and support structures are in place, including:

- Spontaneous Firearms Command – Force Incident Manager
- Critical Incident Cadre and pre-planned Firearms Operations
- CBRN (chemical, biological, radiological and nuclear) commanders – Gold and Silver
- Hostage Negotiation
- Senior Investigating Officers
- Gold Commanders who are accredited as both strategic firearms commanders and Gold Public Order Commanders
- All forms of command are supported by trained and accredited tactical advisors for firearms, public order and specialist search advisors

The force's OSU provides dedicated policing resources for armed policing, roads policing, dog support and operational and contingency planning, including public order and firearms planning. Counter terrorism functions are managed within Specialist Crime Services and have strong links into armed policing and civil emergencies. The force has effective working arrangements with the North East Counter Terrorism Unit, Police Service of Northern Ireland and HM Special Forces.

The LRF and the SYP Contingency Planning Unit work closely together in planning for civil emergencies under the requirements of the Civil Contingencies Act 2004.

In addition to their own daily tasking requirements, OSU resources support district based response policing, attending live time incidents relating to public safety or risk to life matters, if they are able to provide the most efficient response. This enables the force to manage threat, harm and risk as part of daily business and to flex its resources and prioritise its response during periods of high demand or unforeseen events.



8. Well-being - Force Overview



David Hartley
Assistant Chief Constable
South Yorkshire Police

Local district and department Well-Together Groups and a network of Well-Together Champions support the force's Well-Together Board. A new well-being strategy is in place, overseen by the strategic lead, ACC David Hartley.

Sickness levels for both police officers and police staff are above the national average with an annual rising trend in sickness levels for police officers since 2014. Sickness levels for police staff have remained largely constant since 2014.

The main long-term reasons for sickness are psychological disorders and musculoskeletal conditions. Short-term sickness reasons are mainly respiratory conditions and digestive disorders.

In 2016, the force carried out a staff survey in partnership with Durham University and the results continue to be used to inform and drive improvements in well-being, staff engagement and communication.

Referrals for staff into the force Occupational Health Unit (OHU) are high and the force has identified that improvements to the internal systems and capacity of the unit are required.

Accidents in the workplace and assaults on, or violence against staff constitute the majority of the force's reported health and safety incidents.

The force has a process for continuous improvement from health and safety, accident and near-miss reports, with all reports being scrutinised at the appropriate level.

The force records the levels of accrued time off in lieu and outstanding rest days for its staff and is aware that cancelled rest days are a concern. Any requirement to cancel rest days is carefully assessed against levels of demand and the need to safely resource public events, whilst having consideration for the welfare of affected officers.



South Yorkshire Police has a wide range of provisions in place to monitor the physical and mental well-being of its workforce and has completed the College of Policing Blue Light Assessment to identify gaps in well-being. Screening programmes for psychological and physical well-being are in place and the force has a variety of services available for employees to help with any well-being related problem, the focus being early identification and prevention of more serious issues.

The force holds regular well-together conferences, open to all staff, where key sessions are delivered to help staff and external speakers are invited to present, helping the force learn and continually improve its approach to well-being.

The force expects mental health well-being in the workforce to improve over the next three to four years with psychological well-being remaining at current levels for the next one to two years before any improvement is seen. Physical well-being of the workforce also expected to improve over the next three to four years. These improvements are expected as a result of increased momentum behind the well-together strategy, improvements in organisational culture around mental health, improved staff engagement and communication, the remodelling of HR support and a refreshed People Strategy.

9. ICT and Information Management - Force Overview



Nigel Hiller
Director of Resources
South Yorkshire Police

INFORMATION AND COMMUNICATION TECHNOLOGY

Since 2012, the Information Services (IS) Department have provided joint Information and Communications Technology (ICT) services to South Yorkshire Police and Humberside. The Deputy Chief Constables of both forces provide joint governance through the Joint Force Governance Board.

The focus of the 2012-2017 joint strategy was to replace outdated, disparate IT systems with fully integrated officer-centric capability. The forces invested a total of over £24M in five major programmes; Mobile, CONNECT, ERP (Enterprise Resource Planning), infrastructure and SmartContact saving over £6M per year. Officers use the Pronto mobile system, integrated into CONNECT, to give them access to information outside the police station and allow more time to be spent in their communities and less time keying data into applications on desktop computers inside police stations. The implementation of SmartContact will improve systems at Atlas Court and increase the channels of communication available to the public.

The IS department experiences temporary increases in demand when any new IT system is implemented however this is countered with short-term increases in staffing and support from system suppliers. Running several significant IT change programmes across both forces simultaneously (mobile, CONNECT and SmartContact) has been challenging but will provide significant savings for the force.

In the next 12 months all the force's 6000 mobile devices are to be replaced adding to the demand created by issuing body worn video devices to officers. Airwave replacement is affected by delays to the provision of the ESN device, which is a national issue. As the force promotes further agile working there will be increased demand for laptops.

The IS department will continue to work closely with regional colleagues, sharing best practice and ensuring value for money on procurement. IS are working with a number of national programmes:

- National Enablement Programme for Office 365 and Microsoft tools;
- Emergency Services Mobile Communications Programme – Regional lead for Airwave replacement;
- National Law Enforcement Data Services – replacement of PNC and PND; and
- Digital Programme Portfolio – digital public contact, digital intelligence and investigation and digital courts.

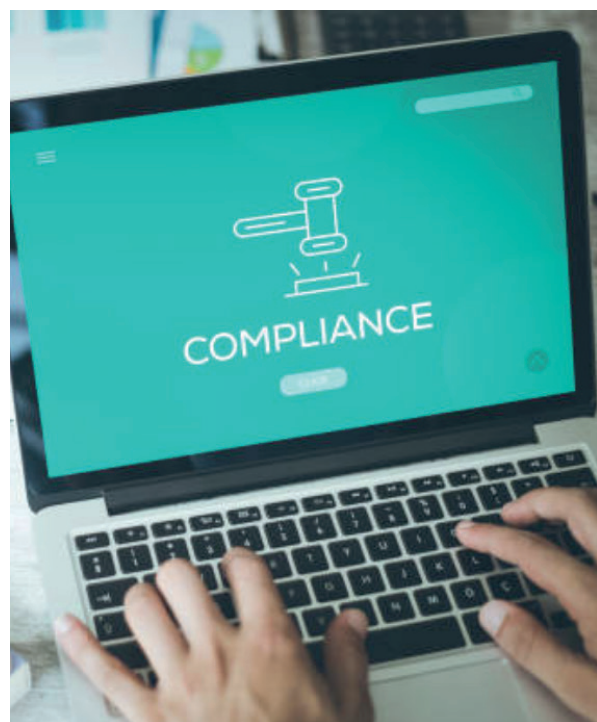
South Yorkshire Police is part of the NETIC (North East Transformation Innovation and Collaboration) arrangements providing collaborative services in the North East Region.

IS is capable of dealing with business critical and major incidents where IT support is needed for mission critical functions.

The 2018-2023 strategy will focus on business benefits and continuous improvement alongside a continuation of the digital strategy to ensure that the force can meet future demand.

INFORMATION COMPLIANCE UNIT

The Information Compliance Unit are responsible for data protection, freedom of information (FOI), record management and information assurance across all information assets used by the force. The force has a robust access control policy in place for access to its IT network and systems and identity access management processes are in place for systems requiring additional levels of security. The force is anticipating additional demand for subject access under new data protection legislation that will see the requirement to provide information reduce from 40 to 30 days.



AUDIT AND GOVERNANCE UNIT

The force's Audit and Governance Unit (AGU) are responsible for ensuring the correct application of the National Crime Recording Standard and Home Office Counting Rules. The AGU Audit Team, under the direction of the Force Crime Registrar, perform a regime of routine and risk-based audits in accordance with current business rules and prescribed manuals of guidance. Crime data is quality assured in line with statutory and Home Office requirements, system operating procedures and national requirements for data submission.



PERFORMANCE MANAGEMENT

South Yorkshire Police has a comprehensive performance management framework in place. The force aligns its activity to the Plan on a Page to which the subsequent governance and reporting requirements align. The Performance Management Unit support the force at operational, tactical and strategic levels of performance management and provide annual data returns to the Home Office. Over the next 12 months, the Performance Management Unit will focus on building data quality in records the force creates and new processes introduced with its new IT systems, supporting improvements in data integrity across the force. A Strategic Data Quality board monitors data quality issues and reports directly to the Deputy Chief Constable.

10. Serviceability of Other Assets - Force Overview



Nigel Hiller
Director of Resources
South Yorkshire Police

There are a number of key departments that provide important services for the force:

- Estates;
- Force Finance;
- Human Resources (HR);
- Learning and Development (L&D);
- Other supporting capabilities – firearms licensing, licensing, corporate communications;
- regional procurement, vetting and legal services;
- Vehicle Fleet Management;
- Professional Standards;
- Special and volunteers.

A strategy has been published which sets out, for the first time, the vision for the collaborative work between South Yorkshire Fire & Rescue and South Yorkshire Police. Developed by both organisations, the Police & Crime Commissioner and the Fire Authority, it reinforces the shared objectives for working together.

The vision is that all collaborative work will deliver more effective, efficient and economical services, with decisions made that are in the best interests of the communities of South Yorkshire. The strategy also recognises that whilst each organisation has its own unique brand, identity and core purpose, both have a shared objective - which is to keep the communities of South Yorkshire safe. As part of this collaboration new Heads of Joint Community Safety, Joint Vehicle Fleet and Joint Estates & Facilities Management have been appointed.

The Force has introduced a Collaboration Effectiveness Framework (CEF) to ensure it appropriately manages its collaborative and partnership working in line with organisational strategies, financial regulations and recognised best practice. In the form of question matrix the CEF assesses the operation of collaborative activity against seven key measures; Performance, Strategic, Value, Net Benefit, Governance & Legal, Leadership & Culture and Future Opportunities.



The questions asked are proportionate and change as the level of risk and organisational significance increases. This work feeds into a Collaboration Review Board chaired by the Deputy Chief Constable with assistance from the Force Innovation & Collaboration Manager and is attended by strategic managers across the force. The Board ensure all collaborative activity is effective, efficient and has clear alignment to organisational strategy and has the authority to put forward recommendations for change or, if appropriate, re-consider our role in the activity.

ESTATES

The South Yorkshire Police Facilities Management unit service provision is to establish and maintain a safe, clean and workable environment for all members of the public and colleagues who enter or work within South Yorkshire Police premises. Facilities Management provide a varied range of operational support from the initial stages of the strategic accommodation plans and design requirements to legislative and programmed maintenance of buildings. The Estate Strategy and Asset Management Plan 2015 – 2020 agreed by the Chief Constable and the Office of the Police and Crime Commissioner (OPCC) is reviewed annually.

The force developed a Joint Humberside and South Yorkshire Police Sustainability Strategy underpinned by a detailed implementation plan with ambitious targets for each of the nine priority areas for action (energy, transport, waste, materials, pollution, water, IT, people and communities).



The force is committed to reducing its carbon footprint and is looking to achieve this through renewable energy sources for buildings, electric vehicles and recycling of waste schemes.

To increase future capacity and capability the force is in collaboration with the South Yorkshire Fire and Rescue Service to look at sharing of premises and estates functions and through the estate strategy and asset management plan. This has included the joint appointment of a shared estate manager for the two organisations. The force is collaborating with Humberside Police, North Yorkshire Police, and West Yorkshire Police to provide a standard specification and joint framework for the provision of a one-stop shop for property repair and maintenance services. It is anticipated that the contract will be in place for the 2019/20 financial year.



FORCE FINANCE

The force's Director of Resources is the statutory Chief Finance Officer for the force and is responsible for information systems and information communications technology (a joint undertaking with Humberside Police), Procurement (a region wide service provided to West Yorkshire, North Yorkshire and Humberside Police), Human Resources (partly shared with Humberside Police), Facilities Management and Vehicle Fleet Management. The Director of Resources also chairs the national CIPFA Police Panel. Day-to-day responsibility for the finance function rests with the Head of Finance and the force shares an internal audit function with the OPCC.

The force meets all statutory and professional financial responsibilities including early closure of annual accounts, producing a balanced budget to support the Medium Term Financial Strategy and the Workforce Strategy Plan. The force is also implementing a new 'Organisational Infrastructure' model of governance that won the Good Governance prize at the Public Finance Innovation Awards in 2018 and the Finance department worked with OPCC to introduce a new Joint Corporate Governance Framework, consistent with the 2016 CIPFA Delivering Good Governance in Local Government document. The finance function has an extensive performance management framework in place overseen by the Director of Resources and Head of Finance.

The force is working to the CIPFA Financial Management Framework, a model which is being piloted by the force as part of the NPCC Finance Excellence in Finance Model, managed at the national level by the CIPFA Police Panel, chaired by Director of Resources, Nigel Hiller. This forms an extensive plan of over 40 actions designed to ensure delivery and address any gaps in service provision identified within it.

HUMAN RESOURCES

HR Services are delivered in collaboration with Humberside Police with South Yorkshire being the lead employer. The overall arrangements are subject to joint review by the newly appointed Heads of HR for each force and it is anticipated currently that a new model will be defined by early summer 2018.

HR provide the following functions for each force, supported by the provision of performance information to districts and departments:

- HR Operations, including Occupational Health, operational delivery, help & guidance;
- Resourcing, including recruitment, workforce planning, job evaluation, business support;
- Training, including operational training, officer safety, quality assurance and blended learning;
- Career Services, supporting workforce transformation, leadership, talent management;
- Health & Safety, professional advisory service across the Force.

A new two year work-plan has been devised to promote cross-team working within HR to enhance working relationships and offer exposure to projects outside normal daily activities. This work is linked to the Plan on a Page and will ultimately underpin a revised People Strategy.

The force identified that the IT systems HR use required updating and these are to be developed to offer enhanced services to staff and managers. HR meet all the statutory reporting requirements, including the Gender Pay Gap report, and all Home Office returns.

The department has a draft Health & Safety, Equality & Diversity, Positive Action Strategy and will be commencing work to develop:

- Workforce Strategy;
- Learning and Development Strategy;
- People Strategy;
- Attraction.

The force has an established governance framework that wraps around the workforce planning process. The workforce profile has been carefully mapped against the Medium Term Resourcing Strategy. Workforce transformation, structural changes, savings, skills and demand activity are part of the governance structure to inform future planning.



The force is working to develop a new bespoke people strategy and the review of the HR Shared Service will establish those resources that are to be shared and those that may be split. Concurrent financial profiling will then detail the budget remaining to establish a permanent structure for the force's HR services. Systems, efficiencies and organisational development are the focus of the HR shared service review.

The Chief Constable has introduced the Leadership Pledge, setting out his expectations of supervisors regarding standards and service delivery aligned to the Plan on a Page and he has hosted events for all police sergeants and police staff supervisors, articulating his vision. Each individual staff member signs a contract to adhere to and promote these expectations. Plans are in place to roll these events out to include all ranks and roles within the force.

The force has identified future gaps but has plans in place to address them and is prioritising the modernisation of the workforce planning process. The gaps that will be addressed are:

- Strategies for recruitment and attraction, learning and development and people;
- Analytics to improve HR data;
- Training delivery.

The force is engaged with the College of Policing in relation to workforce transformation and has established working groups and governance to prepare for the PEQF.

LEARNING AND DEVELOPMENT

Learning and Development is a collaborative function within HR Services across both South Yorkshire and Humberside police forces with most training delivered locally. Leadership, operational support, public order and operational support firearms training are managed outside of the core learning and development functions.

The introduction of CONNECT and SmartContact has required one of the largest force-wide training programmes of recent years. L&D has identified the following areas of focus for officer training now that the systems training is complete:

- Initial Crime Investigators Development Programme (ICIDP);
- Vulnerability;
- Digital and cyber-crime;
- Disclosure;
- Specialist investigators university course;
- Investigating Officers;
- The Force Crime Review and posting of detectives entailing increased specialist training
- Police driving at all levels;
- Operational police training - Specials, Tier 1 courses, Street Skills, PCSO Initial Courses;
- Personal safety training;
- Quality assurance;
- Apprenticeships;
- Implementation of direct police entry routes.

The department has conducted a detailed sergeants' promotion process evaluation as part of continuous improvement and has carried out an equality evaluation. The force is exploring the possibility of using Virtual Reality and Augmented Reality software to enhance its training capabilities and is considering a bid to the Government's Transformation Fund to fund it.

The force actively uses its PDR (Professional Development Review) system in career review and selection processes, identifying high performers and staff with potential. The force has a BAME focus group to promote positive action in progression and professional development.

L&D are fully capable of meeting demands for training when clear parameters around organisational priorities, timescales, funding and required resources are known. The collaboration with Humberside Police is under review and a new single service is planned, as part of which a bespoke learning and development strategy will be devised, setting staffing levels and filling currently vacant posts. This restructure of the department cannot be completed until the collaboration elements with Humberside have been finalised.



OTHER SUPPORTING CAPABILITIES

- The firearms licensing unit manage all firearms license applications and warrants.
- The centrally managed force licensing team perform both a proactive and reactive function, undertaking licensing checks and test purchase operations in addition to supporting districts with reactive enforcement management and prosecution cases. There are plans to decentralise this function, returning resources to local safer neighbourhood hubs to work with local authority licensing teams.
- The corporate communications department provides professional advice and support on communications, media engagement and graphic design. A new department structure is being developed and, to improve engagement with the public, a new force website and intranet site have been launched
- The Yorkshire & Humber Police Regional Procurement Team has been awarded CIPS (Chartered Institute of Procurement and Supply) Corporate Accreditation, with the four forces spending in excess of £220 million per annum on goods and services. The Procurement Strategy sets out a commitment to achieve value for money for the public purse through all procurement and commissioning activity, in order to both protect frontline services and support a sustainable economic environment. The Regional Procurement Team are national commercial leads for the Fleet and Aviation categories and therefore in order to pursue both additional savings and efficiencies and ensure that goods and services procured are fit for modern policing, extra resource will be required to support these activities.
- The Force Vetting Unit holds responsibility for the management of all police and national security vetting, including clearance decisions, in respect of police and non-police personnel. The vetting unit is expecting demand to increase as a result of increased recruitment.
- Legal Services are provided as a collaborative arrangement with Humberside Police. Legal services have shown a proactive approach in applying for civil orders to tackle crime and ASB and have provided related guidance advice sheets for officers. The department manages a range of functions from civil claims, legal advice for policing operations, liaison with HM Coroner, the Crown Prosecution Service and local Courts



VEHICLE FLEET MANAGEMENT

The Vehicle Fleet Management Department provides a complete and comprehensive integrated support service to the force by the provision of a mixed fleet of approximately 715 vehicles. The main functions of the department are:

- Fleet management and administration;
- Mechanical workshops;
- Commissioning (new vehicle preparation and electrical repairs);
- Bodyshop (collision repair facility);
- Driver services.

The workforce and workshops have been rationalised over recent years and, coupled with significant specialist training and equipment, a fleet availability of 98% has been regularly achieved.

South Yorkshire Police was recognised nationally in the 'Fleet of the Year Award 251-1000 Vehicles' by Fleet News.

The department has an annual average budget of approximately £2.1m for capital purchases and £4m revenue costs including £1.6m fuel costs. A five-year capital vehicle replacement programme is reviewed annually and informs any capital funding request. The department has introduced a series of initiatives, resulting in significant savings being achieved including upgrades to work management information, consolidation of technicians and work sites, environmental carbon footprint reductions and making best use of under-used vehicles.

PROFESSIONAL STANDARDS

In addition to managing and overseeing complaints against staff and conduct related matters, the Professional Standards Department manage risks associated with:

- gifts and gratuities;
- business interests;
- inappropriate relationships, including sexual predatory behaviour;
- disclosable associations;
- contact with the media; use of social media;
- identification of unmanageable debt;
- misuse of drugs/ alcohol;
- computer misuse (breach of data protection);
- vetting policies;
- practices in relation to the Statutory Code of Practices and associated Authorised Professional Practices.
- The department also has an anti-corruption unit.

The Professional Standards Department has embedded the 'Organisational Justice Model' into its operating practices, promoting a culture of learning and development as opposed to blame and punishment. The force strives to encourage the reporting of genuine errors and mistakes in order to identify learning opportunities for the force. Although standards and integrity are key to serving the public, staff who make genuine honest mistakes ought to receive support with a focus on individual and organisational learning.

South Yorkshire Police has been instrumental in the implementation of the national strategy to identify police officers and staff who abuse their position for a sexual purpose, led by the Chief Constable, who is the NPCC lead for counter corruption.



SPECIAL CONSTABULARY AND VOLUNTEERS

The force greatly values the commitment and service provided by its Special Constables and volunteers. Special Constables routinely work alongside regular police officers on response, neighbourhoods and in OSU, helping the force to meet its obligations to its communities. However, the numbers of special constables has reduced in recent years, with many having chosen to join the force as regular officers when recruitment of Special Constables has been paused. A new strategy is in place to resume recruitment.

Volunteers perform a variety of roles in support of police dog training and community safety. A volunteers board will be established as the force recognises the opportunities that exist to increase numbers and extend the range of roles that volunteers can fulfil.



11. Finance - Force Overview



Nigel Hiller
Director of Resources
South Yorkshire Police

The force's current Medium Term Financial Plan details the finance arrangements until 2021/22 and the capital programme profile to 2022/23. The current 2018/19 budget is balanced, including a Council Tax precept equivalent to £12 on a Band D property and £7.3m from reserves that was approved to achieve this. The force has identified budgetary gaps from 2019/20 to 2021/22. In order to meet the Medium Term Financial Plan, the force considers assumptions in council tax precepts, legacy issues costs (Hillsborough and CSE), savings and reserves. The force also seeks income generation through commercial partnership-based ventures and the sale of capital assets.

The OPCC and Chief Constable engage with their counterparts across Yorkshire and the Humber to deliver a number of services through the Regional Collaboration Programme, developed to bring opportunities across many policing activities whilst retaining local identity and accountability. South Yorkshire's OPCC provides financial contributions as part of the regional collaboration in the areas of:


- Underwater/Marine
- Crime Scene Investigators
- External Forensics
- Scientific Support
- People Protection
- Investigative command and overheads
- Intelligence Unit
- Confidential Unit
- Covert policing
- Prison Intelligence Unit
- Collision Investigation Unit
- Fraud
- Crime Unit
- Scenes Of Crime Unit
- Cyber Crime

Collaborative opportunities are essential in providing value for money across all services and the force engages in a number of partnerships: Facilities Management is headed by a joint Head of Estates whose role includes managing the Fire Service estate; the force shares a Head of Legal Services with Humberside Police; discussions are being held with a view to sharing Vehicle Fleet Management with the Fire Service. The force's collaboration with South Yorkshire Fire and Rescue Services is managed through a joint Police and Fire Delivery Board jointly chaired by the Deputy Chief Constable and the Deputy Chief Fire Officer.



Appendix A

Our plan on a page



South Yorkshire
POLICE

Our strategic vision

In delivering the Police and Crime Plan we will help to keep people in South Yorkshire safe by fighting crime, tackling anti-social behaviour and protecting vulnerable people. We are committed to improving the way we police so that our communities can have trust and confidence in us.


Tackling crime and antisocial behaviour

Protecting vulnerable people


Enabling fair treatment

What we have to deliver


Deliver neighbourhood policing and protect the vulnerable



Proactively understand and prevent crime and harm




Tackle crime and antisocial behaviour




The foundations of our success


Collaborate in effective partnerships




Deliver excellent victim-led service



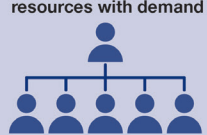
Communicate and engage effectively




Use technology and data effectively




Restructure the organisation and match resources with demand




Manage our talent



Value our people




Create strong and stable leadership




Efficiency and productivity


Improve the effectiveness and efficiency of our internal processes




Use our resources well



Manage our finances



Governance and compliance



We will ensure we deliver in line with the Code of Ethics with particular emphasis on our values of Integrity, Openness, Fairness, Respect, Honesty, Courage and Teamwork.

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Appendix B



The local picture 2017/18



Average attendances 2017/18:

	Sheffield United	26,647
	Sheffield Wednesday	26,361
	Barnsley	13,712
	Doncaster Rovers	8,086
	Rotherham United	8,171

Cost to South Yorkshire Police 2017/18*:

	Sheffield Wednesday	£456,198
	Sheffield United	£394,741
	Barnsley	£284,289
	Rotherham United	£114,513
	Doncaster Rovers	£59,336
	Spotters & football general	£42,848

Sheffield derbies

Sheffield Wednesday V Sheffield United
£165,897

Sheffield United V Sheffield Wednesday
£181,869



*Figures based on financial years rather than seasons

Total cost*

Total cost to South Yorkshire Police was
£1,351,925

this is equivalent to
44,855

policing hours or
27
 additional front line police officers.

South Yorkshire Police paid
£1,004,718

to police football in 2017/18
 an increase of 114% on the 2016/17 total of

£470,466

Disorder at football 2016/17

Disorder inside stadia

853 reports up from 587

45% **UP**



Use of pyrotechnics

381 reports up from 269

42% **UP**



Fixtures reporting incidents

1108 reports up from 815

36% **UP**



Assaults on stadia staff

154 reports up from 112

38% **UP**



Previous seasons:

2012/13 727

2013/14 757

2014/15 910

2015/16 815

2016/17 1108

Hate crime

151 reports in 2017/18* up from 75 in 2016/17

101% **UP**



