



South Yorkshire

POLICE

South Yorkshire Police

Force Management Statement 2021

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Summary

The past 12 months in policing across South Yorkshire have been unprecedented in the range and frequency of changing demands. As the requirements of the pandemic required the curtailment of freedom, the vast majority of the public supported the activity of the emergency services, for which we remain grateful. We worked with you and for you, to enforce restrictions in a proportionate and measured way, and listened to your feedback, directing resources where you told us greater focus was needed.

During the height of the pandemic, crime patterns changed, with reducing volumes of offences such as burglary, and shoplifting, as well as reductions in offending associated with the night time economy, and the policing of large-scale events. However, this did not reduce demand for the organisation, with increasing volumes of incidents of concern for safety and welfare, neighbour disputes and Covid-related incidents as well as greater proactivity around drug offending. The time taken to deal with incidents also increased to ensure Covid-compliant practice; the rules in place to protect the public and our workforce. The plans we delivered in support of the health and wellbeing of our officers and staff have delivered low rates of absence and enabled greater agility, supporting those who were shielding or looking after vulnerable people within their personal lives. Encouragingly a large proportion of the workforce have now received their vaccinations, increasing the force's confidence in future capacity to deliver continued services, confident in the strength of our current and future contingency plans.

Internally, the force structured services to deliver the 'here and now' requirements of the pandemic, which, in some areas, delayed the delivery we hoped to achieve in 2020. Partnership agencies have also been impacted, and we look to 2021 to return the



Stephen Watson QPM
Chief Constable,
South Yorkshire Police

whole system approach in dealing with all areas of criminality and in support of those who are vulnerable within our communities. The extent of hidden demand is a major challenge for the force. The prevalence of domestic abuse taking place behind closed doors has been publicised during the pandemic. Similarly, the exploitation of people through online platforms can leave victims feeling helpless, embarrassed, and unwilling to call - we would urge victims across the county to report these crimes. While investigations rely on evidence to enable the force to identify and prosecute offenders, building an intelligence picture of criminality can only be supported by the public.

Organisationally there is a balance to be achieved in the resourcing of neighbourhood teams, response teams, and specialist teams, all dealing with different elements of policing activity. The force has continued with the police officer recruitment campaign, and is on track to deliver a new cohort of officers

to frontline services. Within the period of recruitment, the force is encouraging greater diversity within the applicants, ensuring the organisation increasingly reflects the demographics of the communities within our county. I would encourage all those interested to apply; in my experience it truly is a rewarding and inclusive career.

The below summary describes the key issues as identified for the force as we continue to invest and improve. We are alive to these challenges, and wherever possible, mitigation is already in place. For those elements reliant upon external factors, we will address them through our internal governance processes, and recognise their impact within our financial planning processes and response.

The wider document sets out the nature of the challenges and the opportunities over the coming years. The ambition of the organisation remains centred on providing an outstanding service for the public and victims of South Yorkshire.

As I reflect on the journey the organisation has taken during my time in South Yorkshire, I am incredibly proud of all the force has achieved in recent years and believe this is very much testament to the talent, commitment and sheer hard work of officers, staff and volunteers across the county. The organisation is now on a strong upward trajectory and I have every faith this will be sustained as I welcome my successor to the post.

Declaration

This is the force management statement for South Yorkshire Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects. .

Signed:



Stephen Watson, Chief Constable

RAG Risk Assessment

The Red Amber Green (RAG) assessment summarises the extent of risk considered within each area of the business, a move from the Force Management Statement (FMS) 2 RAG assessment based on areas of criminality. As the force further embeds the process of the FMS into our financial and strategic planning cycle, the FMS 2021 organisational risk assessment will provide a focus, which can be actively used within the decision-making process. The current version presents a summary of the force position to illustrate the findings from the individual business areas.

FMS Section	FMS 2020 rating	FMS 2021 rating	Key Factors
1. Finance			Despite a strong understanding and oversight across this area of work, balancing the Medium Term Resource Strategy (MTRS) will require some clarity of national funding.
2. Wellbeing			The planned initiatives to support wellbeing are delivering benefits for the organisation. Despite the numerous challenges of 2020, the force has confidence in continued delivery.
3a. Requests for service			The Atlas Court review findings and improved technologies are being implemented. Covid implications raise concern for this area, but the force is in a strong position to deliver an effective response.
3b. Incident response			There are short-term establishment concerns for 2021/22 due to the influx of new officers. Work now needs to account for predicted increases in demand and assess the long-term capacity in response.
4. Prevention and deterrence			Investment in neighbourhood teams has supported a fully embedded local policing service. With increased resources the focus is on problem-solving activities.
5. Investigations			Improving the quality of investigations is a continued challenge linked to both capacity and capability issues. Alongside detective vacancies, the main issues are the demands of cyber criminality and digital forensics.
6. PVP			The complexity and volume of cases requires key specialisms for which future investment is understood and supported, but challenges remain.
Domestic Abuse			Domestic Abuse (DA) is predicted to increase further. Whilst the force continues to meet demand, other areas of delivery are impacted. DA Matters training continues into 2021/22.
Harassment and Stalking			The force has made significant improvements in both the recording and identifying of behavioural crimes, and this presents a continued demand.
Adult Safeguarding and Vulnerability			Some concern exists for multi-agency referral processes in relation to adult safeguarding. Work continues to support delivery in this area.

FMS Section	FMS 2020 rating	FMS 2021 rating	Key Factors
Child Abuse			Recorded volumes are expected to increase. Datasets in 2020/21 will provide a stronger evidence base for the future demand, and the full impact of hidden risk during the pandemic should become apparent.
Child Sexual Abuse and Exploitation			The force continues to identify and support victims of Child Sexual Exploitation / Abuse (CSE/A). Exploitation via online platforms is a challenge for local and national intelligence.
Sexual Offences			Improving the action taken for Rape and Serious Sexual Offence (RASSO) offences is a priority for the force, with a focus on investigation quality. The complex nature of these offences places considerable demand on resources.
Hate Crime			Officers are in receipt of up to date training. The force is committed to improving responses to incidents of hate crime.
HBV, FGM and Forced Marriage			The force continues to ensure that officers have an understanding of these offences and works well with partner agencies to identify and assist victims.
Missing Persons			Missing people incidents can be complex and resource intensive for the force. Improvements in the effective management of processes is envisaged with the introduction of a new recording system.
Mental Health			Demand on the police and partner agencies is expected to increase. Countywide partnerships have improved the service to the public and assisted in reducing the demand on the force.
7. Managing offenders			Capacity levels within the Violent and Sexual Offender Register (ViSOR) unit are being addressed in 2021/22. Outside of the force's remit, the lack of offender referral programme is a current challenge to the aim of reducing offender behaviour.
8. Managing serious and organised crime			Difficulties in keeping pace with the rapidly increasing capabilities and innovations employed by criminals to evade detection in the cybercrime. New and emerging technologies remain a constant threat.
Organised crime groups			The force has excellent governance structures around Organised Crime Groups (OCGs) management, the only area of concern being the under recording of OCGs, for which the force is taking action.
Drugs			Steps have been taken to address identified gaps, and work is progressing well, the only risk being capacity of the wider workforce for proactivity against drugs.
Prisons			The force has excellent partnership working with the four prison establishments within the area, and has been recognised nationally for its work in relation to its prisons.
Firearms			With the introduction of the Armed Crime Team (ACT) team the force is taking a more collaborative and proactive approach to tackling the issues

FMS Section	FMS 2020 rating	FMS 2021 rating	Key Factors
Knife crime			Continued funding support preventative work with a public health approach to crime. Enforcement remains a key part of the force's response.
Cyber crime			Concerns remain for this area of business - with the rate of technological advancement, staying ahead of the offending is not a current option.
Economic crime and money laundering			The dedicated fraud unit and district finance teams continue to produce good results. Extending this specialist knowledge is a future focus.
Modern slavery /human trafficking			Strong partnership working exists, but the challenges following the UK exit from EU are yet to be fully realised.
County lines / child criminal exploitation			Strong procedures are in place around this area of work but there is current a lack of intelligence around as Organised Acquisitive Crime (OAC) linked Child Criminal Exploitation (CCE) being addressed.
Organised acquisitive crime			Aside from links to OCGs as noted work ongoing, the investigative functions who have the capacity and knowledge to deal with the relevant level of offending.
9. Major events			The impact of Covid, climate change, and a series of single-issue protests make it more likely that there may be further unforeseen challenges ahead.
10. Knowledge management and ICT			The IT function is delivering at pace for the organisational needs, but there is notable concern for the data quality within the force system and the resourcing within the Information Management Unit (IMU) / Information Compliance Unit (ICU) function to support this.
11. Forcewide functions			Concern is raised for both the financial and resourcing impact of Hillsborough and CSE civilian litigation claims. The majority of other department have plans in place to mitigate any foreseeable concerns.
Business Change & Innovation			Despite the delays in change programmes due to Covid abstractions, the department continues to deliver against force priorities. Investments have been made and there are no concerns for future demands.
Citizens in policing			Current Covid restrictions have paused many of the Citizens in Policing (CiP) activities and a question remains for the future volunteer volumes. Despite this, the long-term future remains positive.
Corporate Communications			Minor amendments to align resource to demand have proved beneficial, and despite the challenges in 2020, business continuity plans have proved successful.

FMS Section	FMS 2020 rating	FMS 2021 rating	Key Factors
Corporate Finance			Responding to the pandemic, supporting the Oracle Cloud Project and the embedding of roles following structural changes are a concern. These demands should reduce in 2022/23.
Estates and Facilities Management			Following a decoupling review, the department is expected to be in a strong position to deliver all force estates and facilities requirements in future.
Joint Community Safety Department			Despite the impact of Covid slowing down some key workstreams within the department, there are no issues or risks identified.
Joint Vehicle Fleet Management			Growth plans have now been approved to progress, taking the department to a strong position for service delivery. Concerns are national and industry-based.
Legal Services			The team continues to be a strong collaboration, with Lexcel Accreditation. Concerns continue to exist linked to Hillsborough legacy matters.
People and Organisational Development			Demands of Policing Education Qualifications framework (PEQF), officer uplift, Covid support and system implementation are high, but confidence is strong for the supporting delivery plans.
Performance and Governance			Concern exists for capacity, but proactivity and confidence in delivery remains high. To be supported by the P&G review. (IMU/ICU within <i>Section 10</i>)
Professional Standards			Proactive activity within the unit, new reforms, and two Independent Office of Police Conduct (IOPC) reports foresee demand in 2021/22, delayed by Covid in 2020.
Regional Procurement			Despite challenges from the Blue Light Commercial (BLC), transfer of resources, Covid, and officer uplift, the regional team is prepared to manage this effectively.
Sustainability			The unit is on track in terms of strategy implementation and resourcing with no future concerns identified.
12. Collaboration			The force does not foresee any significant areas of unmet demand in the area of collaborations, with a robust assurance process, which is working across the portfolio in the review of all collaborations.



South Yorkshire

POLICE

Section 1

Finance

SUMMARY

This section focuses on South Yorkshire Police's current and future projected financial position based on assumptions, cost pressures and demand the force faces. This section also identifies any gaps in the financial plan and how the force proposes to address these.

The force has confidence in the financial delivery with strong internal processes and oversight governance. The rating of **YELLOW** reflects the strategic financial risks outlined. The force will require future clarity of national funding to confirm the medium term financial position.

BUDGET OVERVIEW 2021/22

The Home Office 2021/22 funding settlement announced additional funding of £720m, for local policing, with 45 per cent of this expected to come from increased local taxation (£320m). The settlement gives Police and Crime Commissioners (PCCs) in England the flexibility to increase funding in 2021/22 of up to a £15 council tax limit on a Band D property. Government allocation calculations assume the maximum precept increase. The settlement is for one year only due to Covid, and next years anticipated spending review will influence funding allocations for 2022/23 onwards. As of now, that position is uncertain.

The £15 increase in precept will raise £76.7m in South Yorkshire. Based on the latest tax base figures, after a £15 increase there will be a gap of £2.1m, as the Home Office has not taken the reduction in tax base into account. PCCs will however be granted some further funding from the £670m set aside nationally for council tax support (£1.7m in South Yorkshire), which may cover some of the deficit.

In total 2,160 residents engaged in the precept consultation process, both face-to-face and the online survey and 1,449 (67 per cent) were willing to pay more, in return for assurance regarding value for money and greater visibility.

Although South Yorkshire has received a 4.9 per cent cash increase, based on current inflation projections this represents a 1.85 per cent real terms reduction in funding (excluding uplift). Despite the announced public sector pay freeze, there are the further effects of this year's pay inflation and contractual price increases for goods and services.

Grant has been received to continue with uplift; however, the uplift has now been extended to Regional and Organised Crime (ROCU). Although the overall government uplift target remains the same (487 anticipated for South Yorkshire in total), the phasing of the uplift has been changed, nationally 6,000 officers will be recruited in 21/22, and 8,000 thereafter, as opposed to the 8,000 then 6,000 originally intended.

The government remains committed to increase police officer numbers by 20,000 before the next general election. For South Yorkshire, the Home Office's target number for 2021/22 is 149 (of which seven must go to the Regional Organised Crime Unit).

The capital allocation (£0.3m), police pensions grant (£2.6m) and council tax support and freeze grants (£10.8m) have continued at a 'flat cash' rate.

MEDIUM TERM RESOURCE STRATEGY (MTRS) OVERVIEW

The Medium Term Resource Strategy (MTRS) aligns to the force operating model and the medium term workforce plan and it will continue to be responsive to the force's change programme and the management of current and future demand as part of the strategic planning process. The MTRS is updated routinely throughout the year to reflect ongoing decisions.

The estimated costs of achieving the full uplift target for South Yorkshire of 487 officers by March 2023 have been built into the MTRS. The funding is based on £67k per officer, with 24 per cent of the grant continuing to be ring-fenced (£2.4m from a total of £10m in South Yorkshire). This funding will be released in line with the achievement of target officer numbers. Estimated uplift grant has been reduced from 2022/23, as there is an expectation the initial set up element of the costs will be removed from the allocation in future years. This is in line with national guidance.

The proposed budget of £296m includes investment to support further increase in police officer posts of 228 (79 local uplift + 149 national uplift). Also included is investment into prioritised growth relating to essential, core and uplift delivery, enhancements to the operating model, and other force priorities, (reference the key assumptions section for more detail).

Included in the MTRS are savings of £2.6m in 21/22 but the force is required to find savings of £10.7m to balance the MTRS. The force has gained a better understanding of demand and is developing its workforce strategy; future savings plans will be based on work being undertaken by the change programme team.

Table 1(1) outlines the PCC approved MTRS.

The impact of this position means that for 2021/22 £5.8m from reserves is required to balance the budget, and a combination of savings and use of reserves amounting to £19.9m throughout the MTRS period. This is not a sustainable approach, as the prudent minimum reserve balance could only be sustained until 2025/26.

KEY ASSUMPTIONS IN MTRS

The MTRS reflects the anticipated effect of inflation, cost pressures, growth, savings plans and the continued cost of legacy issues. The key assumptions included within the MTRS are as follows:

- Uplift costs have been included based on an estimated share of the 20,000 officers of 487, including support and infrastructure costs. The assumed uplift in numbers (both local and national) can be found in the Workforce Plan section below.
- Uplift funding is as per 2020/21 settlement for the confirmed 149 officers (with seven of these being for ROCU). Uplift funding for 2021/22 is based on £67k per officer, with assumed funding in 2022/23 and 2023/24 of £66,700 per officer with an additional capital element of £3,200 per officer in 2022/23 only. This is based on the current national assumptions until futures years funding is confirmed in the Spending Review.
- In 2021/22, 24 per cent of the uplift funding remains ring-fenced with £2.4m, being released in line with the achievement of target officer numbers.
- Pay awards have been assumed at 2.5 per cent, with a pay freeze from 01 September 2021 to 31 August 2022, except those earning less than £24,000 to receive a £250 pay award. Future years revert to 2.5 per cent following the assumed one-year pay freeze. However, additional costs have been built in for the element of the pay award up to 31 August 2021, approximately £2.3m across officers, staff and PCSOs.
- Other inflation is estimated, based on either RPI, CPI or another specific rate where applicable. The key inflation cost pressures in 2021/22 include £0.24m general contractual inflation, Utilities inflation £0.25m, IT contract inflation £0.14m, national IT charges £0.22m (9.6 per cent) and increases in regional collaboration costs of £0.21m.
- The MTRS includes areas of growth identified through an integrated business planning process, which saw bids submitted by all business areas within the force, which were discussed by Senior Command Team, who categorised and prioritised the bids. All the Priority 1 & 2 bids were supported by the PCC, which were those that were essential, core or uplift delivery enhancements to the operating model or other agreed force priorities. These include growth in some of the following areas:
 - Digital Forensics Unit review (£1.66m)
 - Officer uplift (£2.10m)
 - Improved IT structure (£0.78m)
 - Technology Enabled Team (£0.42m)
 - Communications Data Review (£0.41m)
 - Revised forcewide bank holiday staffing levels (£0.24m)
 - Domestic Abuse Teams (£0.10m)
 - Performance Management Unit (£0.11m)
 - Data Quality / MoPI (£0.14m)
 - Digital Asset Management (DAMs) Implementation (£0.30m)
 - Armed Crime Team (£0.12m)
 - Management of Offenders Review (MOSOVO) (£0.14m)
 - Covid cost pressures (£0.50m)

■ Organisational Development Learning (ODL) Covid recovery (£0.25m)

- Police grants for future years have been assumed on a flat cash basis.
- Precept increase for 2021/22 is the maximum £15, reverting to an assumed increase of two per cent p.a. thereafter from 2022/23 onwards. The final tax base and collection fund positions are those notified by the local authorities. The position is extremely complicated due to Covid and the current economic situation.
- Over the MTRS period 2021/22 to 2025/26 total savings of £4.69m have been identified which include:
 - Savings on police officers historical allowances £0.33m
 - Police overtime £1m
 - Criminal Justice File Build review £0.38m
 - Insurance savings from retender of contracts £0.51m
 - Regional collaboration savings £0.24m
 - Other savings from ongoing change programmes £0.82m
 - Savings on general transport / supplies budgets £0.50m
 - Savings from PCSOs (reinvested into neighbourhood policing) £0.91m
- Further savings will be required over the course of the MTRS, and service areas have been looking at their respective business areas and identifying how they might achieve cashable savings and the potential impacts on service delivery. These savings were RAG-rated and those deemed low impact / low-risk have been included in the current MTRS (£0.50m). Many of the other potential savings carry risks and complexity in terms of implementation. Some of the key areas / themes will be looked at as part

of the ongoing change programme, to identify cashable savings to help ensure a balanced budget in the later years of the current MTRS.

MEDIUM TERM WORKFORCE PLAN

The force's workforce plan aligns with the Workforce Strategy and MTRS, the former sets out how the force will deliver the Plan on a Page (POAP) through the effective management and deployment of the SYP workforce, developed in line with the Force Management Statement (FMS) and Strategic Intelligence Assessment (SIA).

The force's approach to workforce planning drives the pay budget, and ensures the force's resources are aligned to:

- Changing organisation needs, utilising data and trends to match resources to demand.
- The Medium Term Resourcing Strategy
- The demands identified in the Workforce Strategy.
- The increased uplift in officers (local and national), alongside implementation of the PEQF.

The current workforce strategy (2018-2020) is under review, the aim being to look ahead to 2025 and understand the force's people ambitions in line with the FMS and future SYP strategy. The force has a structured approach to Workforce Planning (WFP), arising from clear governance and closer alignment of the Finance and P&OD functions.

The Workforce Pan is reviewed monthly at Strategic Resourcing Board (SRB) and is based upon enacting the ambitions within the strategy.

The Workforce Profile effectively contains the data that underpins force plans. It is reconciled monthly to ensure finances and people align. The profile is used to enable financial planning and inform resource

scheduling. It anticipates starters, leavers and abstractions (i.e. career breaks, secondments etc.). This data is provided to the National Programme monthly to report on progress with uplift, as well as providing a baseline for reporting.

Oracle Cloud, which is due to 'go live' early in the 2021/22 financial year will see the introduction of two workforce planning modules. The workforce module will assist with short-term planning, ensuring the four principles in workforce planning, right size, right shape, right cost, and right agility to inform business decisions around the workforce. The Strategic Workforce Planning module is a longer-term planning tool, which will enable SYP to plan for up to five years. The focus is on skill sets, gap analysis and recruitment in order to meet demand.

POLICE OFFICERS

South Yorkshire Police is undergoing a period of significant workforce transformation. Recruitment and retention of quality staff remains a challenge to ensure the organisation meets established growing targets, as well as forecasted changes to demand and the current workforce plan.

The force will use a blended approach to recruit officers using a variety of pipelines. Intakes are planned to 2023/24 with the force working in conjunction with Sheffield Hallam

University (SHU) to deliver the recruitment of police officers recruits under PEQF. In 2021/22, there are 266 police officer recruits planned in. To bolster the number of police officers, the force is aiming to recruit 24 transferees, seven FTE re-joiners and 10 from Police Now totalling 307.

South Yorkshire anticipates its share of the full 20,000 uplift officers will be 487 by March 2023, although the Home Office's approach to grant funding the remaining 8,000 officers after 2021/22 will not be confirmed until the Spending Review is published. The force remains committed to the local uplift previously agreed for an additional 220 officers, with 79 in 2021/22. Table 1(2) shows the assumed recruitment numbers included within the MTRS.

Image 1(1) and Chart 1(1) show the budgeted planned officer strength (FTE).

The force has a desire to use the uplift of posts to address areas that are of concern. Priority areas for the force are PVP, TSG and Prisoner Process, with PVP being the force's key priority for 2021/22. Workforce planning are working closely with BC&I to develop a high-level tool that identifies worst-case scenario on when posts can be created; SCT can then make informed decisions on when to create the posts.

Planned Recruitment over period of National Uplift

Recruitment Type	31 March 2020	31 March 2021	31 March 2022	31 March 2023	Total
Assumed National Allocation	2,000	4,000	6,000	8,000	20,000
Business as usual (leavers)	154	218	170	237	779
Local Uplift	50	73	79	18	220
National Uplift	30	121	149	187	487
Total in year	234	412	398	442	1,486

Table 1(2)

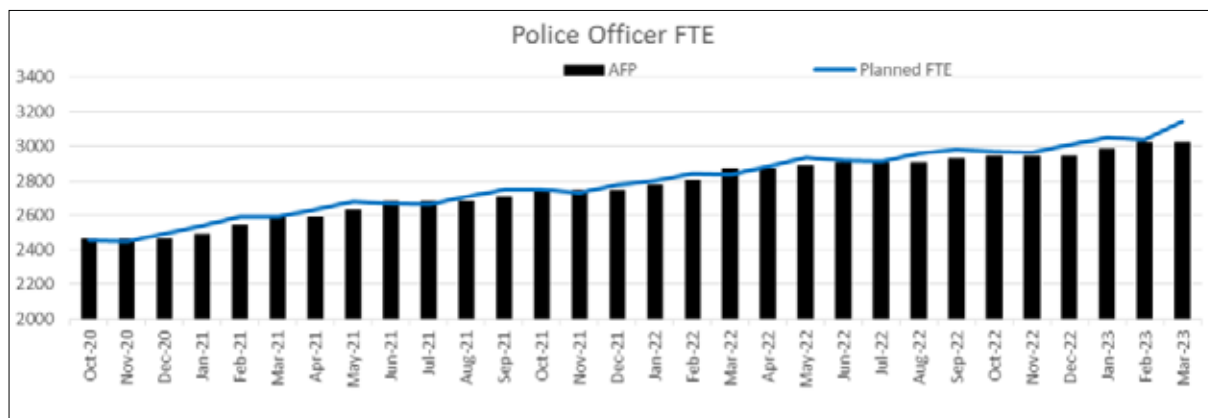


Chart 1(1)



Image 1(1)

DETECTIVES

Detective numbers are included in the overall police officer numbers, however due to a national shortage, the attraction of detectives is a risk to the force.

A number of initiatives have been introduced, however detective resource remains below operational requirements. It is therefore necessary to analyse and project the workforce profile of detective and investigating officers to ensure robust planning mechanisms are put in place to meet resourcing requirements. The force needs to expedite a number of schemes to increase the numbers of detectives, these include the traditional method of trainee investigator (TI) recruitment but also utilise fast track to detective, Police Now for Detectives.

The new PEQF entry routes will see officers exposed to the role of a detective much earlier in their service due to the rotations in probation, therefore it is expected some officers will want to specialise in this discipline in their second year.

POLICE STAFF (EXCLUDING PCSOS)

Staff posts will continue to be filled in line with establishment, allowing a fixed vacancy factor to support the budgetary position. A vacancy factor has been applied of:

- Three point eighty-nine (3.89) per cent for areas outside of collaboration (with Humberside Police)
- Three point seventy-five (3.75) per cent for areas who are collaborating (with Humberside Police)
- Zero per cent for force communications

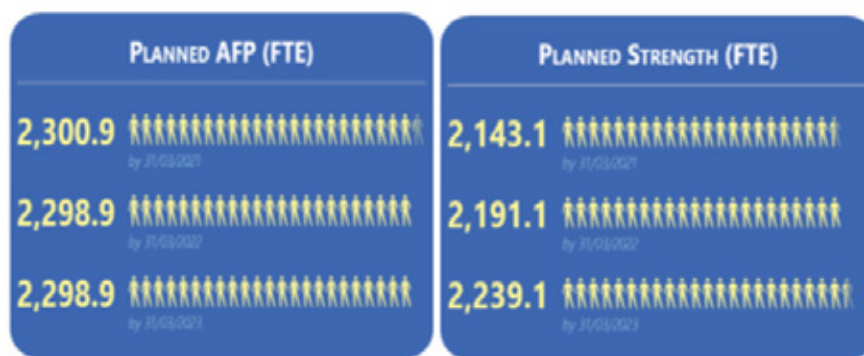


Image 1(2)

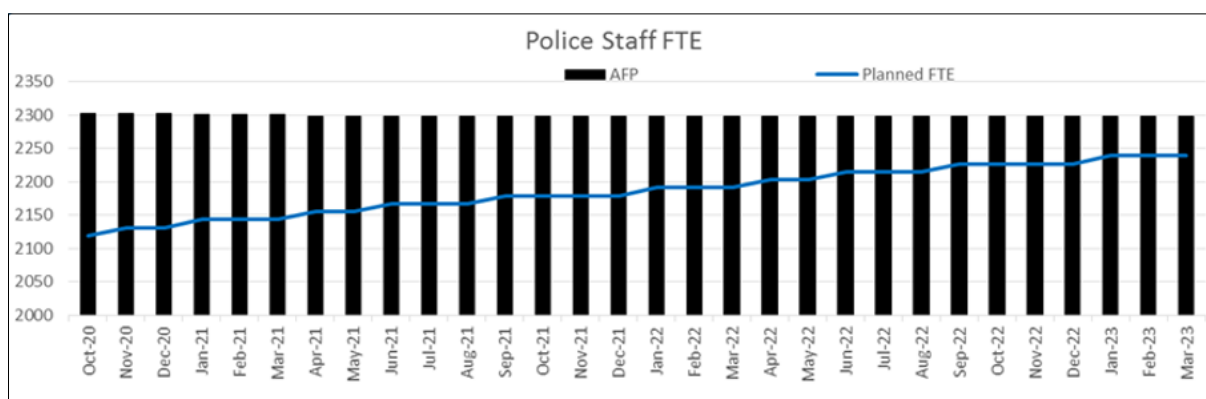


Chart 1(2)

Although *Image 1(2)* shows a planned reduction of just two AFP in police staff posts in 2021/22, there are a number of reviews ongoing, and some areas of staff growth within the submitted business plans, these are yet to be fully assessed, and reflected in the planned staff AFP.

Chart 1(2) shows the police staff profile excluding PCSOs. The glide path shows planned bulk recruitment of call handling and investigating officers (IOs). There are currently 29 agency staff supporting the force in addition to current permanent staff. They are supporting vacancies and projects such as IS capital scheme projects and Oracle Cloud. There are also 30 staff on fixed term contracts covering vacancies, including nine staff supporting capacity due to the Covid pandemic. There has been a review on vacant police staff posts in order to remove

inaccuracies. A further review on post hours vs post holder needs to take place, and therefore may reduce the gap in AFP vs planned FTE. There is always a time lag in the recruitment of staff externally, hence the budgeted vacancy factor. The force continues to recruit to the force's vacancies and review attrition rates to ensure forecasting is based on sound assumptions.

POLICE COMMUNITY SUPPORT OFFICERS (PCSOS)

PCSO strength is currently 20.71 over the projected establishment. Projected leavers are based on one per month, except in cases where it is known there are PCSOs joining other roles. Strength is revised as and when the force is assured that PCSOs are confirmed as being successful in the process for other SYP roles.



Image 1(3)

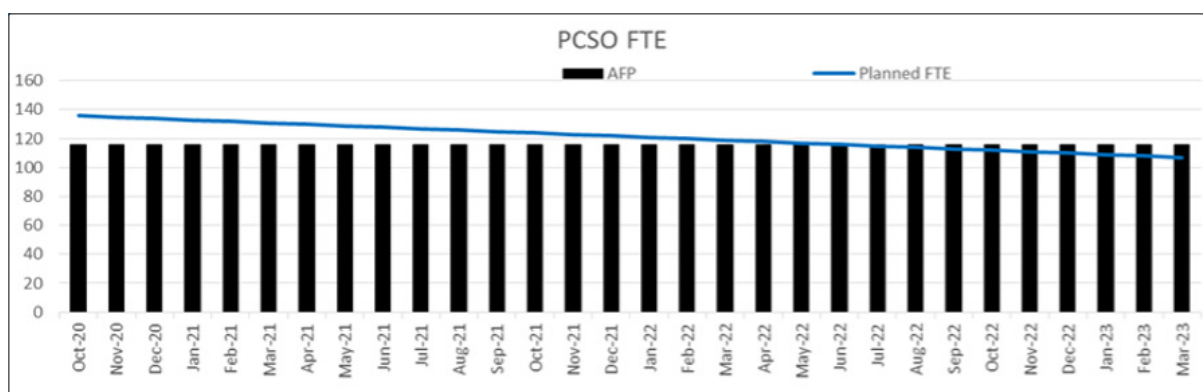


Chart 1(3)

With predicted leavers of one per month, it is estimated the PCSO pool will reduce to 116 by July 2022. Barnsley Council has withdrawn the funding of eight externally funded PCSOs from April 2021. Even with the additional Barnsley posts, the force should be at target by July 2022, which is earlier than originally predicted.

financial position. Allowing time to gain clarity through the Spending Review of funding beyond 2021/22, to allow the force to identify efficiency savings and for continued discussions around legacy funding with the Home Office.

RESERVES

The 2021/22 Reserves Strategy reflects the reserves position over the life of the MTRS to 2025/26, maintaining a level of general reserve at or above five per cent of the net revenue budget until the end of 2025/26. It is recognised that reliance on reserves to balance annual budgets and medium term financial plans is not a sustainable position and is only referred to here as a means of providing short-term cover for the forecasted

Reserves Forecast 2021/22 to 2025/26

	31.3.21 £000	Forecast movt	31.3.22 £000	Forecast movt	31.3.23 £000	Forecast movt	31.3.24 £000	Forecast movt	31.3.25 £000	Forecast movt	31.3.26 £000
General Fund	32,487	(599)	31,888	3,504	35,392	(2,947)	32,445	(6,326)	26,119	(13,157)	12,962
Earmarked reserves	5,604	(4,052)	1,551	(1,551)	0	0	0	0	0	0	0
Insurance reserves	11,358	0	11,358	0	11,358	0	11,358	0	11,358	0	11,358
Total Reserves	49,448	(4,651)	44,797	1,953	46,750	(2,947)	43,802	(6,326)	37,476	(13,157)	24,319
5% min General Fund Reserve	13,924		14,801		15,097		15,384		15,694		16,151

Table 1(3)

	2021/22	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m
Land and buildings	16.09	22.75	8.45	0.91	0.60
Vehicles	3.14	2.92	2.05	2.40	2.92
IT	5.68	4.47	9.93	1.19	0.53
Other equipment	1.80	1.00	0.44	0.65	0.15
Slippage adjustment	(8.91)	(4.45)	1.94	11.40	0.00
	17.80	26.69	22.81	16.55	4.20

Table 1(4)

CAPITAL

The force has a five-year capital programme to 2025/26 of £88.05m that replaces existing assets at the end of their useful life, invests in infrastructure that supports the force operating model and national initiatives and delivers innovative and transformational solutions to drive efficiencies. The capital programme includes:

- New and improved fit for purpose buildings, facilities and accommodation changes to incorporate the uplift in police officers; the most significant scheme being the replacement of the Doncaster police station and custody suite at an estimated cost of £21.7m.

- Efficient vehicles appropriate to policing needs.
- Improved equipment and technology infrastructure; the most significant scheme being ESN at an estimated cost of £7.6m.
- Necessary specialist equipment for the uplift in officers

EFFECTIVE USE OF RESOURCES

The Senior Command Team is determined to ensure and demonstrate that services provide value for money. The recent statement of accounts has yet again received a positive value for money opinion from Grant Thornton, the external auditors, which demonstrates at the highest level the force uses its resources

in a way which deliver good outcomes. HMICFRS gave an assessment of GOOD in relation to the efficiency element of the force's PEEL inspection.

Value for money overall is managed through a joint Value for Money Strategy which is approved at the Public Accountability Board chaired by the Police & Crime Commissioner. Both chief finance officers maintain the strategy with periodic review. The strategy is due to be reviewed again in 2021. At regular times throughout the year, the Force reports to the Police & Crime Commissioner on achievements it has made in relation to value for money. On each budget-monitoring report, there is an assessment of cashable savings made, and the force has a strong track record of achieving cashable efficiency savings.

The force has a well-established Business Change & Innovation department, which has had the role to review the principal operating models within the force and determine whether they are working efficiently, effectively and delivering value for money in terms of outcomes achieved. To date, detailed work has been undertaken on neighbourhood policing, crime management, criminal justice processes and on the public communications function, which operates from Atlas Court. Work is presently ongoing to develop the savings strategy and this will include a review of enabling services. This work reports monthly to a Strategic Change Board chaired by the chief constable, which gives demonstrable assurance that value for money is constantly being considered.

One of the key drivers for value for money is having an efficient and effective procurement and commissioning strategy. The Regional Procurement Unit for Yorkshire and the Humber is managed by South Yorkshire Police and overseen by the director of resources. The unit has successfully renewed

its Chartered Institute of Procurement and Supply corporate certification standard in 2021 (being the first police procurement unit to originally achieve certification).

Benchmarking in 2019 within the police service by the Cabinet Office has shown it was the only police procurement unit to operate at the standard of the better level (second highest) when compared to the Met and South West Commercial Teams. The unit focus is also on the processes of procurement under £50,000, using a commercial service approach to drive improvements.

This regional model ensures that standardisation is promoted and that all opportunities to adopt regional collaborative approaches are explored in the pursuit of value for money. The Regional Team act as a central knowledge hub offering support and training for staff engaged in contract management activity. Intervention and legal support is provided for more complex commercial issues.

Quality Procurement Management Information reports and KPIs are circulated to chief finance officers and key stakeholders detailing work in progress, contracts due to be awarded, new work to be allocated and contract renewals due, together with savings delivered and risks.

FINANCIAL RISKS AND MITIGATION

The key strategic financial risks for the force are:

- **Funding Settlement** – The budget has been prepared on the basis of the Home Office final funding settlement for 2021/22. The notification of another one year funding settlement for 2021/22 needs to be seen alongside the deferral of the 2019 multi-year Spending Review by the Treasury to 2020, then 2021. While the increase in grant to fund additional uplift officers in 2021/22 is welcome, medium and longer term planning is compromised by the lack of certainty after March 2022.
- **Police Officer Uplift Programme** – the estimated costs of a further 336 officers until 2023 are included in the MTRS. The one-year settlement means that funding from 22/23 is uncertain and will need to be carefully monitored and managed to ensure financial sustainability is maintained. This will be re-assessed in line with future government announcements.
- **Covid pandemic** – There is significant uncertainty whether Covid costs will be reimbursed by the Home Office. To March 2020, £4.3m of costs have been incurred and only £1.8m has been reimbursed to date (for medical grade PPE and lost income). Although some growth has been built into the MTRS to cover Covid expenditure, the Home Office position on the re-imbursement of Covid costs is not certain. There is also general uncertainty around the impact on the economy and what this might mean for public sector funding and potential austerity measures that may follow.
- **Pensions Remedy (McCloud)** – the costs of the Remedy are likely to be significant, however, work is ongoing nationally with the Home Office around the implications. At this stage, no additional costs have been recognised in the MTRS in respect of this ruling.
- **National Charges** – the Home Office top slices the budget for some nationally provided functions, but separate charges are levied for others; the most significant area being emergency services network (ESN). A total of £0.66m has been included in the MTRS for network lines and dual running and £7.6m has been included in the capital programme.

FINANCIAL ASSESSMENT

The 2021/22 budget is in balance, but the MTRS requires the use of reserves to balance the budget from 2022/23 onwards. This is not a sustainable approach, as the prudent minimum reserve balance could only be sustained until 2025/26.

Balancing the medium term financial position will require some, or all of the following:

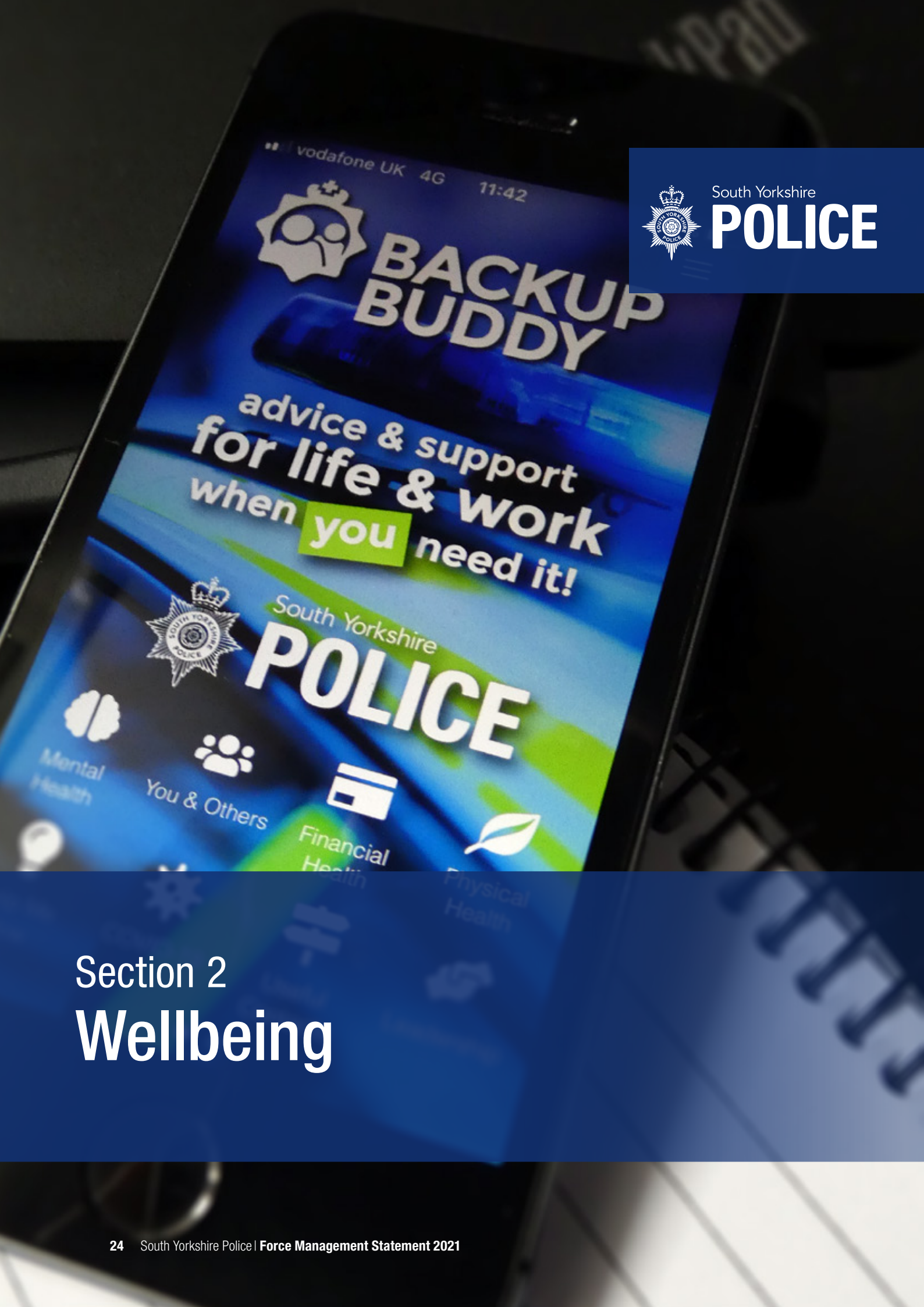
- Achieving clarity through the Spending Review of the level of grant funding for the increased uplift in police officer numbers beyond 2021/22.
- The force's future integrated planning to balance demand and growth pressures and the need for efficiency savings.
- An improved deal on legacy costs funding from the Home Office.
- Precept flexibility.

Any emerging issues and changes in demand that are identified in the upcoming FMS round will be addressed through the force's change programmes and the strategic planning cycle and will be reflected in the MTRS and the medium term workforce plan accordingly.



South Yorkshire

POLICE



Section 2

Wellbeing

SUMMARY

In the previous FMS, the force outlined continued commitment to the psychological and physical wellbeing of the South Yorkshire Police family. With investment into the analytical and IT capabilities the focus was to embed structures in 2020/21, support the uplift of officers into the organisation and ensure the areas of most demand and wellbeing concern were fully supported in the coming period. Since this time, the global pandemic has added clear difficulties in supporting the health of the workforce, being distanced from more usual frequent contact across teams, and the pressures of personal circumstances everyone has faced as a consequence of the pandemic. The organisation has mobilised support to the workforce in an effective way, providing clear guidance wherever possible and maintaining communications from the central teams across the various departments. It is without doubt the extent of the challenge has been unprecedented but the focus has appropriately been for the wellbeing of staff and the public in the consideration of all elements of service.

The grading of **GREEN** reflects the following specific areas of delivery:

- Improvements to the Occupational Health Unit timeliness and long-term capacity.
- Strong response and continued support for the wellbeing needs associated with Covid.
- Improvement in communication pathways across the organisation.
- Developing wellbeing plans under the leadership of the Wellbeing Coordinator, aligned with the OK Blue Light Framework.
- Increasing focus on inclusivity within the workforce, linked into the training for new officers.

Governance Structure – the organisation has implemented a new governance structure. The Wellbeing Executive sets the strategy based on the Well Together Plan on a Page. Data from employee surveys, wellbeing dashboard, and wellbeing champions provides an evidence-based approach in combination with the OK Blue Light Framework to build district and department action plans.

THE WELLBEING MISSION STATEMENT

“Our approach to health and wellbeing in SYP is underpinned by our core aim of valuing our people. Policing is a unique and challenging job, and whether on the frontline or in a support function we regularly ask our people to deal with difficult situations, which is why resilience is such an important tool / aspect to maintain and improve.

South Yorkshire Police recognises our most important asset is our people, and their most important asset is their health and wellbeing.

We have adopted a proactive approach, where we work in partnership with our staff to provide them with support and guidance, as they find what works best for their health and wellbeing. Our aim is to make sure SYP can deliver effective operational police services at all times. To do this we all need to take care of our health and wellbeing, so we can deliver an outstanding service to our communities.”

District/Department	Weighting	1	2	1	2	2	1	1	Total Weighted Average	Total Rating %	Rating	Rating Variance on Previous Qtr.	Previous Qtr Total Weighted Rating	Previous Qtr %	Previous Qtr Rating
SY-CORPORATE FINANCE	4	5	5	5	5	5	4	5	4.75	95.0	Excellent	+0.38	4.38	87.5	Excellent
SY-COMMUNITY SAFETY	5	5	5	5	5	5	3	5	4.25	85.0	Good	+0.13	4.13	82.5	Good
SY-OPERATIONAL SUPPORT UNIT	5	5	5	5	4	3	4	4	4.20	84.0	Good	-0.25	4.45	89.1	Excellent
SY-BARNESLEY	4	5	5	5	5	3	4	5	4.20	84.0	Good	-0.16	4.36	87.3	Excellent
SY-VEHICLE FLEET MANAGEMENT	3	5	5	4	5	5	1	5	4.13	82.5	Good	+0.50	3.63	72.5	Good
SY-PROFESSIONAL STANDARDS	3	5	5	5	3	5	3	5	4.00	80.0	Good	-0.25	4.25	85.0	Good
SY-CRIMINAL JUSTICE DEPARTMENT	3	5	5	3	5	3	3	5	4.00	80.0	Good	+0.09	3.91	78.2	Good
SY-DONCASTER	4	5	5	3	5	2	4	5	4.00	80.0	Good	-0.09	3.91	78.2	Good
SY-PERFORMANCE AND GOVERNANCE	4	5	5	4	4	2	4	5	4.00	80.0	Good	-0.09	3.91	78.2	Good
SY-SPECIALIST CRIME SERVICES	4	5	5	3	4	3	3	5	3.90	78.0	Good	-0.01	3.91	78.2	Good
SY-SHEFFIELD	4	5	5	4	5	2	2	5	3.90	78.0	Good	+0.08	3.82	76.4	Good
SY-P800 STUDENT OFFICERS	5	5	5	4	2	5	5	5	3.85	76.7	Good	+0.33	3.50	70.0	Good
SY-COMMUNICATIONS	2	5	5	3	5	2	4	5	3.80	76.0	Good	-0.11	3.91	78.2	Good
SY-ROTHERHAM	4	5	5	3	4	2	2	5	3.60	72.0	Good	-0.04	3.64	72.7	Good
SY-INFORMATION SERVICES	4	5	5	3	3	4	1	4	3.60	72.0	Good	+0.10	3.50	70.0	Good
SY-LEGAL SERVICES	5	5	5	5	1	5	1	5	3.50	70.0	Good	-0.13	3.63	72.5	Good
SY-SENIOR LEADERSHIP GROUP	5	5	5	5	1	5	1	5	3.50	70.0	Good	+0.13	3.38	67.5	Average
SY-CORPORATE COMMUNICATIONS	5	5	5	5	1	5	1	4	3.38	67.5	Average	-0.13	3.50	70.0	Good
SY-REGIONAL PROCUREMENT AND STORES	5	5	5	5	1	2	2	3	3.38	67.5	Average	-0.13	3.50	70.0	Good
SY-FACILITIES MANAGEMENT	2	5	5	2	3	4	1	4	3.30	66.0	Average	+0.12	3.18	63.6	Average
SY-PEOPLE & ORGANISATIONAL DEVELOPMENT	4	5	5	2	2	3	3	4	3.30	66.0	Average	+0.30	3.00	60.0	Average
SY-BUSINESS CHANGE AND INNOVATION	5	5	5	1	1	5	1	5	3.00	60.0	Average	-0.22	3.22	64.4	Average

Image 2(1)

WELLBEING DASHBOARD

In the previous assessment, the force looked to develop a wellbeing dashboard to demonstrate local and collective delivery. This has since been implemented, and is being used to provide an individual wellbeing rating for each district and department. A score is given based on metrics including sickness, grievances, and personal development review (PDR) completion rates, among others, as shown in *Image 2(1)* above. Although still evolving, as at October 2020, the Wellbeing Dashboard provided a force level rating of Good.

Initially the dashboard is being used as a starting point for discussion, with anticipated future use in 2021/22 in shaping the bespoke wellbeing plans for each force area or department.

The force wellbeing coordinator is working with P&OD people partners and senior leaders to devise local wellbeing action plans. The start of the process is to launch an employee survey locally and devise specific local actions that are managed by the wellbeing tactical group. Wellbeing champions at each district and department support the gathering of evidence and dissemination of strategic plans into local delivery. The champion's role is seen as critical to create engagement discussion of live issues, and to generate realistic and beneficial actions to improve local wellbeing issues.

Wellbeing delivery is included within the wider people plans, ensuring links are clear across all areas of the business in respect of wellbeing and culture. Governance for each business area exists within meetings such as the Quarterly Performance Review (QPR) meeting structures enabling detailed conversations to take place with district / departments and their SCT portfolio leads.

Specialist Crime Services (SCS) are the first department to have worked with the force wellbeing coordinator to create a bespoke wellbeing plan. The plan is broken down into various actions with designated action owners and RAG ratings. Objectives exist around supportive leadership, working environment and communication and engagement. Quarterly newsletters are produced to update on progress, as well as encourage and facilitate discussion around wellbeing. Plans are currently in place to replicate this within other departments.

In addition to the dashboards, information is also gained through feedback within Continuing Professional Development (CPD) days, training sessions, district and department meetings, pulse surveys, wellbeing champions and one to one discussions. This more anecdotal evidence provides a wider view of the reality of what the workforce is experiencing every day in terms of their wellbeing.



STAFF SURVEY

The most recent staff survey in 2018/19 showed generally improving results across the board. Concerns were raised in the area of emotional energy (strongly connected to wellbeing and mindfulness), which had significantly declined both locally and nationally, and was particularly low for response and protecting vulnerable people (PVP) officers. Training sessions focused on resilience were created for officers in these departments as a result of these findings. The next force staff survey is due to take place in 2021.

Last year saw the completion of the National Wellbeing and Inclusion Survey delivered by Durham University. In South Yorkshire 898 officers and staff took part in the survey, with a response rate of 18.9 per cent (above the national rate of 16.6 per cent). The national report identified some recurring themes around poor sleep quality among both officers and staff, particularly those working shifts, who also scored lower on their levels of emotional energy. This was reflected in results for South Yorkshire with scores for emotional energy at 3.02 for officers and 3.79 for staff (scale 1-7) compared to 3.30 for officers and 3.95 for staff at a national level. The force reports 45 per cent of officers having less than six hours sleep per night compared to national results of 42.6 per cent.

Pulse surveys to bring together local concerns have been carried out in Rotherham, criminal justice unit (CJU), custody, PVP and SCS. SCS has already used their results to shape their plans, and other areas are looking to do the same.

SICKNESS AND ABSENCE

Force policy for Covid-related absence is:

- Absence related to Covid will always be recorded separately for the duration of the pandemic.
- Any absence related to Covid will not be counted for the purposes of any sickness absence triggers or sickness management policy.
- All staff will be paid as they would be if they were at work as usual, should they be absent from work due to Covid.

As a result, Covid-related absence is recorded as 'other leave', and sickness absence figures do not include Covid-related sickness absence.

Percentage of potential working hours lost due to sickness absence - by financial year

Year	Officers (%)	Support staff (%)	Combined (%)
2019/20	4.0	4.6	4.3
2018/19	4.3	4.5	4.4
2017/18	5.1	4.3	4.7

Table 2(1)

At the end of 2019/20, the force was recording a combined sickness rate of 4.3 per cent against a national average of 4.5 per cent. The percentage of those on long-term absence compared to short-term absence has remained stable over the past three years for both officers and support staff.

In line with national practice for police forces, the 'Dorset 12' classification is used to record

and report on absence from work. There has been no change in the key reasons for absence since the previous reporting, with long-term absence more commonly resulting from psychological disorders and musculoskeletal disorders. Short-term absence reasons for police officers are respiratory conditions, musculoskeletal disorders and digestive disorders, whereas for police staff short-term absences are mainly digestive disorders, respiratory conditions and musculoskeletal disorders.

Since March 2020, the force has recorded a reduction in officer and staff sickness with the data to January 2021 showing a combined three per cent level of sickness absence (officers 2.7 per cent, staff 3.3 per cent). This may be due to the volume of agile working across the workforce, as well as provision of sanitisers, distancing measures and enhanced cleaning regimes linked to the pandemic.

WELLBEING SUPPORT AND INITIATIVES

Wellbeing resources and initiatives have been developed, and while some prioritisation in 2020 has shifted to align with the immediate demands of the organisation and employees, the initiatives are now delivering at pace. An intranet site is dedicated to the evolving area of health and wellbeing, and is updated regularly to include a number of valuable links for users.

• Occupational Health Unit

One area of concern for the organisation in 2019/20 was with the delays in accessing support through the Occupational Health Unit service. In 2019, due to resourcing capacity, it was taking an average of 39 days for individuals from initial referral to the first appointment being made available. This was not acceptable, and the required improvements have been made resolving

both the accommodation and resourcing issues, with wait times reducing since Q3 2019/20 to a subsequent average of between eight and nine days.

	2019/20			2020/21		
	Q2	Q3	Q4	Q1	Q2	Q3
Total Number of Referrals	279	256	306	198	288	245
Waiting Times (calendar days)	57	29	9	8	9	8

Table 2(2)

The use of external contractors, and fixed term contracts previously supported the Occupational Health Unit (OHU), in order to support the reduction of waiting times. Permanent staff have since been recruited in to these roles to support long-term delivery. Three trainee occupational health advisors are in place, with one individual now qualified to create career pathways into OH Advice. This will support the previous difficulties identified in the permanent recruitment of OHA nurses. As of September 2020, a doctor has been recruited to replace the external consultant previously used within OHU. It is expected this change will make significant improvements in terms of accessibility and turnaround times when faced with complex issues.

Increased officer numbers are likely to increase the demand into OHU. With this understanding the People and Organisational Development department is reviewing the unit's delivery with the key aim to ensure accessibility for those in need, and maintaining the reduced waiting times for officer referrals now being achieved.

• Employee Assist Programme

In support of widening employee access to services, and providing other less formal, and advanced options than the Occupational Health Unit, the force has invested in an Employee Assistance Programme to provide a 24/7 confidential helpline for employees. The force recently changed the provider of their Employee Assistance Programme (EAP) to Health Assured¹ who offer the following services:

- ▶ Relationship issues
- ▶ Childcare support
- ▶ Financial wellbeing
- ▶ Stress and anxiety
- ▶ Family issues

As this has recently been implemented, the value it can bring to the workforce is not yet fully evident. However, early datasets show the service is being utilised, and the force wellbeing coordinator continues to raise awareness and promote usage. A new development in 2021 is the EAP 'My Healthy Advantage' application which offers access to health and wellbeing support.

• Trauma Risk Management (TRIM)

TRIM is available to support employees involved in traumatic incidents, events or experiences TRIM is designed to be used post incident, and offers early identification and intervention for individuals at risk of developing psychological problems, as well as immediate peer support following a traumatic incident for small groups or individuals. A guide to TRIM is available on the intranet. Discussions are currently taking place to move the organisation oversight of the process to within the remit of the wellbeing team, to ensure the long-term focus of the TRIM process best aligns with the raft of wellbeing measures in place.

• Wellbeing Kiosks

In 2019/20, the force was trialling 'Wellbeing Kiosks' which were positively received by users. Since this time, seven kiosks have been purchased which will be delivered to locations across the force, following the ease of Covid-restrictions.

• Backup Buddy

The Backup Buddy app provides 24hr support for officers / staff within South Yorkshire Police, providing information and support around a wide range of wellbeing areas including sleep hygiene, family life, mental health, physical health, financial health as well as force wide updates. The Backup Buddy app has recently seen a significant upgrade including a bespoke section dedicated to Covid. The intention of this upgrade is to provide proactive and preventative support, rather than just reactive. This update ensures the app is more holistic to general wellbeing, and is viewed to be industry leading with other forces keen to replicate.

• Mind over Mountain

This ongoing initiative is aimed to support members of the policing family who may be experiencing mental health issues into the great outdoors and walking in groups. Acknowledging the correlation between exercise and improved mental health, the initiative has proven successful into 2020/21, with a number of walks completed to date, and plans are in place for future events following easing of lockdown restrictions. Positive interest from neighbouring forces supports the potential of this initiative to develop further.

¹ <https://healthassured.eap.co.uk/>

WELLBEING COMMUNICATION

One of the challenges for a large 24-7 organisation is the dissemination of information and ensuring employees have access to and the knowledge of all support that is available to them. As well as the Backup Buddy app, a number of elements are in place to support this:

• Intranet page

The wellbeing intranet page is being developed, to provide access to 'all things wellbeing' in one central place where it can be easily accessed. The plan is to have more interactive resources, videos, useful content and an informal blog area. Information areas being developed within the site are: sleep, nutrition, financial health, physical, social and mental wellbeing, leadership - health and wellbeing, bereavement and grieving.

• SYP&Me (Wellbeing Magazine)

The force introduced a wellbeing magazine in 2020. *SYP&Me* has been created by members of the SYP workforce, for the SYP workforce, made possible through support and funding from the force's Innovation Station, a platform for employees to share ideas and solutions to tackle force challenges, for which the force can support the implementation of. The magazine features a variety of articles focused on wellbeing. The first edition focused on the pandemic, and issues faced by officers and staff, including wellbeing tips, Q&A with wellbeing champions; and stories from various SYP employees. Feedback to the Doncaster response team sergeant, who is the founder and editor, has been universally positive.



• Desktop graphic

A new wellbeing desktop graphic was created during the height of Covid to illustrate what individuals can control and should try to focus on, versus those things out of their control. The desktop visual allowed wellbeing to feature in the background of everything that individual is working on each day, just as wellbeing consideration should do, reinforcing the message across the force.

• Thank you cards

Appreciation and recognition of staff and the work they do on a daily basis is of genuine importance to the force. Staff have had to continue to adapt and work through many new procedures while trying to keep the community, their families and themselves as safe as possible. The wellbeing leads sent 'care cards' to all families of staff, thanking them for their support to the organisation and making them aware of the support available through Back Up Buddy App.

• Notice boards

Sometimes the simple ideas are the most effective – ensuring all wellbeing noticeboards are kept up to date and are consistent across the force will ensure greater awareness of key current messages.

• Newsletters

A new initiative is a quarterly area newsletter. This is a local level communication between the wellbeing action group and the people working within their district / department. This will provide a platform for regular updates to reach staff on areas of progress made to support local wellbeing.

• Training

Wellbeing champion training takes place annually to keep their skills up to date in a number of different wellbeing topics. They have been trained in mental health first aid as well as health training. This training will continue to ensure they are skilled in all areas that impact on wellbeing.

StreetSkills training days for officers were supported with a wellbeing training event. This was designed to bring proactive skills to them in multiple areas:

- Physical health, and the importance of supporting back and neck. One in every eight of the working age population report having musculoskeletal (MSK) issues and it is something seen often in police officers.
- Sleep hygiene - something a lot of staff and officers across the force have reported struggling with. A sleep specialist was invited to talk about the best way to manage sleep with shift patterns.
- Wellbeing stocktake - a review of where the force is in terms of wellbeing and the resources that are accessible to officers internally and externally to the force.

Bespoke training was also provided for call handlers and dispatchers within the Communications department. The events focused on managing sleep around shift patterns and addressing the resources they have at their disposal.

CHALLENGES

The pandemic in 2020 brought unique challenges for the organisation and examples of the wellbeing support are shown in *Casestudy 2(1)*. Covid recovery plans have been scrutinised from 39 areas across the force and any issues linked to wellbeing have been collated to support the focus of delivery.

A manager's handbook has been designed

and circulated to support managers bringing staff back into the workplace after shielding for lengthy periods. Information on how to recognise anxiety in themselves and others and how to talk to their staff. A document outlining the potential wellbeing needs for those continuing to work on the frontlines during a pandemic is currently in development.

SUPPORTING WELLBEING THROUGHOUT COVID

During the Covid pandemic, the Back Up Buddy app was significantly enhanced to become an engagement tool, as well as a 'store' for wellbeing related resources, videos and useful contacts. This allows South Yorkshire Police to activate notifications to go out to the 3,500 downloaded apps across force.

A specific Covid section was added to the app at the beginning of the pandemic, including links to important and trustworthy sources of information, official advice and guidance and access to force briefings / Covid related documents. In addition to this, helpful tips around life, work, family and wellbeing, and contact details for further support were provided.

The upgraded app also features messages from the chief constable, supervisors guidance, and Covid Coordination Centre information. There are new areas in addition to mental health, which include advice such as support and tips on topics such as exercise, diet, shift work and sleep, budget and dealing with debt, healthy relationships, parenthood and dealing with loss.

The app has helped to support the work of the force wellbeing lead, and wellbeing co ordinators during the pandemic, who as

part of Operation Artful Mike were detached from their usual roles for a six week period to concentrate on staff wellbeing at the start of the lockdown restrictions.

All staff shielding received personal contact from wellbeing leads to see how they were coping and if there was any assistance they needed. As part of this, 352 personal emails were sent to shielding staff, identifying numerous wellbeing issues. All staff received personalised support as a result of the proactive interventions that were made.

Physical wellbeing was also recognised as important, with unfortunate, but necessary, gym closures. Signposting on available fitness options, as well as running, walking and cycling outside near home were all actively encouraged to maintain fitness levels.

The following guidance documents were specifically created:

A 'working from home' document to address the changes and challenges staff will face when working from home, with guidance on keeping in touch with managers, creating a work space, taking breaks, work life balance etc.

Bereavement guidance to support staff through loss and grief.

Children and teens advice and guidance, providing support for those parents trying to balance home schooling and working from home. This provided hints and tips of activities and advice for discussing Covid with a range of different age groups.

Casestudy 2(1)

The depth of wellbeing issues being experienced are difficult to quantify due to the fact that much is hidden and possibly under reported for reasons such as stigma or fear of unacceptance. While it makes demand understanding difficult, each district and department has responsibility to understand and recognise the issues faced by colleagues, and to support this focus throughout the year, rather than as a topic of annual assessment.

Oracle Cloud is a cloud based Enterprise Resource Planning (ERP) system, which was approved following delivery of a business case outlining a number of efficiency and productivity benefits, including a move to self-service. As with any change in system or process, the implementation of Oracle Cloud is likely to cause short-term issues, which the force is preparing for. The current lack of comprehensive datasets, requiring manual manipulation, remains problematic. The picture is however improving, with investment into P&OD analytical resources supporting the interim period. The introduction of Oracle Cloud is expected to alleviate any remaining concerns in 2021.

Nationally, there is growth in the aging population and an increasing state pension age. Both officers and staff may need to remain in employment longer, which presents a likely continued increase in demand on OHU, and a potential change in expected absence levels due to age-related issues and carer responsibilities. A review of skills, experience and capabilities of employees will be a focus of the workforce planning business area, and an understanding of employee need increasingly factor within training, resourcing and wellbeing discussions.

The force is currently unable to provide data on the number of officers exceeding working time regulations. The new Duties Desktop

planning system is currently being rolled out across the force, and will give the officer / staff a warning if a change to an individual's shifts breaches the 48-hour working time regulation within that given week. The duties team are working to ensure the system will extract this information to support the strategic data capture for the force early in 2021 (*Forcewide Functions: People & Organisational Development*).

An uplift in officer numbers requires an emphasis on wellbeing support for student officers. This will result in an increase in demand on supervisors to support the welfare needs of a growing number of newly appointed staff. Until the student officers are fully competent, the workload of existing officers will remain at current high levels, and the need to support new officers is expected to increase demand in the short-term. Until the force begins to realise the benefit the uplift in officers will achieve, several districts and departments will continue to support demand through the use of overtime, the monitoring of which will be delivered through the Health and Wellbeing Board. Overtime top earners are reviewed at district and departmental QPRs where management teams are held accountable for ensuring the wellbeing of their colleagues.

EXTERNAL CHALLENGES

Increases in NHS wait times for both mental and physical complaints is likely to cause an increase in OHU referrals, as well as a potential increase in sickness levels across the force, this is expected to be magnified due to the additional pressure on the NHS as a result of Covid.

The force is aware financial concerns are a major cause for stress among the workforce, as they are seen to be nationally. Static salaries in the public sector along with the rising cost of living, creates additional

pressures in an already stressful environment. The force has introduced initiatives to help to tackle this, including 'Better with Money' finance webinars, and will continue to explore opportunities for assistance to employees

The current global pandemic naturally creates uncertainty for all. Different ways of working have been adopted which can cause stress and anxiety. For example, the nature of most police officer roles involves face-to-face contact with members of the public, leaving staff fearing they are more likely to contract Covid. Some staff roles, which may have involved working remotely, may experience heightened anxiety when required to return to the office. The force created a 'Working from Home' document addressing the changes and challenges that staff will face when working from home. This contains guidance on keeping in touch with managers, creating a workspace, taking breaks and work life balance. In addition to this, guidance for parents with children and teens has been devised, providing support around balancing home schooling and working from home, as well as bereavement guidance to support staff through loss and grief during the pandemic.

Service delivery around wellbeing has been affected as a result of Covid with training courses cancelled, or delivered in altered formats. Social distancing, isolating and shielding have all increased stresses and anxiety. Building modifications such as the creation of sanitising stations, one way systems and safe operating practices have all affected strategic plans. The constantly changing landscape around Covid creates wellbeing insecurities and stressors.

As in every workplace, the impact of prolonged arrangements is difficult to assess, but it is considered the support required resulting from individual impact could be substantial in the longer term.



Training for wellbeing champions is now due to re-commence after being delayed due to Covid, and a wellbeing input will continue to feature on CPD training days through to December 2020, with inputs on mental, physical and social wellbeing.

The bi-annual Wellbeing Conference has been postponed in 2020, however, this is seen as an extremely valuable resource and is something which the force will continue to organise as soon as restrictions allow.

OPPORTUNITIES

As the force has a strong focus on its main asset, its people, South Yorkshire Police understand the need to keep developing and progressing in terms of resources, as part of the wellbeing journey to becoming an outstanding organisation and employer. Wellbeing is typically not a one-person role, it often requires a multi-faceted, mixed ability team of dedicated staff to drive change and overturn inhibiting cultures. Embracing social media, evolving technology and working in

partnership with key 'industry leaders' to shape the future of wellbeing have all been recognised by the force as needing further consideration.

As discussed above, bespoke wellbeing plans are being developed across the force so each department and district has a detailed plan for their wellbeing. The wellbeing coordinator is working with the Senior Command Team (SCT) in each area to commence these plans. These wellbeing plans are being created using the nationally commended Oscar Kilo Blue Light Framework and include six key areas: leadership, absence management, creating the environment, mental health, protecting the workforce and personal resilience. This approach in bringing the national best practice into local business area delivery is considered to deliver the most appropriate support across the wider organisation, allowing a tailored approach to meet the differing needs of the workforce. The Blue Light Framework forms the basis of all wellbeing activity, alongside the wellbeing

dashboard, surveys and feedback from the wellbeing champions.

POLICE EDUCATION QUALIFICATIONS FRAMEWORKS (PEQF)

The introduction of the PEQF is a major change to the existing programme, and it is expected this will increase demand on the wellbeing provision, with a possible shift in the nature of user needs.

An 'On-Boarding Pack' with specific focus on wellbeing has been created for all new student officers. This information pack also contains advice around relationships, shift work and social wellbeing.

A new initiative has been introduced whereby all student officers are linked to a wellbeing champion, who is impartial and detached from their training experience, to offer confidential support and guidance. The wellbeing champions are given select dates to check in on student officers, for example their first arrest or first night shift. It is expected that this will prompt discussion and identify any potential wellbeing concerns at the earliest possible opportunity.

In January 2020, the force introduced 'Digital Mentoring' on a six-month trial basis. The recruitment team trained twenty officers from various ranks and departments across the force remotely to become digital mentors. The concept of a digital mentor is to liaise with and provide support to potential applicants before they have submitted their application, right through to their first day of training. This is run via an external interface which protects both the mentor, and the candidate from contact outside of that interaction.

One of the objectives of this is to attract candidates from minority groups. Evidence nationally shows that BAME candidates are three and a half times more likely to engage with a digital mentor than directly with the recruiting body. As the trial is not yet complete, recruitment numbers cannot yet be assessed. This project also includes the ability to encourage unsuitable candidates to hold off their application, reducing workloads for the recruitment team.

COMPOSITION OF WORKFORCE

South Yorkshire Police is committed to provision of policing services with a balanced workforce, and strives to be an inclusive and diverse employer. The force takes pride in recognition in this area, being nominated as Diverse Company Award at the National Diversity Awards 2019, and being ranked 29th in the Inclusive Top 50 UK Employers list for 2019/20.

South Yorkshire Police is an adopter of the 2018-2025 NPCC Diversity, Equality and Inclusion Strategy, with self-assessment against the workforce representation, attraction, recruitment, progression and retention toolkit providing a focus for the force's future work in this area. The Diversity, Inclusion and Equality Board is chaired by the chief constable to focus on improving delivery.

The force is committed to workplace fairness and encourages applications from members of specific underrepresented groups when advertising job vacancies, for example those with a disability. The force makes reasonable adjustments to working practices, equipment and premises to ensure there is no disadvantage to any employees. While the recording in force requires self-disclosure,

2 BME (Black and Minority Ethnic) – The sum of people who self-define their ethnicity as other than White British. Includes white non-British categories as well as categories with skin colour other than white. Excluded are those who do not self-define.

two point eight per cent (2.8) of the force's workforce have disclosed a disability, an increase from two point 34 (2.34) percent in the last FMS.

Similarly, in respect of sexual orientation, 41 per cent of the workforce have provided a response to this question, and the proportion of the workforce identifying as LGBT+ has increased from one point nine (1.9) per cent to two point four (2.4) per cent by January 2020.

The proportion of female officers has increased to 35.49 per cent (Oct 20) from 33.86 per cent (Jan 20). The proportion of officers who self-define as BME² is five per cent (Oct 20), no real change from four point nine (4.9) per cent in January 2020. The force acknowledges there is more work to be done in this area as there is across the wider policing service. More focus is being given in recruitment processes to ensure those from diverse backgrounds feel welcomed and supported in their employment pathway into and throughout a career in the force.

INCLUSION

The force recognises the importance of supporting a culture of inclusivity within all areas of the organisation. The force has produced a new Equality, Diversity and Inclusion (EDI) strategy that aligns to the NPCC national strategy focusing on communities, partners and the organisation.

The strategy is embedded as part of the wider Organisational Development and Learning Strategy ensuring the cultural and inclusion links align throughout. All governance and support is in place to assure on the future delivery, and the EDI agenda is increasingly prominent across the organisation.

In addition to the refreshed EDI objectives and deep dive areas, a variety of improvement activity is planned, including the launch of a pledge that describes the forces commitment

to staff support networks and an inclusive language campaign as part of the force's educational approach.

In respect of culture as an enabler of inclusion and wellbeing, P&OD have launched a programme of activity focused around employees. The programme includes four initial priority areas:

- Refresh and simplify the force values framework.
- Develop an internal engagement and communications plan, describing a new narrative for the force about the next steps.
- Deliver local leadership support days that build upon the previous away days.
- Refresh the organisation's leadership development framework.

As a result of the projected activity, a Culture Programme Board has been implemented, chaired by DCC Roberts. The board will feed in to the EDI Board, which is chaired by Chief Constable Watson and includes representation from both the Independent Ethics Panel and the Equality Hub. This ensures external and internal oversight exists to the process.

Alongside this activity, the team have recognised the significant opportunities PEQF and the uplift can bring. P&OD have worked with Sheffield Hallam University (PEQF delivery partner) to ensure the values and culture of the organisation are incorporated into the student officers' training sessions. This ensures there is clarity for all employees on the values of the organisation at the earliest opportunity.



South Yorkshire
POLICE



Section 3a

Responding to the public: calls for service

SUMMARY

The South Yorkshire Police Communications Department (Atlas Court) is coming to the conclusion of a full review of its structures and staffing. The changes resulting from the review will make the department fit to meet current demand and the challenges of the coming years. New and previously unused functionality within its incident recording system, SmartContact, is being developed and tested to ensure it promotes efficiency and captures incoming demand effectively.

While the pandemic has affected staffing levels in 2020/21, the Atlas Court Review has meant the department should be well-placed to manage future demand with establishment close to 100 per cent. New technologies, combined with the departmental focus on performance and wellbeing, under the restructured senior and middle management teams, will help to mitigate against any fluctuations in demand in the coming year.

The Covid pandemic has changed the profile of incoming demand for policing services for an extended period, and the force is preparing for the further changes that will result from the reduction in restrictions that will come in 2021. The Communications Department will analyse incoming demand and use the predictive capabilities of its resource management system i360 as demand increases to monitor the nature and volumes of those rises, to ensure the force can continue to provide protective services to the people of South Yorkshire.

Usage of the force's Priority 8 incident grading continues to support an improved service to victims and witnesses while ensuring the force sets itself achievable and realistic goals. While volumes of emergency calls are rising slightly, call waiting times and deployment response times are consistently below the levels seen in previous years. Call waiting times for non-emergency telephone contacts, are an improving picture when compared to those at the implementation of SmartContact in 2018/19. Non-emergency call volumes are reducing, although the demand remains within alternative reporting channels such as online reporting.

While demand for 2020/21 is largely foreseen, uncertainty on the future Covid pathway exists. Despite this, the force is confident that emergency demand will be met through protected focus, and while waiting times may at times increase, the department's technologies, processes and structures will support the force in effectively managing the non-emergency demand.

The department has a renewed business model following the Atlas Court review. Improved technologies, performance regimes and wellbeing initiatives all stand the force in good stead for the coming year. However, uncertainty exists around the effect on the public, the economy and the force of the Covid pandemic. The force's rating for this area of business is therefore **YELLOW**, with confidence that without the uncertainty caused by the Covid pandemic, it would be Green.

This section will focus on:

- An overview of the force's Communications Department.
- Current and expected volumes of incoming demand.
- Call waiting and abandonment times for incoming emergency and priority calls.
- The current composition of the workforce.
- An overview of health and wellbeing activities in the department.
- An overview of the performance management structure and changes to working practices.

STEP 1: Establish the difference between current demand and the demand you expect in the foreseeable future

Within South Yorkshire in 2019/20, neither the volumes of 999 or 101 calls nor the alternative channels for reporting by the public changed significantly. New channels such as online portal and web-chat functionality were planned into 2020/21, as incremental changes within a longer-term programme of change management for the Communications Department (Atlas Court). Many of the planned enhancements to SmartContact have been subject of delay, largely due to the pandemic and the changes to working practices it has necessitated. As a result, the vast majority of incoming demand has remained telephone based on 101 (non-emergency) and 999 (emergency) lines.

Soft launches of new channels were planned in such a way as to help manage resultant channel-shift and enable redeployment of staff across the department to match resourcing to demand. Future reviews will therefore capture a greater number of incoming demand channels from the public, and the focus for the organisation is on the demand this creates not just in Atlas Court,

but within response, neighbourhoods, CID and PVP teams across the county. This forms part of the force's response to the National Contact Management Strategy as well as its commitment to supporting the public through accessible channels of contact.

It is recognised that every contact can bring demand and the many methods of informing the force's picture of demand (e.g. calls, emails, social media interactions, intelligence, public surveys, and public meetings) are not included within this section. Much demand for the organisation is not captured as routinely as phone calls are within force systems, and the force has taken a proportionate approach to capture, with a focus to introduce longer-term innovation, which will best support the public need. However, the less quantified communication methods remain vital to the force in informing the internal knowledge on these areas and supporting thematic leads and others in assessing local needs and demands.

The previous FMS, which is utilised throughout the force's internal planning processes, highlighted for the organisation some gaps in knowledge of future demands. These are not the demands of individuals who contact the organisation, but the hidden demands within communities seen largely through local community groups, but not understood in terms of long-term impact. To further improve the force's understanding of such demands faced by the organisation, the force is keen to inject a broader partnership awareness within horizon scanning, in a way which enhances and reflects the local sharing of information existing across the partnerships, and therefore improve the force's current knowledge of demands in all areas.

The effects of the Coronavirus pandemic have suppressed some calls for service for significant periods of the year, but have generated other calls, which will have an effect on volumes in the 12 months to come and potentially affect the validity of future forecasts based on previous years' volumes. The force does not rely solely on numerical predictions and as such is taking a pragmatic stance to the use of forecasts with the short to mid-range forecasts supported by a high degree of internal understanding.

CURRENT DEMAND

Almost 50 per cent of calls for service received by the organisation in 2019/20 were incidents of public safety, with crime around 20 per cent of demand, and ASB, transport, administration and crime related categories accounting for the remaining proportions. Public safety incidents capture a wealth of circumstances, from the most utilised concern/collapse/ill incidents or suspicious circumstances, to missing persons or sudden death. In acknowledging the time taken to deal with these incidents can impact heavily on the response function resources, this information has been used effectively to support conversations with partners around, for instance, children's homes and hospitals in problem solving the issues leading to the demand (*Section 4: Prevention and Deterrence*)

In 2019/20, 375,307 incidents were created. Of these calls for service, 46 per cent of incoming demand was graded as resourced without deployment (RWD), not having an officer deployed at the point of reporting. Many such incidents are resolved within contact resolution in the call centre while others are resolved through primary desktop or secondary investigation. This does not mean an incident will never have a deployable resource, but at the point of the incident

closure, no resource had been required. In the course of a subsequent investigation, or to address any identified vulnerabilities, contact and potential deployment may be made elsewhere in the organisation. Of the remaining calls for service, resources were deployed, with 18 per cent graded as emergency, 24 per cent as priority, one per cent as Priority 8, and 11 per cent as scheduled, resourced by a diarised appointment.

In early 2020, the force revised its incident grading policy and introduced a new grading in addition to the four national grades of immediate, priority, scheduled and RWD. The objective of the new grading, Priority 8, is to meet the needs of the community by providing a proportionate and effective response to incidents in line with the identified threat, risk and harm, and stipulates the arrival of officers within eight hours of the receipt of the call. It can be used to allow for instances where a priority grading might be appropriate but the victim or caller is unavailable in the usual one-hour timescale and asks to be visited at a later time. The new policy was drafted to be consistent with the National Contact Management Strategy, using the national grades as a framework to prioritise and standardise the response to calls for service.

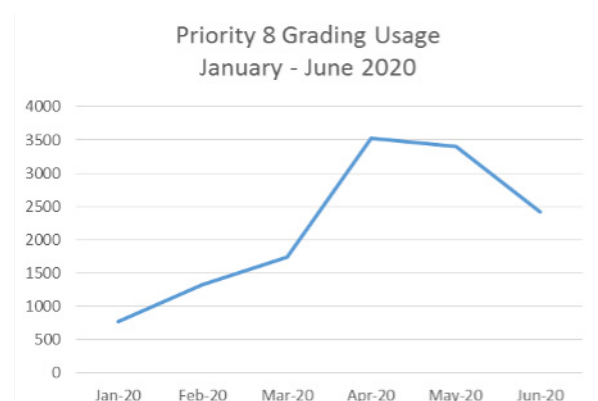


Chart 3a(1)

The Priority 8 grading was first brought into use in January 2020 and its use increased to around 800 incidents weekly in April and May 2020, as shown in *Chart 3a(1)*, before reducing slightly in June 2020. This increase and then reduction is in line with the increases in Covid-related incidents in the earlier months of lockdown.

When compared to all incidents, Priority 8 incidents form the smallest proportion, as shown in *Chart 3a(2)*.

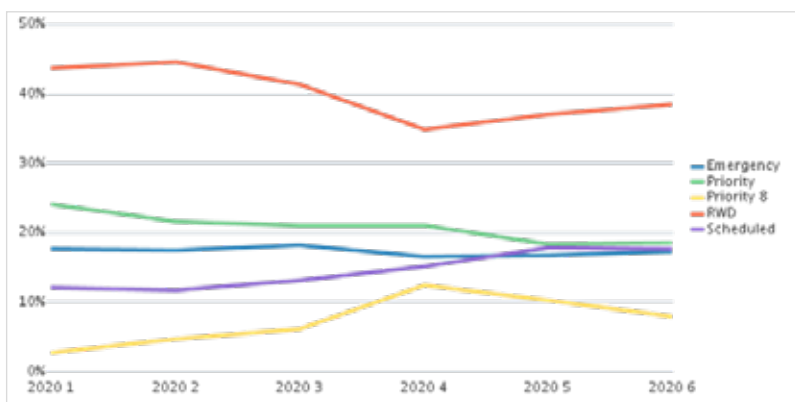


Chart 3a(2)

999 CALLS

Forecasts for 999 call volumes in 2019/20 were within one per cent of the actual total received (274,805) a slight increase on the previous 12 months. The volume of 999 calls in the 12 months to March 2021 is expected to rise slightly to in the region of 285,500 and to continue to rise in the years to 2025 to in excess of 300,000 calls.

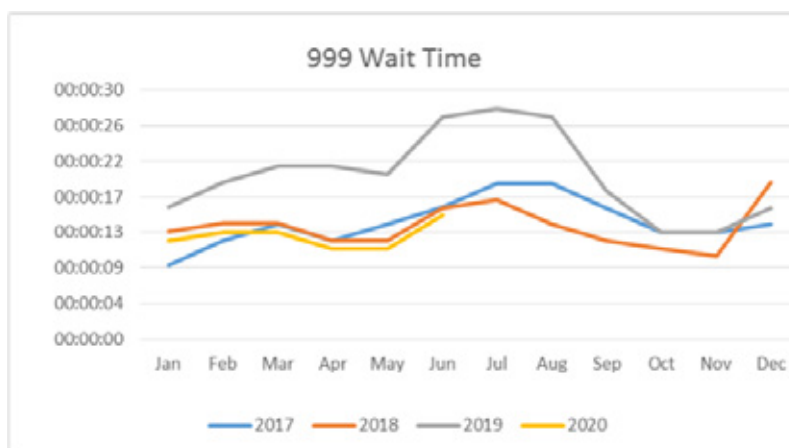


Chart 3a(3)

Further to the implementation of changes and internal focus on the response to calls for service, call waiting times for emergency calls show significant reductions in levels in 2019/20. *Chart 3a(3)* demonstrates the significant recent improvements in emergency call waiting times.

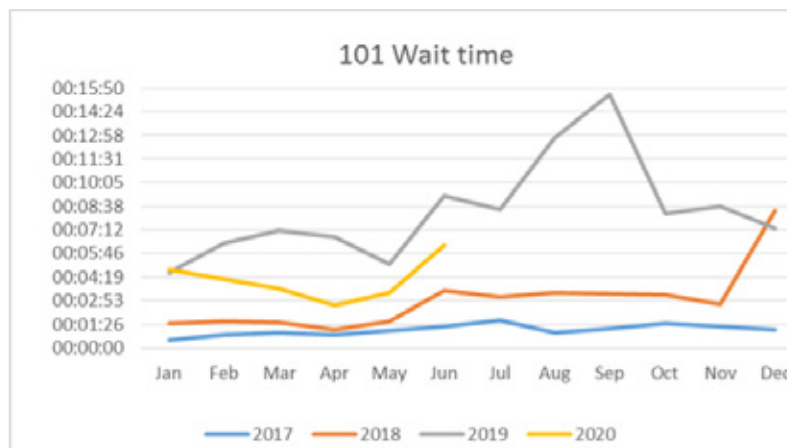


Chart 3a(4)

101 CALLS

Volume based forecasts for 101 calls for the 12 months to March 2020 predicted volumes within one per cent of the actual volume recorded (579,095).

Call waiting times for 101 calls, have reduced significantly from the high levels seen in 2019 and, while continuing to track seasonal changes throughout the year, the force is working to maintain the lower levels. *Chart 3a(4)* shows 101 call waiting times from January 2017 to June 2020.

One area the force was keen to improve upon in 2020 was levels of abandoned 101 calls. The focus therefore on the wait time improvements was a critical part of this delivery. Abandoned call rates are difficult to identify in terms of a member of the public selecting an alternative contact method (which are advertised while waiting), circumstances changing or negating the reason for the call, technology issues for the caller, or the caller deciding the matter is not something they are prepared to wait in a queue to report. To minimise the possibility of the latter, given the focus will never be to target call handling staff with reducing appropriate call lengths, there are options around increasing call resources to

reduce wait times, and providing additional pathways to contact the force. As the Atlas Court review has focused upon delivering improvements in both areas, reductions in abandonment rate are expected. One such development is the Callback Assist function³, which has been implemented to reduce abandonment and queueing times for 101 callers. The system allows callers to make informed decisions, based on estimated wait times and queue position, about whether to wait in the queue or receive a call back when an operator is available.

The force offers online reporting through a series of forms on its website, which then require manual triage and inputting onto relevant system: SmartContact, Connect or other systems. A small number of further contacts are received via SMS text reports direct from members of the public and these are currently managed via a mobile telephone handset, monitored by specified on duty contact resolution officers (CROs). The digital portal in 2020/21 will provide SMS integration into SmartContact, again, reducing re-keying, thus providing an improved service.

Forecasts for the 12 months to March 2021 predict a small fall in overall demand, with 101 calls demand expected to be at or

³ The process is managed through a series of automated voice-messages, maintains a caller's position in the queue pending a call-back, and gives the caller the opportunity to leave full personal details, which are passed to the operator prior to reconnecting the call.

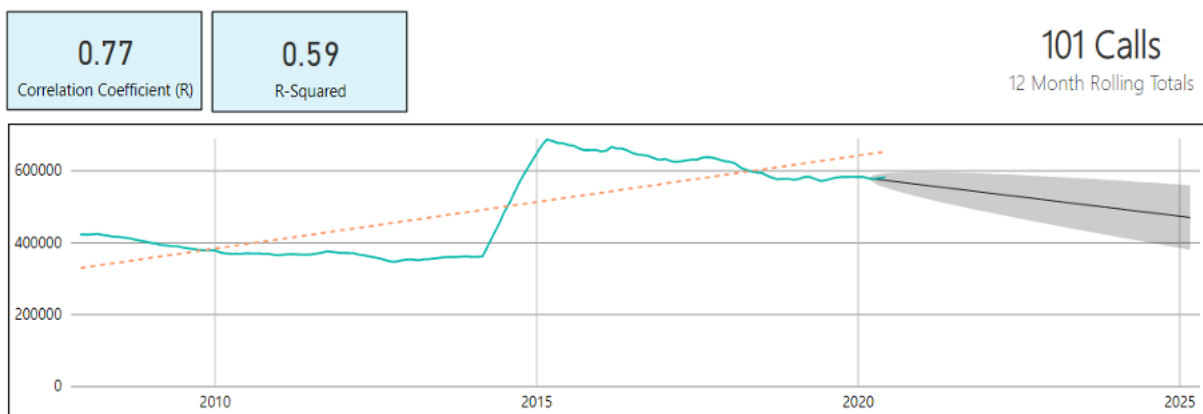


Chart 3a(5)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	557,324	535,554	513,783	492,013	470,242
Forecast – Upper Limit	596,545	591,348	582,523	571,858	560,040
Forecast – Lower Limit	518,103	479,759	445,043	412,167	380,444
Variation – Previous Year	-	-3.9%	-4.1%	-4.2%	-4.4%
Variation – From 2019-20	-	-	-7.8%	-11.7%	-15.6%

Table 3a(1)

about current levels of 557,000 calls. With no change in channels, the predicted volume would not be expected to reduce to the numerical levels forecast on the basis of continuing the reductions over the last five years, but remain over half a million calls per year.

Incoming demand is, however, expected to change, with the volume of calls reported via 101 expected to reduce. This trend may be assisted by channel shift as some existing and potentially new demand received through web-based methods of contact has an impact. However, the increased number of reporting platforms in digital contact and increasing knowledge of its availability may also bring additional demand on the force, due to the perceived ease of process. Additional demand may also result from efforts by the force reaching other communities within South Yorkshire who may have previously been unrepresented. Atlas Court management will continue to monitor

these trends.

The resilience of partner agencies has reduced in recent years, and is expected to continue to do so, currently through the ongoing impact of the pandemic, as well as in part due to economic restructuring. This will likely create displaced and additional demand on non-emergency lines of contact. The recent innovations available to the force within SmartContact should assist to mitigate some of this demand, providing information and signposting across web-chat functionality, and automated signposting to other agencies where appropriate. Some demand on 101 calls will consequently reduce but the demand on the organisation given the lack of current stable variables is more difficult to quantify.

While the implementation of the increases to reporting channels has been carefully planned, it may impact on the force's future demand profile, and elements such as

temporal, geographic and demographic changes will be monitored to understand the impact for the future resourcing demands within Atlas Court and the wider organisation. It is expected the channel shift will not be linked to 999 calls for service but may increase the non-emergency calls for service. In the 12-months to March 2021, the force expects levels of non-emergency contact demand to remain around current levels, but within the five-year picture, increases in demand are expected. Taking into account the numerical forecasts, horizon scanning and technology advances, increases up to 10 per cent may be possible in the longer-term picture of non-emergency calls for service.

COVID PANDEMIC

At the start of the Covid pandemic, the force had created a marker in SmartContact to identify calls that were Covid-related, so that the effect of those incoming calls for service could be quantified. This supported reporting to the Home Office, cross partnership working within the county, and internal assessment of changing demand such as the reporting of breaches and people raising

concerns for the safety of others.

Chart 3a(6) shows the volume of calls for service (that would have resulted in a resource being dispatched) since January 2020. This demonstrates a fairly consistent level of demand until April, when the national lockdown restrictions began, and then an increase, boosted by the reporting of Covid marked incidents, until July. Levels remained consistent thereafter but rose again from October, when restrictions were again being discussed nationally and imposed.

Distribution of Covid-tagged incidents across all incident grades is as might be expected: infrequent emergency incidents, some priority incidents, but 66 per cent are graded as Priority 8 incidents, reflecting the less urgent nature of the risks identified, albeit requiring deployment of a policing resource.

Capture and analysis of this data was closely monitored alongside detailed recording of pandemic-related staff absences; helping the force to plan its resourcing to be able to respond not just to daily incoming demand, but also to Covid-related demand.

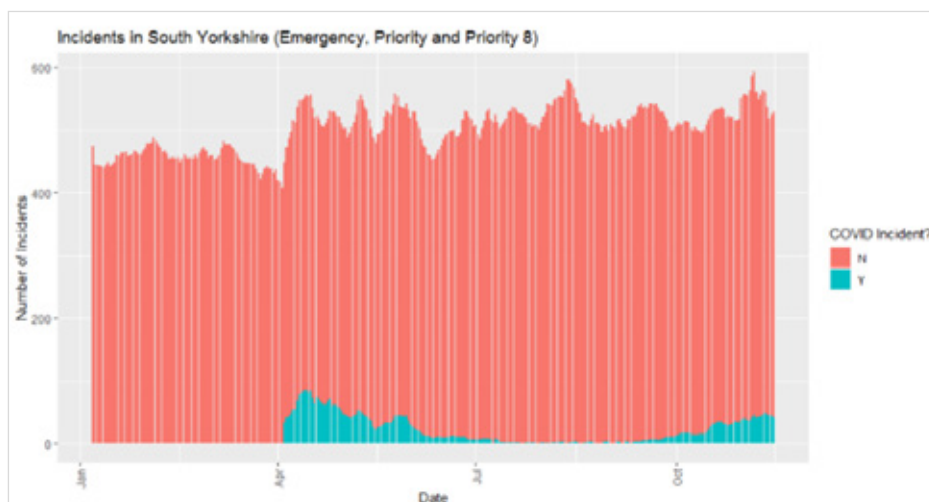


Chart 3a(6)

To support the public in reporting during the pandemic, the force introduced specific domestic abuse and Covid online-reporting forms. These forms allowed a means for both types of report to receive a response appropriate to the individual reports, and ensured that increased reporting during the pandemic restrictions did not overwhelm 101 or 999 lines, leaving capacity in both to manage calls appropriate to them. The force has implemented the Single Online Home COVID breach reporting form. An online domestic abuse form also provided a means for victims of domestic abuse to report incidents or concerns in silence, rather than having to make a telephone call at a time when they and their abusers were both confined to their homes, risking increases in incidences of domestic abuse. There are no plans to remove this facility with evidence of its use in a call for help from victims.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The Communications Department has a departmental strategy, and service delivery is clearly mapped against this. Documented governance arrangements are integrated with other business areas that are integral to the function. In addition to the internal governance arrangements, in 2020, a new Atlas Court Quarterly Performance Review was instituted, bringing Communications into line with districts and departments across the force and giving departmental management the opportunity to demonstrate governance and effective performance in a structured, documented format.

The new Communications Department management structure was embedded during 2019/20, with the head of communications role fulfilled by a temporary superintendent. The contact centre manager has developed the role created in 2019 - introducing new processes across the call handling arena and aligned with good practice from the National Contact Management Steering Group.

As at June 2020, establishment for the Communications Department is 425.64 full time equivalent (FTE) staff, 23 of whom are police officers, and a comparison of strength

Resourcing ranks/grades	Establishment FTE	Strength FTE	Establishment - strength FTE
Band A	6.00	5.97	0.03
Band B	72.69	71.51	1.18
Band C	283.55	280.49	3.06
Band D	34.40	34.55	-0.15
Band E	4.00	4.00	0.00
Band F	1.00	0.92	0.08
Band G	1.00	1.00	0.00
Constable	8.00	8.00	0.00
Inspector	13.00	13.00	0.00
Sergeant	1.00	1.00	0.00
Temporary Superintendent 2014	1.00	1.00	0.00
Grand Total	425.64	421.44	4.20

Table 3a(2)

against that establishment shows the department to be 99 per cent fully staffed. These levels of FTE have been supported throughout 2019 by temporary postings and agency staff on short-term contracts. The Atlas Court Review acknowledges that to meet expected demand, increases in establishment are required. As the phases of the review report, there will be new considerations of appropriate staffing levels. Improved staff retention has enabled the department to reduce the number of planned recruitment processes, meaning greater consistency in work-rates and fewer training abstractions in 2020/21.

Overall within the Communications Department, pending the implementation of the recommendations of the review of call handling and switchboard, resourcing in those areas will meet current and expected demand. However, dispatch and force crime bureau are not currently resourced to manage expected demand, with overtime and secondments used to bolster capacity. This is not tenable in the long-term and review of those units, as part of the Atlas Court and Crime Management Reviews, is underway to establish their required staffing levels for the future.

The Communications Department works closely with the Resource Planning Unit (RPU) to map and understand fluctuations in demand across the week, month and year. The department's duty management system holds resourcing data and analyses imported data from Avaya, the telecoms module of SmartContact, to predict required staffing levels across the department. This allows the deviation of staff working hours to ensure that resources are matched to demand. This data is combined with an event calendar where individual events that cause fluctuations in demand can either be plotted as repeat events or discounted as bad data, where,

for instance, severe flooding or a similar phenomenon has created particularly high or unexpected demand, which might occur again, but cannot be predicted.

The force has acknowledged that former staffing levels often provided insufficient coverage to manage daily demand, resulting in long call waiting times, high abandonment rates and backlogs in many areas of work. However, improved staff retention across the department has reduced the number of planned recruitment processes, meaning greater consistency in work-rates and fewer training abstractions throughout late 2019 and early 2020, supporting improvements in delivery.

Training of communications staff is key to effective performance and South Yorkshire Police has been recognised by HMICFRS Inspectors for the quality of the Communication Department's call handling. The College of Policing has recently provided standards with regard to the training of call handling staff and the force has mapped its current training standards against these College of Policing standards with no concern in future delivery.

Performance for the public is reported against the force Performance Management Framework in terms of call wait times and response to incidents, but also the public feedback provided from the victim satisfaction survey analysis. Despite the demands on the department in 2020, the 89 per cent of victims were satisfied with the initial contact service provided, rising to 92 per cent for burglary and hate crime victims.

Sickness absence for police officers in the department for the first three months of 2020 was between two per cent and three point three (3.3) per cent and, in the following months to June 2020 remained at less than one and a half per cent. However, this reflects

a relatively small number of officers and these levels are often subject to large variations. The comparative figures for police staff are slightly higher, between five point seven (5.7) per cent and six per cent for the first three months of the year, falling to around four per cent in April and May and falling again to three point three (3.3) per cent in June 2020. The comparatively good performance in respect of sickness absence during the first half of 2020 can, in part, be attributed to the additional personal and workplace personal hygiene regimes necessitated by the pandemic. Many particularly vulnerable staff were confined to their homes, often working remotely, and they did not catch illnesses or injure themselves in ways they otherwise might if mixing with other people or carrying out regular daily and sporting activities.

In April 2020, when Covid restrictions were put on social and work activities, the force created processes for staff to work from home, wherever necessary or possible. Within the Communications Department, there are a number of activities which cannot take place away from the Atlas Court infrastructure. These activities, such as telephony, rely on security or technology that is not available through remote links. As a result, tasks were individually assessed for their suitability for remote working, and staff who were unable to safely attend the workplace were provided with remote VDI (Virtual Desktop Infrastructure) or laptop access to force systems. This allowed the department to maintain capacity during the pandemic, while ensuring the health and well-being of its most vulnerable staff.

Benchmarking against other forces shows that Atlas Court has maintained one of the lowest abstraction rates in the country, with the percentage of staff isolating as symptomatic or as a contact remaining below 10 per cent throughout the period. In addition

to this fluctuating figure, the more permanent number of those isolating and shielding due to underlying health conditions has remained between 47 and 52, with the variation due to retirements and maternities. This equates to less than 10 per cent of the Communications workforce.

Despite reduced numbers of staff in Atlas Court due to enforced remote working, Covid-compliance with social distancing measures has put a considerable strain on Atlas Court accommodation, which has required creative solutions and increased homeworking for some staff who, otherwise, might have been able to attend work. It has also meant the movement of non-Communications staff, who have until recently shared the building with the department, to other premises or to remote working. Maintaining appropriate staffing levels throughout the period of the pandemic has at times proved difficult, particularly when staff have fallen ill, with either Covid, or other illnesses.

Changes were made to the layout of the largest departments, creatively replacing the desktops of the ergonomically designed, curved desks in dispatch and CRU with straight-edged rectangular desktops, allowing greater space between them and improved social distancing. This has led to reduced risk of infection, an increased number of usable desks in the department, and reduced hot-desking, supporting an increased ability to manage demand into 2021/22. By only replacing the desktops, rather than the entire desk, the costs of this work has been dramatically reduced. The estates management team also ensured a co-ordinated approach with IT to provide power and data to suit the new layout.

Wellbeing is a strategic priority for the Communications Department and wellbeing provision to its staff has been

completely revised, under the guidance of the departmental resource manager and wellbeing lead. Both due to the acknowledged pressures of work in an emergency services communications room and with the added difficulties presented by the Coronavirus pandemic, the mental health of the workforce is a key concern, but the Command Team work together to deliver the necessary support and assistance. The department's wellbeing strategy has been revised and now incorporates the Covid recovery plan, the installation of a wellbeing kiosk, a supervisor wellbeing handbook and plans for wellbeing walks, overseen by the force's Mind over Mountain project.

Wellbeing meetings in the department have been revised and reinvigorated and are attended by the force wellbeing coordinator. The department has 20 wellbeing 'champions' and is proactively working to increase the cohort to help deliver the wellbeing strategy. Meetings review the levels and trends of sickness, stress and anxiety, and numbers of flexible working applications that have been processed, among other topics, giving the local champions an opportunity to raise wellbeing issues and suggestions highlighted by their colleagues.

Wellbeing is also being incorporated into training for Atlas Court staff, with a wellbeing module being designed for inclusion in initial training for all staff and half-day inputs scheduled for staff training days. Wellbeing indicators are monitored within a reporting product, and supervisory meetings are mandated with those staff and officers working the most overtime, to ensure their wellbeing and the quality of their work / life balance. Individual welfare packages are also applied in support of staff returning from sickness absence and the department effectively uses the supportive management action (SMA) process to manage the needs of individuals.

Staff at Atlas Court are confined to desks for extended periods in an air-conditioned contact centre on a 24-hour shift pattern. This means that, while their personal welfare is important, and continual efforts are made to maintain their mental and physical wellbeing, the building and physical assets are in constant use. This leads to a greater rate of wear and tear on desks, seating, computer equipment and other equipment than in other areas of the force. A maintenance schedule is closely followed to ensure equipment is fit for purpose and in serviceable condition, and the Command Team encourage and enforce good standards within the department, to minimise damage and everyday wear.

During 2019/20, there has been an extensive refurbishment of the fire protection equipment within Atlas Court, along with further preparations for a scheme to replace air-conditioning equipment in the server room to ensure ongoing resilience of the department's infrastructure. Further work is ongoing to improve the working environment for staff at Atlas Court with refurbishment plans to repaint and re-carpet areas of the building throughout 2021.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

Atlas Court enters 2021/21 facing a number of challenges, not least the question of how it will continue to meet demand in a Covid-secure manner as national restrictions end and demand increases. However, the department faces those challenges from a position of relative strength, having restructured both the management team and its larger departments. The middle management phase of the Atlas Court Review

is due to report, and additional modules of SmartContact are being implemented to broaden contact channels and improve demand management.

In addition to these changes, the departmental focus in 2020 on performance and well-being has helped reduce staff attrition rates, both during initial training of newly recruited staff and among established staff. Reducing call waiting times and reducing the abandonment rate are achievements that communications managers aim to maintain as demand increases, through careful planning and continuous improvement.

SmartContact contains functionality to deliver a number of demand management improvements, including ChatBot, canned responses, WebChat, call back assist and call back request. While elements of these have been in use in call centre environments in other industries, their use in a policing environment is relatively new and the force is adapting the technology and its business models to make the most of the force's new digital portal. Some of these elements have been implemented and others are to be implemented in 2021/22, as the new business model embeds and the effects of each of these new technologies is understood and can be measured. By example, the force had planned to introduce interactive voice response (IVR) but, following the increase in switchboard staffing and opening hours, initial demand monitoring indicates that both the increased ability to answer calls promptly and the human interaction that affords, have had a positive effect on the abandonment rate. The introduction of IVR has therefore been held, pending any adverse changes to the abandonment rate or other changes to the force's incoming call profile, both of which are under constant review. This human interaction from switchboard staff allows the

force to set callers' expectations in relation to call waiting times once transferred to the relevant resource, which has positively affected abandonment rates.

The portal function in SmartContact has been implemented and, following a soft launch and little publicity, the number of people who have registered with the service to be able to make online reports has grown and is expected to reach 10,000 by the end of 2021. digital demand assistants (DDAs) in the department's newly created Digital Demand team have improved efficiency, and response times for non-emergency contacts continue to reduce.

Average response times for WebChat contact are measured. In November 2020, when the service was introduced and the staff were new in post, the average response time was 4.09 minutes, which reduced to three minutes, 35 seconds in December 2020 and to two minutes, nine seconds in February 2021. If DDA staffing levels can be effectively maintained in 2021/22 the department is confident of the capabilities to develop the WebChat functionality, and ensure public contact can be fully supported through this digital media facility.

Insight from victim surveys and the focus on wait times and response within the force Performance Management Framework will continue to support the understanding of the department delivery. As contact channels expand, feedback from the public will be a key part of the assessment to support any changes in functionality.

Each of the demand management features of SmartContact is being introduced cautiously and incrementally, to enable the monitoring of associated performance indicators. The contact resolution centre manager liaises with the head of communications in order to make informed decisions on further rollout

and future development. This approach allowed the force to cautiously introduce, and then temporarily halt, the introduction of Call Back Request when it was found not to deliver the expected benefits in relation to ease of contact for members of the public reporting non-emergency incidents. The approach has also allowed the department to make business decisions regarding the benefits of either dedicated single-skilled or multi-skilled operators in the DDA and wider contact resolution unit (CRU). Because of the cautious implementation process and monitoring regime, the department is able to make such changes without having a disruptive effect on performance or staffing.

In autumn 2020, the temporary head of communications was formalised within the role. This was the final move in the implementation of the Management phase of the Atlas Court review. Reviews of CRU and Dispatch functions have followed. In mid-2021, the middle-management phase of the review will report, making recommendations about the team leader and functional manager structures. This report will complete the review phase of the Atlas Court Review and subsequent recruitment and posting is expected to be complete and be reported within the 2022 FMS.

The impending changes will increase the ability of team leaders and managers to effectively supervise their staff, allowing more effective implementation of the performance framework and an increased focus on well-being and welfare. The effectiveness of these changes will be monitored throughout.

Throughout the period of the pandemic, communications managers have worked with IT to enable CROs to take incoming calls remotely and, in 2021, it is anticipated the first remote access calls will be made, allowing the prospect of increased capacity as the lockdown restrictions ease in mid-

2021. This innovation promises an improved career offer for prospective recruits, who will be able to take advantage of agile working in specific circumstances. It also raises the prospect of maintaining capacity among staff who are unable to attend the workplace but are not unable to work, such as those recuperating from illness or surgery. In a sedentary environment which, by nature, can attract those less mobile and unable to apply for more active jobs, this development is expected to support capacity into the future.

In relation to incoming demand, while the Covid pandemic has suppressed demand for significant periods and in important areas of policing activity, it has also introduced a previously unknown demand element, breaches of Covid restrictions. Lockdown restrictions have also affected the nature and reporting of domestic abuse. The force's online Covid reporting tool went live in March 2020 and it received 235 reports on its first day. This number rose to in excess of 700 per day in the early weeks of its use and peaked at 790 reports on 11 April 2020. Since that time, numbers of reports have fluctuated, with peaks and troughs that can be plotted against government announcements, changes in restrictions, the weather and weekends. While some of these changes cannot be predicted, analysis of known variables, such as long-range weather reports, projected changes in restrictions and other key data will allow the Communications Department to plan staffing and manage demand effectively in 2022. Having initially introduced its own online reporting line, in December 2020 the force migrated to the police.uk Single Online Home reporting tool.



The full refurbishment of Atlas Court, expected in 2020, has been delayed by the Covid pandemic as it will necessitate the movement of staff out of and around the building for significant periods, to allow the replacement of air-handling equipment and the refurbishment of other areas of the building. This will partly be facilitated by the realignment of the Force Crime Bureau to Specialist Crime Services, which is expected to take place in 2021/22. At this point it is expected FCB staff will move out of Atlas Court to merge into a newly formed combined crime management function elsewhere on the force estate.

Daily demand management will continue to be overseen by the communications performance manager, who works with workforce planners each day to map staffing against call predictions for the forthcoming four to six weeks, adjusting staffing as appropriate. The algorithms used by the department's resourcing planning system, i360, have been revised to provide increasingly accurate predictions of call volumes, allowing the performance manager to report with greater confidence on required staffing levels. Staffing is supported internally through overtime and by districts through the use of officers on overtime as part of the department's business continuity model. In

addition, on key dates when higher volumes of calls are anticipated, permitted leave is adjusted to ensure resilience.

In a further demand management development, information wall-boards posted at points around the main departments within Atlas Court are being redesigned to provide clearer and more useful information to staff about current call volumes, call waiting times and incidents of note, so that all staff and supervisors can make informed decisions about the timings of breaks and other staffing decisions.

In support of staffing welfare, all the department's training packages have been reviewed and revised, with teams such as switchboard and the DDA having bespoke training for the first time, rather than receiving the same training as colleagues in other sections. The training learning outcomes have been aligned to College of Policing expectations and CPD, supporting improved performance and welfare within the training packages. Other inclusions are a new law input, mental health awareness and an improved knowledge of the National Police Air Service (NPAS) capabilities. A further enhanced CSI module is being developed and will be rolled out in 2021.

These improvements to staff training, alongside a new feedback process, will assist in creating a confident, knowledgeable and satisfied workforce with the Communications Department. To support this, the resource manager attends the force's Strategic Wellbeing Board, raising awareness across the force of developments with Atlas Court and in turn cascading information from the Board back to senior management within the department.

Bespoke staff pulse surveys are being used alongside wellbeing training days and actions resulting from the surveys will be implemented in 2021 to further improve staff satisfaction.

Such measures have been vital during the Covid pandemic and the resource manager has organised and chaired a number of digital 'catch-ups' with staff who have been forced to shield, generally as group exercises but with individuals where more appropriate. These have been extremely well received and reinforce the department's dedication to its wellbeing agenda. For those able to attend the workplace, the department is funding improvements to the outdoor space at Atlas Court, with outdoor seating and improvements to the garden environment in 2021.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

With the newly revised management and staffing structures and the soon to be implemented middle-management structure, the Communications Department is well placed to take advantage of the technological functionality at its disposal.

As Covid restrictions ease and demand increases, the flexibility of the business model, the availability of staff working remotely and of business continuity staffing when required will allow the department to manage expected demand. As discussed in Step 3, there are functions of SmartContact not yet fully exploited that can be implemented and developed to absorb increased demand, if it exceeds tolerable levels. Demand monitoring by resource planners and the performance manager will inform decision making by the head of communications and will provide warnings, whenever possible, of growing demand and any expected shortfall in capacity.

The Communications Department, while accepting that increased call waiting times can result from increases in demand, expects to meet future demand and to use the technology at its disposal to manage both waiting times and abandonment rates. At all times, emergency demand will be protected, safeguarding the most vulnerable callers and ensuring the safety of the people of South Yorkshire.



South Yorkshire

POLICE

Section 3b

Responding to the public: incident response

SUMMARY

Falling response times and improved performance in many areas of response policing reflect a successful period for South Yorkshire Police and response teams across the force. National and local restrictions on people's movement and activities have suppressed calls for service in many incident types for significant periods since March 2020, and the force has established teams to ensure that Covid-related incidents are effectively and safely dealt with. The force has invested heavily in technology during the pandemic and expanded its agile working project. Response officers who have been unable to attend work during the pandemic have provided valuable support to colleagues, carrying out desktop enquiries and other work from home on secure laptops.

With emphasis being placed on both performance and wellbeing for response officers, the force has a suite of performance reports and meetings to monitor and drive performance, while it has invested in wellbeing initiatives and improvements to police stations and officers' working conditions. This is having a positive impact on delivery, however, there is uncertainty about demand, capacity and capability in the period after nationwide Covid restrictions are lifted. This may also coincide with the summer months, when demand increases in many incident types. There is little certainty either in terms of future demand or the long-term effect on staff of any infections, albeit where possible the force is prepared.

Total recorded crime in March 2020 compared to the same figure for March 2019 has fallen by five per cent, but with differences in individual crime types ranging from +19 per cent to -24 per cent and the continued impact of Covid is an unknown variable in the coming year. Establishment figures for response teams show strength in excess of 99 per cent across the force but, with the effect of abstractions to other functions, pre-retirement leave, sickness and other absences, many teams operate at considerably less than that figure. Response teams, like other teams from across the force, have been affected by sickness absence and isolating as a result of the pandemic.

The force faces a period of intense recruitment which, while it will be welcome in that it increases officer numbers, will create an increasingly young workforce with very limited experience and training and tutoring staff will affect performance. In the short-term, establishment figures will be compounded by the delay in officers joining response teams from the new Police Education Qualifications Framework (PEQF). In the medium to long-term, response team numbers will increase to their intended establishment levels, allowing the benefits of the national uplift and locally funded increases in officer numbers to be felt throughout the organisation.

The anticipated period of national austerity may be reasonably expected to impact on future funding. The continued delivery of necessary support from all areas of the organisation to enable response team capacity and capability to provide the service to which South Yorkshire Police aspires may be threatened.

The rating of **AMBER** for response policing reflects the short-term establishment concerns, but with knowledge that its longer term resource planning and modelling is required to understand the demand requirements and mitigate against the majority of threats to its continued success.

This section will focus on:

- An overview of the force's response function.
- Changes to the management of incidents with consequent reductions in response times.
- The force's reaction to attendance at Covid-related incidents.
- Demand in key volume crime types.
- Establishment and staffing across the response function.
- The effect of the introduction of the Police Entry Qualifications Framework on response staffing, capacity and capability.
- Ongoing CPD and wellbeing initiatives for response officers.

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future

In the previous 12 months, reductions in the time taken for officers to attend incidents have been delivered across South Yorkshire, improving the level of service provided for the public. This has been a resourcing challenge for the force and has been achieved through a variety of methods:

- The training of resource management sergeants (RMS) posts within districts, removing the onus on the dispatch operators to manage the resourcing for incident queues. To support the RMS posts, officers spent time at Atlas Court, working with dispatch and call handling staff to better understand the journey of a call for service and the workings of the incident management system. The RMS posts are now responsible for ensuring optimal deployability of officers to meet demand.

- Improving the handover processes and understanding of risk. Supervisors of outgoing shifts report to oncoming shifts with details of response times, any incidents that require immediate deployment and rationale for any incidents during the tour of duty where response times were not met.
- Tasking of officers to remote areas. The geographical deployment of officers within response teams has been reviewed, with officers being deployed to areas of the force that typically necessitate longer response times. This ensures that victims in more remote areas are not disadvantaged by virtue of their location and there is always a resource near to those hard to reach areas.
- Appropriate grading of incidents. A new Priority 8 incident grading is used to ensure that, if a complainant is unavailable within short timescales, they can be offered a suitable response time within the next eight hours, without recourse to a diarised appointment.
- Appropriate deployments. Response supervisors reinforce a 'nearest resource' mentality within their teams, ensuring the vehicle and resource tracking is used effectively to identify and dispatch the nearest resources; reducing travelling time and risk to responders and to the public.

Chart 3b(1) and Chart 3b(2) show the reduction in response times since late 2018, with consistent improvements during the 12 months to March 2020. Section 3a – responding to the Public, Requests for Service details current and projected volumes of both Priority and Emergency incidents.

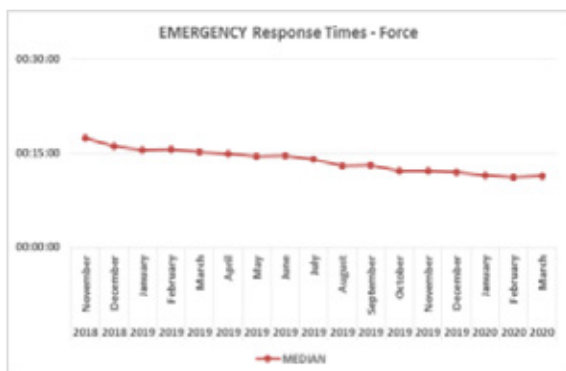


Chart 3b(1)

Demand in late March and April 2020 fell sharply, when the effects of the pandemic first began to be felt across the country and restrictions were imposed on households, with up to 20 per cent reductions in incident demand being recorded in both priority and emergency calls. New 'Covid-secure' ways of working were also developed, and internal sickness levels were closely monitored. As a result, reductions in call numbers were not always reflected in reduced response times, since amended processes often necessitate more time to deal with incidents and, at times, resourcing levels are reduced through Covid-related absence.

In response to the pandemic, the force initiated an in-depth analysis of Covid related demand, mapping incidents, attendance, repeat locations for non-compliance and the issuing of fixed penalty notices. The force also created a pandemic multi-agency response team (P-MART) specifically trained and equipped to attend Covid-related sudden death incidents and the analysis carried out by the force informed the deployment protocols for the team and led to the setting up of a dedicated resource at each of the force's four districts. The P-MART officers' role was designed to manage incident attendance, family support and completion of relevant reports, leading to multi-agency cooperation with coronial staff, funeral directors and fire and rescue and ambulance

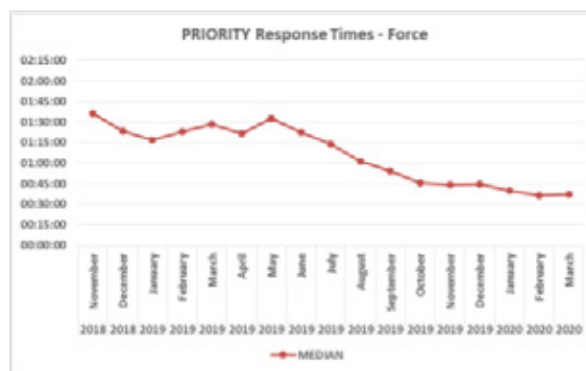


Chart 3b(2)

services. All members of the team are disaster victim identification (DVI) trained.

Reports of crime and transport-related incidents fell markedly, as did missing person reports and reports of suicidal individuals, with fewer people leaving their homes on a daily basis, but reports of anti-social behaviour, concern for safety and non-residential burglary all rose. This picture was replicated across the country, with Covid-breaches / concern reports being captured largely within ASB and welfare categorisations.

Comparing recorded crime in March 2020 to March 2019 there has been a decrease of five per cent overall, with some large percentage changes in certain crime types, as depicted in *Table 3b(1)*. Many of the reductions are concomitant with the reduction in the number of people forced to stay at home and the reduction in the number of empty properties, whereas the 19 per cent increase in drug-related offences, reflects an increase in proactive policing, rather than a Covid-related change in behaviour.

CRIME	Month		
	Mar 19	Mar 20	per cent Diff
Arson and criminal damage	1517	1296	-15%
Burglary	1348	1027	-24%
Drug offences	297	352	19%
Miscellaneous crimes against society	368	377	2%
Possession of weapons	134	142	6%
Public order offences	1040	1181	14%
Robbery	131	136	4%
Sexual offences	368	332	-10%
Theft	2140	1865	-13%
Vehicle offences	1188	1057	-11%
Violence against the person	3715	3901	5%
TOTAL RECORDED CRIME	12246	11666	5%

Table 3b(1)

Reporting of incidents directly related to the Coronavirus pandemic and their recording as such is discussed in *Section 3a Responding to the Public – Requests for Service*.

VOLUME CRIME⁴

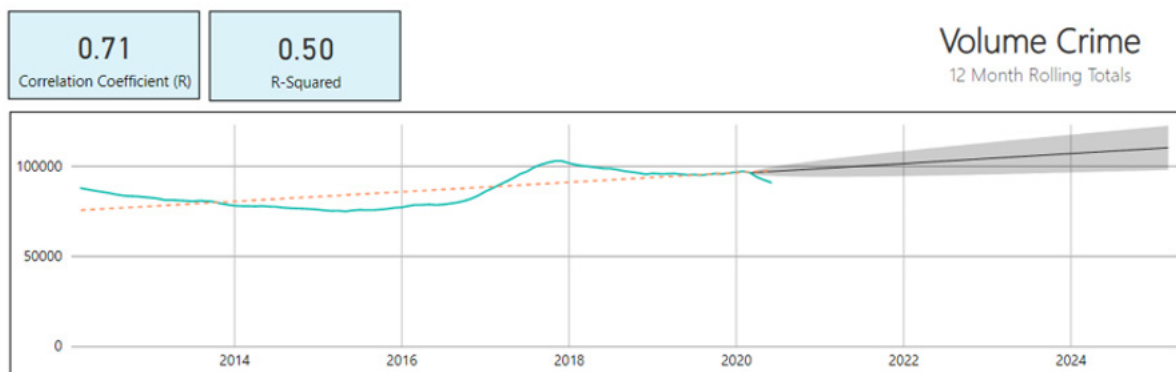


Chart 3b(3)

Parameter	2020-21	2021-22	2022-23	2023-24	2024-25
Forecast	99,171	101,941	104,711	107,480	110,250
Forecast – Upper Limit	104,238	109,252	113,843	118,234	122,507
Forecast – Lower Limit	94,103	94,630	95,578	96,727	97,994
Variation – Previous Year	-	+2.8%	+2.7%	+2.6%	+2.6%
Variation – From 2019-20	-	-	+5.6%	+8.4%	+11.2%

Table 3b(2)

⁴ The offences categorised by the force as Volume Crime are: Burglary, Theft from the person, Bicycle theft, Vehicle offences, Shoplifting, All other theft, Robbery, Criminal damage and arson, Public Order, Possessions of weapons, Drug offences, and Miscellaneous crimes against society.

Volume Crime offences in the period 01 April 2019 to 31 March 2020 recorded volumes of 96,401 offences, two per cent higher than the midpoint forecast, within the predicted levels. Chart 3b(3) illustrates the 12-month rolling volume's numerical forecast mid-point increase to over 110,000 offences by the year 2024/25. The continued impact of Covid is of course an unknown variable in the future years. While the implications of the initial lockdown have not been experienced to the same extent in subsequent restrictions, caution is given to any offence predictions. Additionally, as the force looks to move into a period of greater austerity following the pandemic, concern is raised for the future levels and breadth of criminality which may increase. The 10 consequential trends identified within the College of Policing "Policing in England and Wales: Future Operating Environment 2040" add weight to the longer-term economic inequality and impact on demand which may longer-term exceed the numerical predictions.

BURGLARY OFFENCES

The rate of burglary per 1000 households for South Yorkshire is high in comparison to the force's group of most similar forces (MSG), with the MSG itself recording average volumes above the national average. Volume-based forecasts for total burglary offences (residential and business and community combined), predict the volumes to the financial year 2024/25 will remain largely unchanged, at a rate of around 14,300 to 14,500 annually. The prediction is not considered strong, with fluctuation in the longer-term volumes and the long-term forecast between 11,500 and 17,000 offences. In the previous year, the actual volumes (14,260) were six per cent lower than the numerical mid-point forecast –but at the time this was considered a likely outcome, given a continued focus on problem-solving and targeted activity.

Covid restrictions on people leaving their homes has reduced opportunity for burglaries in the current year, but when restrictions ease, the volumes are expected to increase. The focus on targeted prevention and deterrence activity, reducing neighbourhood crime within offender management cohorts, and internal focus on investigative processes will support a continued drive to reduce offending further with an expected reducing trend over the coming years.

In addition to volume-based forecasts and wider horizon scanning, the force is embracing environmental scanning, academic research and the incorporation of partner data into its predictive analysis. The force has agreed data sharing with all four of its local authorities to have access to elements of planning data. This shows in the years to 2038, current planning applications will result in the building of 24,212 new houses in the South Yorkshire area. At current rates of offending per 1000 households, this would result in over 400 reported burglaries. While the demand management function has been largely diverted into Covid-support in 2020, this initial work is intended to develop and improve the understanding of resourcing requirements, both in response and crime reduction activities, to prevent offending and reduce harm to affected communities.

The force is also working with post-graduate students who are carrying out academic research into policing activity as part of their theses.

VEHICLE OFFENCES

The rate of Vehicle offences per 1000 population is higher in South Yorkshire than the national average and among peer force areas.

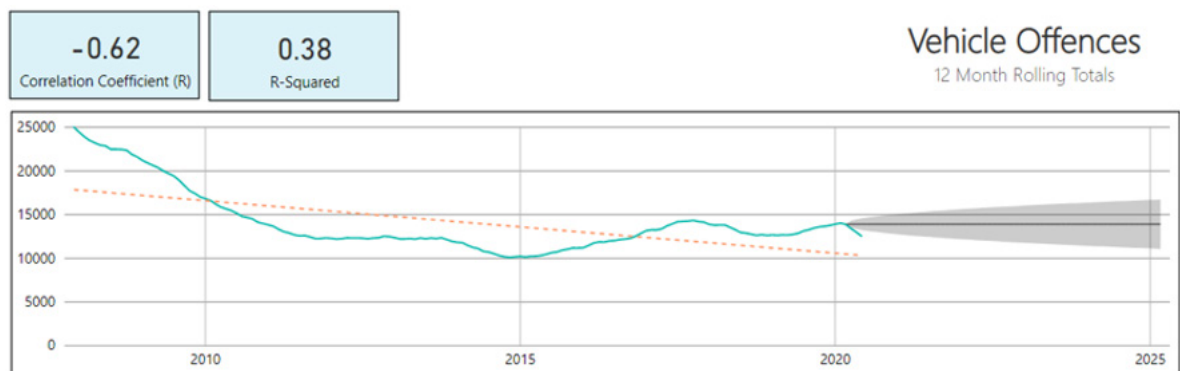


Chart 3b(4)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	13,910	13,910	13,910	13,910	13,910
Forecast – Upper Limit	15,180	15,699	16,098	16,436	16,734
Forecast – Lower Limit	12,639	12,120	11,721	11,383	11,085
Variation – Previous Year	-	0%	0%	0%	0%
Variation – From 2019-20	-	-	0%	0%	0%

Table 3b(3)

Volumes of vehicle crime recorded by South Yorkshire Police in 2019/20 were at the levels forecast with 13,897 offences recorded in the period. This was six per cent (around 800 offences) higher than predicted by volume-based forecasting, but in line with the force lead's expectations.

Table 3b(3) and Chart 3b(4) demonstrate current volume based forecasts for the period to March 2025, with an expectation that offending will remain around 14,000 offences annually.

PUBLIC ORDER OFFENCES

The force's volume-based predictions for public order offences underestimated the growth in recorded public order offences in the year to March 2021, forecasting in the region of 12,000 offences in the year against

an actual volume of 14,359. However this is against a background of improvements in recording practices both nationally and within the force over the last few years, so is considered a more realistic volume of offending, and the increase in recorded public disorder does not necessarily equate with an increase in levels of disorder across South Yorkshire. While recorded levels of public order offences in South Yorkshire have risen consistently since summer 2019 therefore, the force is recording a rate comparable to peer forces.

The force Incident Management Team review a variety of incidents to assess the integrity of the force's crime recording. As a result of this targeted activity, offences are recorded as crimes that, in previous years, might have been missed, and learning from this work is passed on to officers attending incidents

and recording offences, meaning they are also identifying and recording increased numbers of offences. Many of these crimes are public order and other state-based offences, leading to raised reported volumes in these categories. As the force works to prevent such offending, it is committed to the accurate recording of offences, and subsequent proportionate investigation.

The force expects increases of between four per cent and five per cent in recorded public order offences in the year to March 2021 but in the subsequent years to 2024/25 the increases are gradually expected to plateau, and recorded volumes throughout the period to be lower than continued increasing numerical trend. Public order demand is of course impacted on not only by daily demands but also through the management of future events (*Section 9: Major Events*).

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

South Yorkshire Police has invested in its response function, preparing for delivery of PEQF⁵ and recruiting to fulfil both the national uplift and the locally funded increase in officer numbers. While the uplift will be used to increase officer numbers in other areas of the force, rather than response directly, the increased recruitment will feed officers into response teams via the PEQF, to fill those posts vacated by officers who move around the organisation or retire. This will mean the number of officers on response teams will increase to the intended establishment figures as the PEQF process matures and officers graduate from it onto teams across the force.

Movement of staff through the promotion process and lateral movement to departments such as firearms support, roads policing and dog handling has meant that a large proportion of response officers are now young in service and relatively inexperienced.

With a large proportion of response officers young in service, the prospect of a delay in others joining teams as they progress through the first tranches of the PEQF and other officers having taken development opportunities elsewhere in the organisation, response staffing faces challenges in early 2021, which the force is mitigating with workforce modelling and detailed performance monitoring.

The high proportion of student officers within response teams also reduces capacity to meet training and mentoring requirements. While a short-term concern for the force, the investment in the future is expected to bring great benefit to the service in coming years, as the increasingly young cohort of officers gain experience.

In late 2020, in preparation for the move to PEQF training framework, district tutor units are to be dis-established, releasing a number of experienced and highly trained officers into response and neighbourhood roles, as well as creating a Central Assessment & Practice Education (CAPE) Unit to enable the assessment of new student officers under PEQF.

In planning for the introduction of PEQF, the force has developed and maintained demand models for PEQF tutoring to support decision-making in readiness for cohorts of PEQF student officers since September 2020. The models factor in demand, resourcing and known future events to support the ongoing service delivery for those starting their

⁵ <https://beta.college.police.uk/career-learning/learning/PEQF>

operational rotations from spring 2021.

In the financial year 2020/21, the uplift in officer numbers will include an inspector and 17 constables in the CAPE Unit, a detective inspector and 13 detective sergeants in district domestic abuse investigation teams and a two-year investment in two detective constables in the fraud team within the force Crime Support Hub.

The force has supported implementation of the officer uplift with detailed analysis to understand response requirements and to inform options for investing additional resourcing into different areas of the force's operating model. The modelling includes analysis of detention and investigation processes undertaken by response officers to inform options for releasing response capacity.

The force continues to deliver Street Skills CPD training to all response officers, with one training day built into each 10-week shift cycle. Since April 2019, topics have included:

- Smart Contact
- Stalking and harassment
- Digital and physical forensics
- Crime Data Accuracy
- Post incident procedures
- Armed Forces Covenant
- Quality of statement taking
- Restorative Justice / investigative outcomes
- Cybercrime
- Child criminal exploitation
- POCA (Proceeds of Crime Act)
- Health and wellbeing
- Autism awareness
- Pursuit management
- Sec 28 Youth Justice and Criminal Evidence Act

Future topics in 2020 include stalking and harassment, investigative interviewing, wellbeing, and input from the Police Federation.

South Yorkshire Police has continued to invest in technology, particularly in response to the challenges presented by the pandemic, with many officers and staff working from home. Those who were unable to carry out their usual duties due to shielding requirements were given alternative tasks that they could complete from home, supported through personal issue laptops.

The force uses its management information to good effect, holding Quarterly Performance Reviews (QPR) for all districts and many departments. Self-serve management reports in Oracle BI give districts a real-time understanding of demand across incidents, crime investigation, anti-social behaviour, and other aspects of policing. Given the large proportion of officers within the first two years of their service (many of whom have lengthy training to complete or have limited capabilities in areas such as response driving), the management of daily demand at individual and team level is vital for the organisation to remain effective in delivery. Specific reporting has been set up to meet the different requirements, such as for response teams and neighbourhood teams.

Despite temporary capability gaps and minor welfare issues across response teams, service delivery largely achieves the expected standard, with, as discussed above, sustained low response times and an ongoing focus on quality investigation and victim care, in line with the force's Plan on a Page. Together, these standards ensure a timely service to victims of crime and the protection of the vulnerable by making prompt arrests for domestic abuse when necessary and proportionate.

While response teams across the force are staffed to a level at or about establishment, secondments to other teams, pre-retirement leave, backfill to other departments and sickness all mean that actual numbers of response officers available for deployment are regularly below establishment figures. However, acknowledging the staffing and skills gap as a temporary issue, the officer uplift will provide both increased capacity and capability, as the first recruits become skilled and proficient in their duties.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

In 2020, response teams across South Yorkshire have worked hard to maintain reductions in response times, increase the quality of PIP1 investigations, and improve safeguarding of victims, witnesses and other vulnerable members of the community. Performance reporting on investigations and case files in the force's records management system, CONNECT, have led to improved investigation management and safeguarding. A concomitant focus on wellbeing and continuous professional development has

allowed officers to grow professionally and work towards qualitative results that improve outcomes for victims and offenders.

The force is aware the coming 12 months will present challenges in relation to the response function, with some established officers retiring and others seeking promotion or lateral development, while the flow of new officers from recruitment will slow as the PEQF process embeds and student officers move through the training and tutoring phases of the process. This will create a hiatus in numbers of staff joining response teams and then, with the national and local officer uplifts, an influx of officers who will require tutoring.

While this will mean that officer numbers will increase, the efficiency of teams will reduce as each student is paired with a tutor and they debrief and learn from each incident they attend or case file they submit. The force is working to mitigate against the associated risks but there remains some expectation of increasing response times in the short-term.

Currently where the on-paper establishment is good, behind the figures is a story of inexperienced frontline officers, increasing the support required on sergeants and inspectors. The force is modelling resourcing and forward planning for dates and events in 2021-2023 to ensure that sufficient officers with the required skills are trained and available to meet expected demand in future.

The current change in the make-up of response teams is being progressed alongside a drive for a change in performance-focused culture, to ensure that the quality of delivery for victims is the paramount target. Dealing effectively with issues and their causes in a problem-solving approach is the focus, preferable to the frontline feeling they are fighting the symptoms only and returning to the same



issues repeatedly.

The establishment of prisoner process and domestic abuse teams in districts aligns to this focus, with dedicated teams dealing with recurrent problems, building knowledge and achieving better outcomes for victims, while at the same time releasing response officers from being abstracted to deal with prisoners, whether self-generated or on handover from earlier shifts.

A PIP1 domestic abuse investigation booklet has been designed for officers, by officers, to use at relevant reports of crime to ensure that all relevant lines of enquiry are considered and that resources, such as body maps for assaults, are readily to hand and can be used. This booklet has been adapted from the force's rape and sexual offences booklet and will give structure and consistency to PIP1 investigations.

Each district is seeking to improve the response staff wellbeing and morale, acknowledging the relentless pressures of the role and long-term impact of shift pattern

working. One district has created a Reward and Recognition Panel to review officers' work and achievement; another has created a tiered recognition system with a range of outcomes, including a congratulatory e-mail, a meeting with the superintendent and the announcement of an Employee of the Month. All districts are delivering locally appropriate methods to celebrate the achievements of their local response teams. Continuous improvement groups are also a valuable resource in support of areas for improvement; local response officers can raise issues and solutions, giving the frontline functions a voice in district level decision-making.

This focus on staff wellbeing is being supported by forcewide investment in technology, estates and other assets.

- In Barnsley, a number of facilities projects are planned including the building of an extension at the main station, Churchfields, to increase the response team accommodation, provide a dedicated space for the Domestic Abuse Investigation Team and refurbish the canteen area.

These projects will improve the working and social environment for response officers. The response base at Wombwell will also be completely refurbished in 2021/22, improving the working conditions of staff posted there.

- In Rotherham, the district headquarters at Main Street are to be refurbished and the student assessment centre is to be moved from Maltby Police Station to Main Street, leaving space at Maltby for a command office, enabling members of the district command team to work from the station, increasing their visibility and allowing increased interaction with officers. The refurbishment of Main Street Police Station will also include the redesign of the public-facing enquiry desk.
- In Sheffield, Ecclesfield Police Station will be fully refurbished to provide fit for purpose accommodation for response teams and other functions and the number of response bases will be reviewed to ensure supervisory resilience where, in the recent past, supervisors have been spread across a larger number of bases, often leaving them without support at busy times. The enquiry desk at the city centre station, Snig Hill, will be refurbished to provide a modern, fit for purpose facility for members of the public to report crime and other issues. All response bases in Sheffield have been reviewed in relation to the accommodation offered to ensure that they provide better spaces to eat and relax during what are, inevitably, busy shifts. The kitchen area at Moss Way station will be replaced in 2021, for instance, reinforcing the force and district's commitment to investing in staff wellbeing.
- In 2021, work will commence in Doncaster to build a complete new district headquarters and custody suite. This will take some time to complete and it is expected the first teams will migrate into

the building in 2022. However, ongoing improvements have been made to the existing facilities throughout 2020, with decision making led by consultation with staff. Areas of the current response accommodation have been refreshed and redecorated and new equipment has been purchased to allow officers to better carry out their duties, such as new MOE and search equipment and updated cycle-officer equipment.

All districts have introduced a resource management sergeant (RMS) role in 2020, seeking to triage incidents and ensure a prompt response to incidents. This role will become increasingly important in the course of the coming months as demand increases when restrictions ease, and the PEQF staffing levels impact on response team capacity and capability. However, the RMS is not an established post per se, and the position is often staffed with acting sergeants from the duty team, reducing numbers available for deployment. The role may not, therefore be sustainable at all times.

Quality and assurance teams have also been established across the force, with officers reviewing data quality and other performance related points on crime investigations. Where possible these teams are part of a wider project, partly driven by the Covid pandemic and made possible by the force's agile working project, to ensure those officers and staff who are either permanently or temporarily unable to carry out frontline duties are able to maximise their productivity either in the workplace or from home. This has ensured operational officers have been supported throughout the 2020/21 period by colleagues, carrying out, for instance, initial missing from home enquiries and case file updates.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

As described above, both the release of Covid-related restrictions and the changes to the recruitment and training regimes for policing, create significant challenges to police forces across the country. However, ongoing work at a force and district level means South Yorkshire Police expects all response demand to be met.

It is unclear what the effect will be on response times for non-emergency calls for service, which might rise to levels not seen in recent months. However, analysis of demand levels and adjustments to team structures will mitigate against unexpected increases and improved staff wellbeing, a problem-solving approach to incident management and a move to a more qualitative performance regime will all contribute to ensuring that incident demand is met in the year ahead.



South Yorkshire

POLICE



Section 4

Prevention and deterrence

SUMMARY

The activities of preventing and deterring crime are core daily business for all officers. This section reflects the variety of work across the force in areas such as the Violence Reduction Unit and Operational Support Unit, but largely focuses on the force's commitment and investment into neighbourhood policing. This area has seen a considerable growth over the last three years and neighbourhood teams have now been established to serve every community in South Yorkshire.

In the force's ambition to provide a service which is worthy of the trust, confidence and pride of the public of South Yorkshire, the force has made every effort to ensure that the neighbourhood officers are in possession of the best possible resources and training. The force has seen steady falls in criminal damage and arson, both of which have long been regarded as crimes which are inextricably linked to anti-social behaviour. Antisocial behaviour has also continued to fall although the force recognises this has in part been due to better crime recording, which means officers have recorded an investigation into a criminal offence, rather than regarding an incident as mere antisocial behaviour.

The force is confident that some of the practices which its neighbourhood officers are now using are industry leading and are attracting the interest of the College of Policing. This situation is expected to result in further crime prevention and deterrence in the years ahead.

On this basis, the rating of **GREEN** reflects the force's confidence that its prevention and deterrence activity is in a good position to provide the very best level of service to the residents of South Yorkshire.

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future

South Yorkshire Police has an ambition to deliver outstanding neighbourhood policing, not only because it believes this is what the residents of South Yorkshire deserve, but also because proactive prevention will lead to a more efficient police service and reduce future demands. The Neighbourhood Policing Strategy 2020-2023, which outlines the plans for delivery, is governed by the force's assistant chief constable local policing. The strategy implementation will further develop the neighbourhood policing model, and enable us to meet the projections of the Policing Vision 2025, aligned to the neighbourhood model set out by the College of Policing.

South Yorkshire Police's prevention and deterrence work is intrinsically linked to the work of the Neighbourhood Policing Teams (NPTs) which, building upon the recommendations of HMICFRS in 2016 have been reintroduced across the county and remain a continued focus of ongoing development.

Neighbourhood policing in South Yorkshire provides communities with teams who listen to, and work with, the public, community groups, partner agencies and businesses to reduce crime, protect the vulnerable and enhance community safety through problem solving approaches. Neighbourhood Policing Team (NPT) structures allow a consistent approach across the county, albeit with a local feel at grass roots level in each of the four districts, linked to the involvement of local authorities.

The most common offending patterns focused on in support of prevention are 'volume crime' offences (Section 3b) where action can be taken by individuals to reduce the opportunity for offending, or increase the perceived risk, thereby deterring offending behaviour. However, all elements of criminality can be approached from a problem-solving perspective and this is a focus across internal training and workshops designed to spread the use of the appropriate techniques in developing an evidence base to the activity being undertaken.

Overall, crime levels in South Yorkshire have slowly grown in recent years with 148,625 offences recorded in the 12 months to March 2020, which is in line with the rate per 1000 population of peer forces and an increase of one point nine (1.9) per cent (2,793 more crimes) than the previous year. This trend of rising crime is presented against the backdrop of an increasing population and improving internal recording practices. It is expected that a small increase will be seen in future years, which forecast over 155,000 offences by March 2025, an increase of four point seven (4.7) per cent.

While the force only anticipates seeing a small increase in recorded crime in the next year (assessed against pre-Covid levels), and specifically increases are predicted in volume crime, there is also anticipation the nature of wider criminality will change, with a move towards more offending in areas such as fraud and online domestic abuse. The effects of Covid have accelerated the pace of economic downturn on high streets. The force realises these societal changes which have moved demand away from streets, town centres and licensed premises into private dwellings means more demand will become hidden. This creates a challenge for policing, and the use of body worn video when attending scenes is important to support

the potential for evidence-led prosecutions. It also means that there is an increasing expectation for the force's investigating officers to exploit the benefits of technology held on devices in their evidential collection, adding increased demand onto areas of digital forensics. Those in communities who are vulnerable to being exploited through criminality may also feel unable to reach out and access help and support.

Neighbourhood policing teams carry out a range of work as part of the long-term delivery around prevention and deterrence, for which identifying vulnerability and signposting appropriate support for individuals is a core part of activity. The work of NPTs is based around seven key strands:

- Community engagement
- Problem solving
- Targeted activity
- Promoting the right culture
- Build analytical activity
- Develop officers, staff and volunteers
- Develop shared learning

Some of these strands rely on capacity to undertake proactive work, and therefore increase the internal demand picture. The force is working to evidence this 'behind the scenes' work to understand the changing demands over time.

Much of the work of the NPTs is aimed at improving quality of life matters such as anti-social behaviour (ASB), criminal damage and arson and public safety. As can be seen in the below *Charts 4(1) and 4(2)* and *Tables 4(1) and 4(1)*, a long-term trend of reduction is predicted to continue. The ASB forecast is of substantial reductions aligned to the trend. This is not considered likely. Factors that are likely to have a negative influence are the ensuing recession as a result of the Covid pandemic; cuts to public services as

a result of the recession; an erosion in societal cohesion; inadequate mental health provision and reductions in funding to partner agencies and third sector provision. The force is also aware that despite its best efforts, there will continue to be a degree of hidden vulnerability and un-identified demand, with current reported levels known to under-represent the reality of ongoing incidents.

Some of the reduction in ASB has been attributable to improved identification of criminal offences as, but also due to an increased capacity in NPTs to focus on local priority issues and bring about long-term solutions in partnership with the public and other agencies. Work to encourage reporting continues and effective engagement exists with local authority partners in problem solving activity, to improve the quality of life for residents.

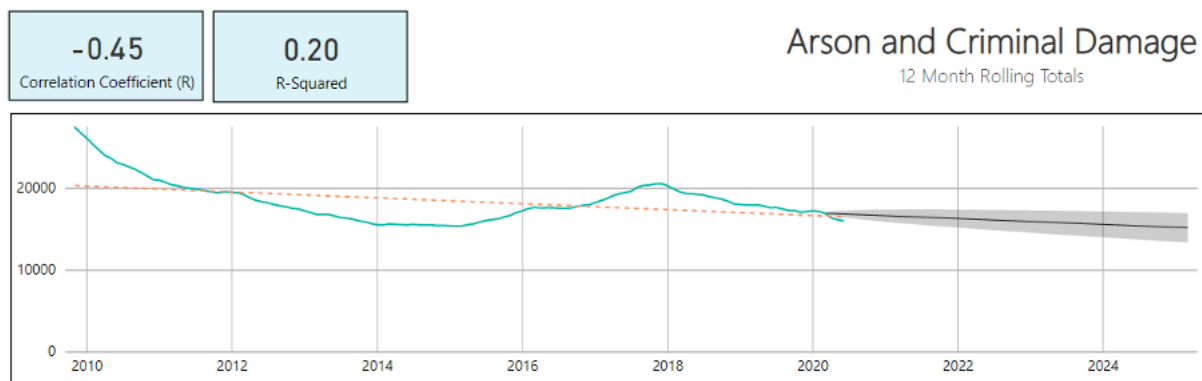


Chart 4(1)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	16,606	16,251	15,896	15,541	15,186
Forecast – Upper Limit	17,424	17,403	17,300	17,156	16,983
Forecast – Lower Limit	15,788	15,099	14,492	13,927	13,389
Variation – Previous Year	-	-2.1%	-2.2%	-2.2%	-2.3%
Variation – From 2019-20	-	-	-4.3%	-6.4%	-8.6%

Table 4(1)

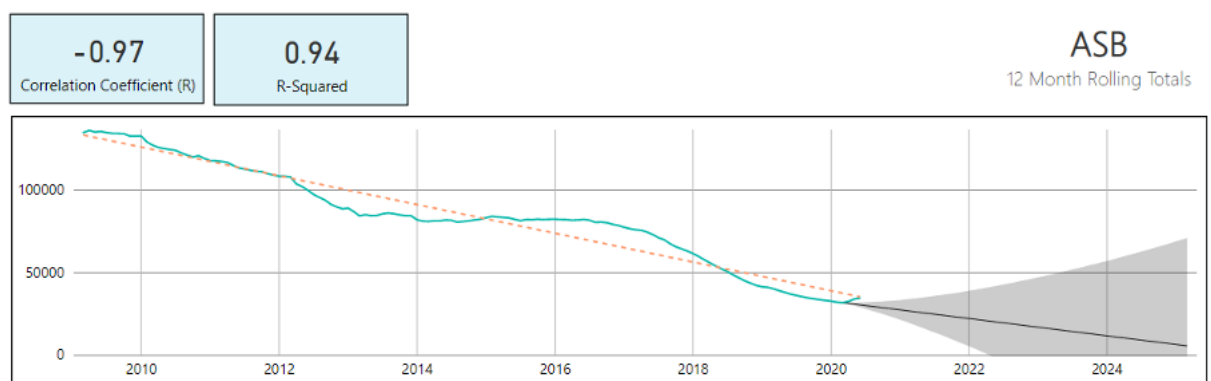


Chart 4(2)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	26,586	21,360	16,134	10,908	5,682
Forecast – Upper Limit	34,128	40,216	48,642	58,906	71,036
Forecast – Lower Limit	19,043	2,503	-16,375	-37,091	-59,673
Variation – Previous Year	-	-19.7%	-24.5%	-32.4%	-47.9%
Variation – From 2019-20	-	-	-39.3%	-59.0%	-78.6%

Table 4(2)

In England and Wales, 55 per cent of people say the police are doing a good or excellent job in their local area⁶. In South Yorkshire, the percentage is 50 per cent and alongside HMICFRS inspection results and staff survey results, it remains a key measure for delivery. While the results are not good, the force has not seen the reductions in confidence reported nationally in the past two years (E&W 62 per cent; South Yorkshire 49 per cent⁷).

In the specific area of community engagement and public confidence, the force developed a governance structure, overseen by the Public Accountability Board, which is attended by the Police and Crime Commissioner and is chaired by the assistant chief constable for local policing. There is a current and up to date engagement strategy to support the long-term direction.

Community engagement is carried out by a number of methods:

- Face-to-face community meetings take place in all of the neighbourhood areas, normally on a monthly basis. These have evolved to be adaptable in format and function to meet the local needs.
- Each district has an engagement coordinator whose role is to develop a network of key individuals from within the local communities. The force is in the process of mapping key individuals and identifying any gaps.
- Independent Advisory Group (IAG) meetings take place in each district, where interested parties such as partner agencies and representatives from different communities are able to attend and put forward their points of view and suggestions to members of the relevant command teams. These IAGs are also used as an accountable and transparent platform by which to scrutinise examples of stop-and-searches and hate crime investigations.
- Each neighbourhood team produces a local newsletter.
- Engagement activities such as stalls at supermarkets and virtual meetings regularly take place, adapting to support Covid restrictions.
- The force has continued to improve its digital engagement. All neighbourhood teams have a Twitter and Facebook account and the force media team, specialist teams such as roads policing, and many senior officers maintain active Twitter and Facebook accounts.
- Public views are regularly sought on the key local priorities through the quarterly Your Voice Counts survey. The below table shows the results from the 12 months to

6 <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/adhocs/12032crimesurveyforenglandandwalescsewsestimatesofpersonalandhouseholdcrimeantisocialbehaviourandpublicperceptionsbypoliceforceareayearendingmarch2020>

7 <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/adhocs/008718crimesurveyforenglandandwalescsewperceptionandantisocialbehaviourasbdatabypoliceforceareayearendingmarch2018>

June 2020 of the ASB issues seen to be most prevalent as a big or fairly big problem.

Q: ASB Perception by type of ASB	Volume: at least a fairly big problem	Total	Per cent: at least a fairly big problem
Noisy neighbours or loud parties	383	3246	12%
Teenagers hanging around on the streets	661	3220	20%
People using or dealing drugs	1116	2943	34%
Vandalism, graffiti and damage	736	3118	23%
People being drunk or rowdy in public places	372	3083	11%
Nuisance motorcycles	1137	3255	35%
Rubbish or litter lying around	1597	3349	49%

Table 4(3)

The survey results are analysed each quarter, and provided to NPT officers to inform their problem solving initiatives. The results also support delivery of annual neighbourhood profiles. The main survey can be completed online or via postal response. There are also surveys sent out via SYP Alerts and social media which are smaller versions of Your Voice Counts. These usually focus on thematic areas such as SYP Covid response, stop and search or engagement.

Local neighbourhood demands are often informed to the police through direct submission of intelligence, or via Crimestoppers.

Local areas or individuals repeatedly requiring support from the police often present with a variety of issues for which distinct plans are developed. These problem orientated policing (POP) plans support officers' attempts to address the long-term issues and often involve a multi-agency approach as demands on one organisation are often mirrored across the partnership. A strong example of problem solving can be seen in *Casestudy 4(1)*.

Wider geographic areas which suffer from repeated ASB and criminal behaviour can be made the subject of a Public Space Protection Order (PSPO). They require the full appetite and involvement of the local authority to develop and implement. The six



PROBLEM SOLVING – MISSING PEOPLE FROM A LOCAL HOSPITAL WARD

The cost to the police for investigating a missing person has been estimated at £2,500 per missing episode (Greene and Pakes, 2012) and reports of missing people are often linked to hospitals with mental health wards. In 2019, an officer worked with one such hospital in South Yorkshire and established that many of the patients reported missing were long term patients who were familiar with the environment and procedures in the hospital. The most likely time they went missing was on unescorted leave, which would only take place after a risk assessment process. When the staff reported the patient missing, there was often incomplete information and an inaccurate risk assessment.

The officer worked with the ward managers to develop a trigger plan to follow when a patient was found to be missing. A training package was also delivered by the officer to the staff on the ward, so the staff better understood their responsibilities and could better assess the risk which the missing patient posed.

As a result, the number of patients who were reported missing halved (from 22 to 11 patients), and the risk posed was better assessed, with a relative increase in those which were assessed as medium risk and a decrease in those assessed as high risk.

This work was submitted to the Tilley problem solving award and in 2020 was the winner in its category and a finalist in the overall award ceremony.

Casestudy 4(1)

existing PSPOs mainly focus on the town and city centres and are aimed at dealing with street drinking and other elements of antisocial behaviour.

Barnsley district teams have continued to use Connect Partner as an IT platform to record POP plans on. This platform allows other partners, such as the local authority, to also access the POP plans and provide their own updates onto the live system. This supports a whole system response to the issues identified. Currently this is restricted to just activities at Barnsley and the force wishes to extend its use to the whole county, but further development has been paused with reprioritisation of IT services until recently – this is expected to be developed further into 2022.

A process for repeat and vulnerable victims (RVV) is in place to ensure repeated victims of ASB are appropriately protected. In 2020/21, the performance team developed a

Repeat Victims Index, to help identify repeat victims that are most likely to be in need of enhanced support and intervention. It is intended to add value to the more traditional view of looking solely at offence volumes by also taking in to account the recency of the offences, the average harm weight and other risk factors such as domestic offences, victim vulnerability and area crime rate. The scores attributed to each of the four indicators (VOLUME, RECENCY, HARM, RISK) are displayed in *Image 4(1)*.

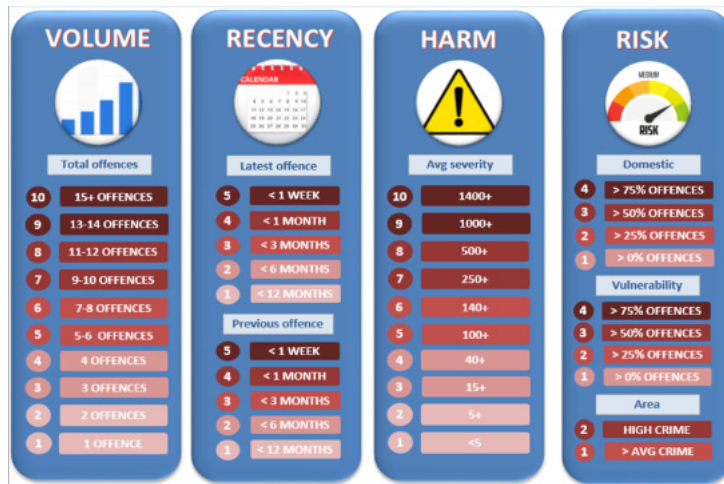


Image 4(1)

This product is being used by intelligence analysts in addition to their frequent callers and DA repeat victim / offender datasets, to support the local decision-making within district Tactical Tasking and Coordination Group meetings.

The use of a problem solving What Works Portal on the force intranet for the gathering of best practice on how to tackle certain problems. The main feature is a simple interactive diagram of the SARA problem-solving model. Each aspect of the model (Scanning, Analysis, Response and Assessment) can be clicked in to, providing all the information you need to complete that stage of the model in one place:

- Scanning – officers can access business intelligence reports to pull data from police systems to them to identify the scale of problems in their communities, as well as accessing data from partners and the community.
- Analysis – officers are able to complete an interactive SARA form, using the problem analysis triangle⁸, to get to the root cause of the problem and begin to identify possible responses. This form is uploaded

directly onto CONNECT where it can be added to throughout the progress of the plan.

- Response – details a number of internationally recognised situational crime prevention techniques officers can use when considering a response, and links to other projects that may be similar, to inform their choice of methodology.
- Assessment – this provides a link to the cost-benefit model and analysis spreadsheet, launched by the Problem Solving Programme. The programme is led by SYP on behalf of all forces nationally, to understand the costs and benefits of the policing response. Officers can also find links back to business intelligence reports, to fully understand if their response worked, and if not, to ask the question why.

This analytical capacity allows officers to establish the extent of any demand and it may also infer other, as-yet unidentified demand.

The force now has developed a short, medium and long-term response to offences of serious violence. This involves the Armed Crime Team (ACT), Serious Violent Crime

⁸ <https://www.app.college.police.uk/app-content/intelligence-management/analysis/>

Task Force (SVCTF) and the South Yorkshire Violence Reduction Unit (VRU).



The ACT has been set up by the force in 2020/21 in order to provide a coordinated response to firearm discharges and injuries. The early results from the ACT have been extremely promising.

The VRU it seeks to achieve a long-term public health approach to reducing serious violent crime and carries out work on five different levels.

- **Level 1:** Work with individuals who are at risk of engaging in violent behaviour (primary prevention).
- **Level 2:** Work with those who are becoming involved in more violent behaviour (secondary prevention).
- **Level 3:** Work with those who are now entrenched in violent behaviour (tertiary prevention).
- **Level 4:** Support enforcement and appropriate criminal justice outcomes. The actual enforcement is carried out by the ACT and SVCTF.
- **Level 5:** work to bring about an attitudinal change within society and policing towards acts of violence and its perpetrators.

The VRU continues to carry out a number of activities, which include:

- Custody navigators, who intervene with detainees who have been arrested for violent crimes. Hospital navigators who

meet patients who are brought to hospital with serious injuries from violent crimes.

- ‘Forging ahead’ – A three-week programme aimed at improving the employability of individuals who wish to change the direction of their lives.
- Mentors in Violence Prevention – A peer mentoring scheme in schools, working with individuals to build healthy relationships, taking a bystander approach.

The most recent work of the VRU can be viewed on their published newsletters and their first [Annual Report](#) was published in December 2020.

The SVCTF has been funded by a specific Home Office budget and its aim is to reduce the levels of serious violent crime and robberies across the county, particularly where young men feature as the victims or perpetrators of these offences. Their work focuses upon disruption, high profile patrols, targeted stop and search activity and arresting suspected offenders.

South Yorkshire Police has also recognised that one of the most significant sources of anti-social behaviour is the use of off-road motorcycles, which are either used illegally on the roads or on land where no right of way exists. In response to this the force has developed an off-road motorcycle team which is equipped with off-road motorcycles and quad bikes. Internal analysis of calls by the team saw a significant reduction in the volume of incidents between April and June 2020 following the proactive work. The development of this team is shown in *Image 4(2)*.

OFF-ROAD BIKE TEAM JOURNEY: OPERATION UPLIFT



Image 4(2)

The work of the SVCTF and the off-road motorcycle team demonstrate where the force believes prevention and deterrence should not be limited to only the NHP officers. The force has also held a series of problem-solving workshops so detectives can learn problem-solving skills in order to tackle the force's high level of burglaries. Local academic partners have also been assisting the force to gain insight into the areas of the county which are most affected by burglaries.

The night-time economy has historically been an area of high demand for policing. In order to reduce this, the force has encouraged a number of national initiatives, such as the Best Bar None, Ask Angela and Pub Watch. All are in place in the four main urban areas of the force. There are currently more pub watches than ever before and Sheffield has once again been granted Purple Flag status, signifying that it is a safe, vibrant and high-

quality destination. The effects of the Covid pandemic have of course severely curtailed the night time economy during 2020/21, but future ease of restrictions will render these approaches relevant once more.

As part of Operation Shield, door-staff in Sheffield have been provided with aerosol containers of Smartwater. This allows them to forensically mark individuals who have been involved in criminal behaviour, so they can later be identified by police officers. Smartwater has also been deployed in domestic situations. Depending upon the risk posed by the domestic situation.



A growing area of work is also the work of fraud prevention officers. These two officers in the force can meet with victims of fraud in order to provide advice and guidance. The face-to-face meetings have been paused during the pandemic, but usually the benefits of physically meeting the victim enables the officer to carry out a full assessment of the person's environment and susceptibility to this distressing crime. The officers also carry out a number of seminars and presentations to groups of people who may be susceptible to fraud. During the pandemic, this activity has been carried out by means of social media and other channels but this is likely to be far less effective, unable to fully cater for the full range of fraud victims.

There are many other areas of policing which focus on prevention and deterrence. Some of these are rarely seen by the public, but must be prioritised by the organisation on the basis of threat, risk and harm. These areas of prevention activity include:

- The PREVENT Strategy, tackling early signs of radicalisation (*Section 9: Major Events*).

- Integrated Offender Management (*Section 7: Managing Offenders*).
- Increase in the intelligence function to support proactivity (*Section 5: Investigations*).
- The use of Domestic Violence Prevention Orders (*Section 6: Protecting Vulnerable People*).
- Research focus within the Evidence Based Policing group (*Section 11: Forcewide Functions*).
- The disruption of Organised Crime Groups (*Section 8: Managing Serious and Organised Crime*).
- The work of the suicide prevent officer (*Section 6: Protecting Vulnerable People*).

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The below table outlines the NPT function across South Yorkshire in February 2021. This follows a review of the roles and activities of Police Community Support Officers (PCSOs). The number of police officers has increased and PCSOs reduced to reflect the local needs, ensuring work is appropriately balanced, based on training, skills and policing powers.

Inspector	Sergeant	Constable	PCSO	Police Staff	Grand Total	
Barnsley	2.00	7.50	41.55	29.27	3.65	83.97
Neighbourhoods	1.00	6.00	34.25	29.27		70.52
SNS Hub	1.00	1.50	7.30		3.65	13.45
Doncaster	4.00	8.00	45.94	29.75	2.00	89.69
Neighbourhoods	3.00	6.00	33.89	29.75		72.64
SNS Hub	1.00	2.00	12.05		2.00	17.05
Rotherham	5.90	6.00	39.43	25.28	1.92	78.53
Neighbourhoods	3.90	5.00	32.39	25.28		66.57
SNS Hub	2.00	1.00	7.04		1.92	11.96
Sheffield	7.00	17.00	102.35	50.56	9.86	186.77
Neighbourhoods	6.00	16.00	91.85	50.56	6.86	171.27
SNS Hub	1.00	1.00	10.50		3.00	15.50
Grand Total	18.90	38.50	229.26	134.86	17.43	438.95

Table 4(4)

The force has significantly increased its numbers in NPTs and is nearing close to meeting the full establishment. Once all the planned posts are filled, the portfolio will contain 450 officers and staff.

Each district has an overarching lead for their neighbourhood policing function (chief inspector or superintendent level) who maintain strong relations with local partners. Additionally, each of the neighbourhood policing 'seven strands' has an inspector operational lead who chairs a sub-group to provide collective oversight to this area of work, bringing together the local teams in the sharing of good practice and implementing improvements.

Each district has a Safer Neighbourhoods Hub, which is a multi-disciplinary team, consisting of police officers and staff along with members of the local authority and other partner agencies. These allow effective joint working when required in order to tackle problems which have multiple causes. The hubs are not uniformly structured across the force, as they need to find the best way to mesh with the local authorities in the four districts, who all arrange their services differently.

An assessment framework has been developed in order to judge whether POP plans have been successful and to review when they are suitable for closure. This assesses matters such as whether there has been a reduction in demand and whether the resources invested by the police has reaped rewards for the community.

As the force's NPT function continues to expand and improve, it aims to increase tangible links into communities. During the years when the force needed to contract resources, it sold a number of redundant buildings. Where no physical base exists within a community, district command teams can consider the use of shared assets with other agencies.

The changing demographics of the force will affect the NPT area, with an increasingly young in service cohort of officers. All new officers spend a rotation period within their first two years on a NHP team, and receive relevant input for this role within their initial training.

There are, as in most areas, minor wellbeing concerns for officers, however no issues have been identified which require support beyond

the wellbeing policies which are already in place. A force-wide shift pattern has been introduced for NHP staff and officers and this has caused a large number of flexible working arrangements to be reviewed. This was done in conjunction with the relevant staff associations and the new working patterns have now been embedded.

The force has carried out a number of exercises in order to assess the workforce performance across the neighbourhood function:

- Completion of the College of Policing self-assessment.
- Cross-review of the HMICFRS⁹ published examples of best practice.
- Approved access for a researcher from the University of Leeds to support a PhD thesis based on neighbourhood policing in South Yorkshire.
- An internal review of each of the seven strands of NHP has been undertaken.

As a result of the above, the force believes in some areas the force is delivering national best practice.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

There has been a clear mandate given by the public in support of the importance of local community presence and policing. The OPCC precept survey for 2021/22 asked residents which areas of policing the PCC should spend more money on. Of the 2,160 respondents from across the county, 81 per

cent selected 'Neighbourhood Crime' within their top three priorities, and 67 per cent selected 'visible policing', clearly highlighting the public support to neighbourhood services.

Neighbourhood policing has grown significantly, and is now entering a phase of increasing effectiveness within South Yorkshire, and will be a continued focus in the forthcoming years. The uplifted volumes include 45 Police Now candidates who are being incorporated into NPTs, bringing with them an academic focus, expected to quickly participate in problem-solving work. The force will also attempt to attract knowledgeable officers to return to their roles under the 30+ scheme.

The expanded NPT function will need suitable accommodation and there are plans to find new bases for several of the Sheffield teams, where they can be more accessible for the public within their communities. Doncaster is similarly looking to locate NPTs in Conisborough, Armthorpe and Stainforth. There are also plans for a new base for the Barnsley Central Team, to be co-located with Barnsley Metropolitan Borough Council.

The force is investing heavily in training for its officers in 2021/22, to deliver a four-day Neighbourhood Policing training package, which will focus upon problem solving, community engagement and targeted activity. This will also include a post-training assessment where the candidates will need to demonstrate their problem solving skills. There are 400 officers expected to take part in this training, which has been accredited by Skills For Justice and will allow the successful candidates to obtain an accreditation in neighbourhood policing. This training will be attended by sergeants, NPT constables and PCSOs.

⁹ Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services



One of the strands of neighbourhood policing is to build analytical capability. While a basic understanding is covered within the training, there is a full wealth of internal data dashboards, some of which have been set up to specifically support the NPT areas. These products allow a self-serve approach and the increasing analytical capability within the intelligence function will support the development and evaluation of problem-solving plans. While this is a finite resource, work is also ongoing to understand what analytical products the local authorities possess and can share to improve local understanding.

The What Works portal previously mentioned also supports access to datasets through its interactive functionality. This portal is in its infancy and its successful use will be monitored during the coming year.

The force is currently engaged in creating a Performance and Effectiveness Framework. Using a mobile application, a record of actions taken by individual teams and officers will be collected, against the seven strands of neighbourhood policing. Analytical

data will allow supervisors to access data regarding the capacity of NPT officers. Management information will be accessible within a dashboard, providing reassurance that officers are able to devote their time to their community neighbourhood work. This development is in its infancy and the intention is to assess the impact and usefulness of the new tool during 2021/22.

The force is using academic insight in order to assess the success or otherwise of its neighbourhood policing programme. It also intends to take part in a peer review with West Yorkshire Police in 2021, which will bring some further external scrutiny to the force and challenge the force in future improvement delivery.

It is recognised the Covid pandemic may have changed societal demands for policing on a more long-term basis. The force has sought the cooperation of academic partners to try and understand the likely implications in certain areas, such as the following:

- Greater use of social media and digital communication.
- More working from home.

- Quieter and less prosperous town and city centres.
- More offending now taking place within private dwellings rather than offices, streets or shops.
- More on-line commerce.
- More prosperous suburban high streets.
- More potential for neighbour disputes.
- Fewer domestic burglaries.

All of the above may affect the skills and investigative capabilities officers will need in the future. It will also affect how the police will need to engage with its communities and which offending types will require further focus from crime prevention activities.

There are elements of community engagement the force intends to deliver in the coming year:

- The force's main source of digital engagement is the use of SYP alerts, as described above.
- The force continues to value the public support through the Independent Advisory Groups and work is ongoing to ensure any best practice is shared across the four districts. While all of the IAGs are currently taking place online, this will be reviewed in future. The force is also exploring whether there is any benefit in providing training for the attendees at these groups, who generously give up their spare time to support the force.

The force also engages through its contact with key individuals within the communities it serves. It intends to expand opportunities to engage with community groups during the coming year in order to increase the breadth and range of the community insight over a range of issues.

- The force has intentions to hold a community engagement event aimed at tackling hate crime. However, due to the



pandemic, this has had to be paused, until restrictions ease. It will likely take place in late 2021.

- The Doncaster Safer Neighbourhood Services Hub will see the addition of a sergeant post during 2021. They will provide additional capacity to attend various partnership meetings and to carry out work to support callers who have poor mental health. Their role and function will be reviewed during the year in order to ensure once again, best practice is shared and they are doing as much as possible to protect the vulnerable.
- South Yorkshire Police supported applications by the South Yorkshire Police and Crime Commissioner's office to access funds from the Home Office Safer Streets Fund. This was successful and during 2020 a project was set up to reduce crime in the Hexthorpe area of Doncaster. The fund will be available again in 2021 and the force will continue to support any further bids and any implementation work.
- A Rural Crime Team will be set up during 2021, which will be based at Ring Farm at Barnsley. This will incorporate the existing specialist Dog Legislation Officers. The team will address the current problem of a lack of specialist knowledge around



some areas of law, such as poaching and badger baiting. As a central team, it will work across the geographic boundaries in support of rural crime prevention, and provide partners such as Peak Park rangers with a single point of contact to work with. This team will consist of a sergeant and five constables and will become part of the Operational Support Services department.

STEP 4 Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The force is confident the investment it has put into rebuilding neighbourhood policing will put it in a strong position to deal with foreseeable challenges. The continued training and equipping of this branch of policing will enable the force to provide an improved level of service to the public.

The remaining risk in this area is that despite proactivity and vigilance, some areas of hidden and unknown demand continue to exist, particularly among vulnerable groups. While in many areas the pandemic has strengthened the concept of community support in local areas, it will also have served to further isolate some already vulnerable people. Officers involved in partnership working with local authorities and schools will play a pivotal role as restrictions ease, and the force's investment in this area of policing enables this dedicated support. In all areas of prevention the focus will be to ensure the engagement is appropriately targeted to support those most in need, and to build strong communication links within South Yorkshire communities.



South Yorkshire

POLICE

Section 5

Investigations

SUMMARY

The key priorities of the Police and Crime Commissioner's Police and Crime Plan are: to protect vulnerable people; to reduce crime and antisocial behaviour; and to treat people fairly. Crucial to this is the force's ability to understand its current and predicted demand and to use its resources effectively to investigate crime.

Previous years' FMS have all identified concerns regarding the increasing demand on the force's investigative resources, given the predicted increase in crime, proportionate investigation rates and gaps in investigative capacity and capability. The force acknowledges the national 'detective gap', but steps have been taken and continue to be taken in order to address this shortfall locally.

The last year has seen a significant period of change within the force. Demand linked to lockdown restrictions could not be foreseen, with not just changes to volumes of reported incidents but also in adapted working practices. The force is now preparing for increases in reporting with the anticipated easing of restrictions and the associated impact across the investigative function.

The Officer Uplift programme is of clear organisational benefit in increasing investigative capacity, but the force recognises the increasing number of inexperienced officers will create issues in training, tutoring, capability, performance and accommodation. The force is preparing for these changes and is proactive in seeking solutions before problems manifest.

The rating of **AMBER** for this section reflects the following areas of concern:

- The current shortfall in resourcing of detective vacancies. An investigator resilience plan has been in place for some time but concerns remain in this area.
- Keeping pace with cyber criminality, especially those apparent through digitally enabled criminality.
- The delivery of forensic services and the fragility of the market is recognised as a national issue. The long-term demand picture anticipates a critical gap in respect of the force's ability to support future demands, which would likely affect all areas of investigative business. This remains an organisational concern at this time.

This section focuses on how South Yorkshire Police uses its investigative resources, namely:

- The force's total investigative demand
- Cyber/digital investigations
- Forensic services
- Custody
- Criminal justice
- Intelligence
- Crime recording and management

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

South Yorkshire Police recognises the importance of accurately recording and effectively investigating crime, thereby providing victims with a high standard of support as referenced in the force's Plan on a Page and monitored within its Performance Management Framework.

The drive to improve the investigative process from start to finish supports the aim to improve outcomes for victims and bring more offenders to justice. An investigations improvement plan has been designed with a supporting action plan sitting against this. The plan identifies a number of areas where work is needed to improve investigations or maintain good practice and breaks these down in order to evidence the ongoing work to drive investigative quality.

Governance of investigations is the responsibility of ACC (crime), who chairs a force Investigations Governance Group (IGG). This monthly meeting, which is supported by a detective superintendent investigations lead and the Performance and Governance Department, monitors investigative performance to ensure investigations are conducted effectively and

consistently across the force. In 2020/21, this has been structured to a three-month rolling programme, reviewing different sections of the investigative process in more detail and therefore enabling greater scrutiny of specific issues.

In the 12 months to March 2020, total recorded crime in South Yorkshire remained stable compared to the previous 12 months and the force recorded 148,625 crimes, an increase of less than two per cent. This aligns to the rates of total crime for peer forces, but above the national averages. In the same time-period, 96,401 volume crime offences were recorded, an increase of just 0.65 per cent (*Section 3b: Responding to the Public, Incident Response*) and there was a greater increase in serious crime offences with 52,232 offences recorded, a four point four (4.4) per cent increase over the same period.

CRIME MANAGEMENT POLICY AND PROCESSES

The force continues to drive improvements in crime data accuracy (CDA) by reinforcing the importance of the Home Office crime recording standards through internal campaigns and training packages. ACC (crime) provides strategic oversight of CDA, supported by the Force Crime and Incident Registrar (FCR) in order to both improve standards and deliver recommendations from the force's HMICFRS inspections. In November 2019, the force introduced an intranet based CDA-Hub to educate and inform investigators on aspects of the Home Office Counting Rules and NCRS. This gives officers and staff straightforward crime recording advice and guidance, accessible from any force desktop, laptop or mobile device.

The Crime Support Hub (CSH) uses an evidence-based approach to determine whether to allocate Investigations for



secondary investigation, following a desktop assessment and investigation process. The force's five-point 'SOLVE' approach continues to be rigorous and represents a synthesis of evidence-based approaches.

The unit has continued to be successful in its core objectives, to meet growing investigative demand and improve victim service and satisfaction. The number of investigations finalised within CSH saw a sharp decline between March and April 2020, consistent with the introduction of lockdown restrictions. The recent relaxation of these measures has led to an increase in demand, however, this has not yet returned to pre-Covid levels.

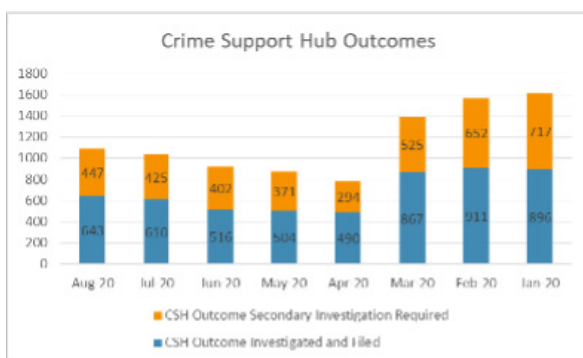


Chart 5(1)

In the three months to August 2020, the Crime Support Hub reviewed 3,043 investigations, of which 58 per cent (1769) were investigated wholly within the CSH, the

remaining 42 per cent (1274) requiring further investigation by a frontline resource.

The unit also holds 'vulnerability trays' within Connect to facilitate the allocation of investigations where there are no further lines of enquiry and the investigation would ordinarily be filed, but for the vulnerability of the victim. If the officer conducting the desktop investigation identifies the victim as being vulnerable and requiring some further engagement, the investigation is tasked to a district vulnerability 'worktray' and forwarded to the relevant district vulnerability SPOC. This then allows for any necessary safeguarding and support measures to be put in place for the victim.

The CSH deal with all volume crime offences where there is no identified offender, unless specific vulnerability factors are present. If there is an identified or easily identifiable offender, the investigation is allocated to a district response team. Given the nature of these offences, volumes have been significantly affected due to Covid as opportunities for offending was reduced by lockdown restrictions. It is anticipated that as Covid restrictions are removed, there may be some initial spikes in offending, after which future demand into the CSH is expected to stabilise.

SERIOUS CRIME¹⁰

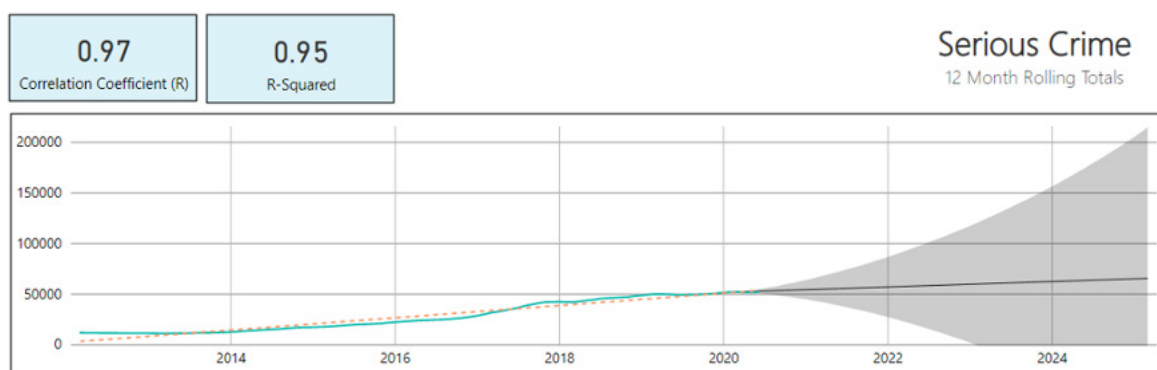


Chart 5(2)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	54,915	57,958	60,280	62,963	65,645
Forecast – upper limit	67,232	91,466	123,410	163,826	214,917
Forecast – lower limit	42,599	23,730	0	0	0
Variation – previous year	-	+4.9%	+4.7%	+4.5%	+4.3%
Variation – from 2019-20	-	-	+9.8%	+14.7%	+19.5%

Table 5(1)

Levels of serious crime recorded since 2012 have risen steadily until late 2017, before plateauing for a period. The volume-based predictions present a wide forecast, with the trend showing potentially large increases in the years to 2025, but the force expects to reach figures in line with the mid-point forecast, rising to a little over 65,000 offences.

While some reported offence types have significantly reduced during the course of the pandemic, domestic abuse charities are seeing an unprecedented number of referrals over the same period. This supports the known national position that there remains a significant under-reporting of rapes and sexual offences that has been exacerbated by Covid restrictions. Work is ongoing to encourage reporting by victims and it is likely there will be delayed reporting for this type of offending. (Section 6: PVP).

Violence against the person (VAP) offending levels account for 32.16 per cent of total crime volumes in South Yorkshire, 34 per cent of these are domestic related offences. There are 15 different offence types within this category and the complexities involved in their investigative delivery can vary widely. Understanding the demand is therefore a combination of volume and complexity, which is largely categorised by investigative skills requirement around PIP 1 and PIP 2 investigations.

¹⁰ The force defines serious crime as: death/serious injury by driving; rape; other sexual offences; stalking and harassment; violence with injury; violence without injury.

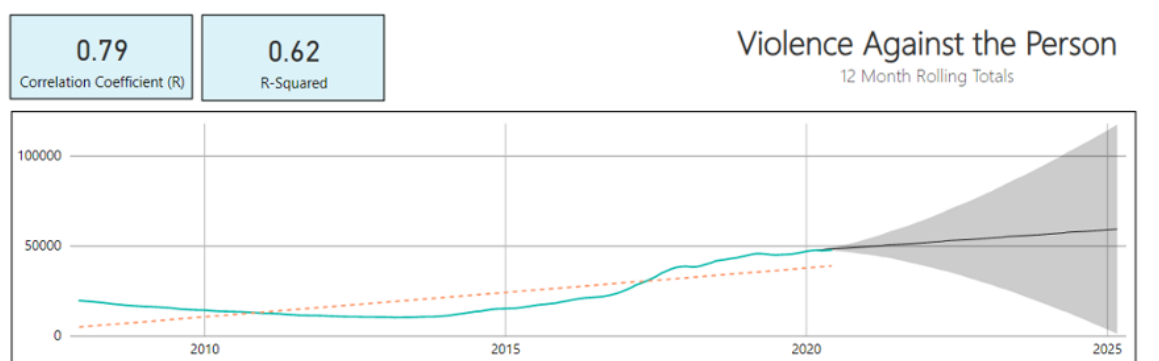


Chart 5(3)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	50,051	52,388	54,726	57,064	59,401
Forecast – upper limit	55,563	67,425	82,011	98,811	117,526
Forecast – lower limit	44,539	37,352	27,441	15,316	1,276
Variation – previous year	-	+4.7%	+4.5%	+4.3%	+4.1%
Variation – from 2019-20	-		+9.3%	+14.10%	+18.7

Table 5(2)

South Yorkshire remains within the MSG and national averages for the rate of VAP, and the current trajectory remains in line with national patterns. Since the introduction of coercive and controlling behaviour as an offence in 2015, and the recent move from the category of violence without injury to harassment, the force has worked to ensure awareness across the organisation. It is recognised more needs to be done to ensure victims reporting other offences, such as assaults, are considered for the additional pattern of behaviour of harassment offences. Domestic Abuse Matters training (*Section 6: PVP*) is being rolled out across the force and its impact is expected to increase the recording of this type of offending further. Work around public space violence continues, and the prevention and enforcement arms of the VRU and SVCTF (*Section 4: Prevention & Deterrence*) look to reduce the volume of violent offending. In the area of domestic abuse offending, the force is working to encourage increased reporting and will continue to do so. The overall picture of VAP offending,

influenced by domestic abuse, is therefore expecting to see continued increases over the next five years, but at a much slower rate than the increase seen from 2015 to 2020, aligned to the mid-point volumes of around 60,000 offences annually.

OUTCOMES

The force has a current overall action taken outcome rate of 14 per cent for the 12 months to July 2020, in line with peer forces. There has been an increase in the force's action taken volume between January and March 2020, which has been driven by the increased use of Outcome 8 (community resolution) while the use of Outcome 1 (charge / summons) has remained fairly static over the same period.

The force is striving not only to increase the number of investigations filed as 'action taken' but also to ensure that the appropriate outcome is applied to each offence, in line with victim expectations. Each district across the force now has evidence review officers

(EROs) in place who assess investigations following the arrests of suspects and after interview to recommend the appropriate course of action, in light of all the evidence, thus ensuring all lines of enquiry are pursued that may lead to appropriate action being taken.

The force is an outlier nationally and within its most similar group of forces with low action taken rates for burglary and is introducing measures to address this. Each district has produced a burglary action plan and the force lead for acquisitive crime is overseeing the delivery. The force carries out regular qualitative dip-samples of burglary investigations which are reviewed within the IGG, in order to drive improvement.

There has been an increase in the use of Outcome 22 in domestic abuse investigations, corresponding with a decrease in the use of Outcome 16. Non-domestic abuse investigations have seen an increase in both Outcome 8 and Outcome 22 corresponding with the decrease in Outcome 16.

The districts have also now introduced performance review teams who, on a daily basis, review filed investigations to ensure all crimes are filed accurately with appropriate outcomes applied, checking relevant documentation is uploaded ensuring the investigation records are correct – developmental feedback is provided to officers and supervisors where appropriate. Both the Audit and Governance Unit (AGU) and the Strategic Delivery Unit (SDU) have a rolling programme of reviews to ensure the most appropriate outcome has been pursued and applied in support of the victim. Training is also being developed to further embed the use of evidence led prosecutions across all offence types, as another method to improve the volume of outcomes where action can be taken.

MAJOR CRIME UNIT (MCU)

In 2019, South Yorkshire Police recognised an over-recording of homicide offences, due to crime reports being submitted at the earliest opportunity in all cases of suspicious deaths. This resulted in officers having to wait for further verifiable information to negate the crime in order to submit the matter for cancellation on force systems. This often incurred lengthy delays while officers waited for toxicology or pathology reports. The force took steps to address this, by publishing new guidelines to initially record any suspicious death as non-crime investigations until any offences are confirmed. This non-crime record can then be reclassified to crime should information come to light to suggest there is an offence. This means the dataset now more accurately reflects the true number of murders being dealt with by the force.

In the year to March 2020, the force recorded 17 homicide offences. Future incoming volumes dealt with by MCU are anticipated to continue at the current levels. There is an increase anticipated in demand from known delays in the trial process as a result of the pandemic. Covid has led to a number of lengthy trials being scheduled in May and June 2021. Given the number of officers required to attend court for extended periods, this may reduce capacity within the MCU in 2021/22.

Other demands on the unit which are expected to continue are:

- Providing assistance to districts for serious offences (SIOs providing advice, and officers being abstracted to provide initial 'golden hour' resilience).
- CCTV co-ordinators from MCU assisting districts with serious and complex jobs. Their expertise often means district officers are able to resolve complex jobs more quickly than would be achieved otherwise.

- MCU officers are also involved in most Crime in Action jobs - which, although usually resolved within relatively short time frames, are a demand that is largely unpredictable.

DIGITAL FORENSICS UNIT (DFU)

The majority of cyber investigations recorded are cyber enabled and fall into one of three broad categories:

- Harassment, often involving malicious communications.
- Indecent images and related sexual offences.
- Fraud.

The force has seen an increase in cyber-enabled and cyber-dependant crime, owing to increases in technological capability and affordability (*Section 8, Managing Serious and Organised Crime*). The DFU forms a critical part of the future policing proposition, providing the capacity and professional knowledge to effectively examine digital devices seized during investigations. Digital forensics is an area of increasing demand and complexity, with increased availability and affordability of digital devices, and increasing numbers of crimes involve an element of digital investigation or digitally enabled criminality. Kiosks are located across the force for initial review of digital evidence by investigators and in some cases this is sufficient to inform the investigations, however the skills and experience of the forensic analysts is critical to providing further evidence from digital devices.

A comprehensive review of the DFU is currently underway, with structures, processes, technology and roles all being reviewed to ensure that an optimum service is delivered. It is recognised that this is an area where financial growth will be required and this has been accommodated within the

MTRS with significant financial investment planned over the next two years.

DIGITAL INVESTIGATIONS

The force completed the NPCC Digital Assessment Toolset (DAT) and submitted it towards the end of 2019. Results of this are not yet published, however, from initial findings, it appears there is a similar picture nationally in embedding the consideration of digital material as potential evidence by investigating officers. The force looks to these findings to assist in local delivery of the National Digital Intelligence and Investigations Target Operating Model. The review of the results allows the force to put in place improvement plans and liaise with other forces who are performing particularly well in certain areas to share good practice, thereby improving digital consistency across all forces.

The force used the opportunity of completing the DAT to make a detailed evaluation of how digital considerations are currently incorporated within investigations. The internal findings have been gathered, assessed and used within the implementation of the Digital Intelligence and Investigations Strategy, giving a clear plan to drive improvements across the force in this area of investigation. It is expected that this, and increased recording of harassment and malicious communications, will drive further demand. Increased numbers of cases (currently around 1000 annually) are expected to be submitted to DFU in forthcoming years. The volume of exhibits is also expected to increase as technological advancement is made.

CRIME SCENE INVESTIGATION

Regional Scientific Support Services for Yorkshire and the Humber (RSSS Yath) provides forensic services, crime scene investigation, identification services, imaging services, collision investigation, and accreditation and performance management. There are currently concerns nationally regarding the instability of the forensic market place and this is a key concern for all forces, including South Yorkshire.

As forensic techniques continue to develop there are often concurrent increases in cost. There has already been a 22 per cent increase in the costings for toxicology, particularly for road traffic legislation, and similar increases are expected in other areas of forensic science. Although this work is producing positive results, there is going to be a need to either increase allocated budgets or reduce the demand.

The total number of South Yorkshire crime scenes attended by Regional Scientific Support Services was 10,279 between July 2019 and July 2020, with residential burglary accounting for 44.28 per cent of the total crime scenes attended. Of the 10,279 attendances, RSSS received submission of 55,617 exhibits. *Table 5(3)* shows the top 10 demand generators for RSSS in South Yorkshire.

As a reactive service, the demand in respect of RSSS is in large part proportionate to force demand. Scientific advances have led to a growth in forensic opportunities, which has in turn increased costs for externally provided forensic services. It is expected the increase in officer numbers over the next three years will lead to an increase in proactive capability for the force and thus the rise in demand for forensic services. For example, an increase in proactive work could lead to an increase in warrants being obtained and therefore the recovery of more items such as drugs which would require forensic testing and improvements in response timeliness may lead to increases in forensic opportunities at scenes.

Distribution of crime scene attendance	
Burglary – residential	44.28%
Burglary – business and community	14.46%
Theft of a motor vehicle	5.81%
Theft from a motor vehicle	4.37%
Assault	3.65%
Sudden death	3.05%
Production of drugs	2.38%
Road traffic collisions	2.18%
Robbery	1.95%
Criminal damage	1.68%

Table 5(3)

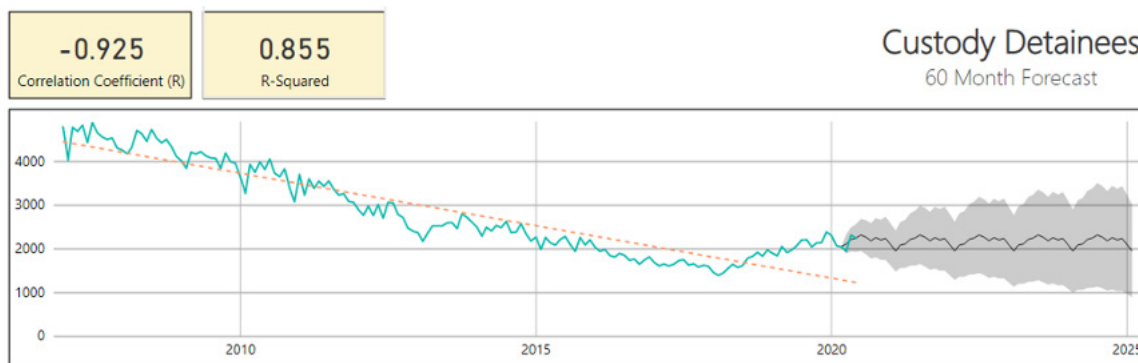


Chart 5(4)

CUSTODY

Between April 2019 and March 2020, 25,519 people were detained in police custody, an average of 2,126 detainees per month.

Of the 25,519 arrests, 1,478 of these were juveniles which is 5.7 per cent of the total number, and a similar proportion to that of previous years. Juvenile overnight arrests are reviewed as part of the custody department's input to the forces daily management meeting (DMM), to ensure the validity of the arrest and effective management. Juvenile detentions are also subject to greater scrutiny in that reviews are ideally completed every four hours rather than the times set out within PACE. It is recognised this is not always practicable in which case PACE times are always complied with. Between April 2019 and March 2020, numbers of voluntary interviews (Pace 9) remained stable at 4,563.

Demand within custody is expected to increase as officer numbers increase the volume of arrests. While an increase in calls for service is not linked to an increase in officer numbers there is scope that there could be an increase in proactive arrests. It is considered that the increase in the longer term may be offset by an increased investigative capability, in reducing the length of time detainees spend in custody. Volumes are therefore expected to increase over the next two years and subsequently stabilise

into a new baseline for the force over the future five-year period.

Through performance monitoring in conjunction with the Crown Prosecution Service, the force has previously identified it was using CPS emergency charging provisions disproportionately compared to other forces. While usage remains high, it is falling, with greater scrutiny being applied to its use.

As shown in *Chart 5(5)*, there have also been some increases in the use of superintendents' extensions as staff make full use of the custody limits to ensure all available evidence is obtained rather than resorting to bail or requesting emergency charges based on the threshold test.

Monthly Supt Extension Volumes Forcewide

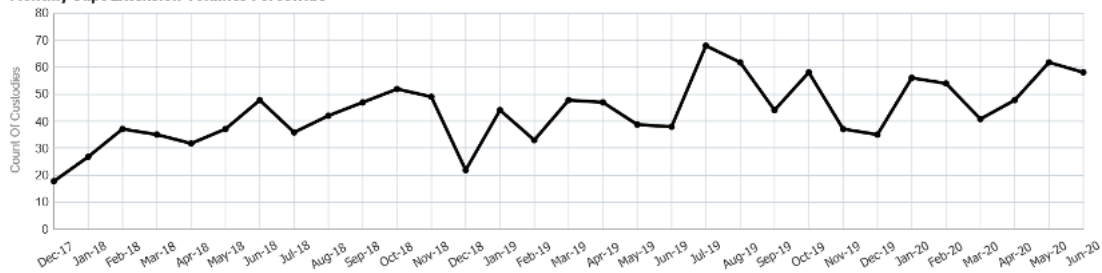


Chart 5(5)

Qualitative assessment work has been completed in this area and recommendations made which should lead to a reduction in the use of both emergency charging and superintendents' extensions. There will always be some occasions where these are required, however further scrutiny needs to be applied and the force is looking to improve the recording of the rationale for their use. This will continue to be monitored at force level.

CRIMINAL JUSTICE UNIT (CJU)

Table 5(4) shows the number of files processed within the force's centralised CJU. In the six months to June 2020, CJU processed 2,097 remand files, 3,355 initial files, and 56 youth charge and bail files which is a reduction on the volumes recorded within the same period of 2019. Some of this reduction can be attributed to the increase in alternative disposals being used by the force as a whole, as well as the known impact of the pandemic in reducing certain types of offending.

In the same period, the force processed 37,182 traffic offences and 2,876 penalty notices. If this trend continues for the rest of the year, traffic offences will remain at or about 2019 level, 76,860, and there will have been a rise of over 1,000 penalty notices. The increase in penalty notices can be partially explained by Covid offences which have been dealt with by way of FPN.

The force's Enabling Services review is continuing and the CJU phase is expected to take some time to complete, with all change programmes having been paused during the initial pandemic delivery.

South Yorkshire police recognises there is a challenge with court listings within the region. This has been worsened during the pandemic, resulting in further delays within the court system. Since the beginning of the pandemic, the listing, de-listing and then relisting of cases has increased the workload of witness care officers (WCO) by an estimated 45 per cent. It is unclear when the courts will return to normal running and it expected this increase in workload will continue into 2021/22. Sheffield Magistrates

	2018	2019	2020*
Remand Files Processed	5,728	5,931	2,097
Initial Files Processed	11,542	12,090	3,355
Youth Charge & Bail	307	525	56
Traffic Offences	71,133	76,860	37,182
Fixed Penalty Notices (FPN)	3,619	4,378	2,876

Table 5(4) *6 months to June 2020

Court secured an extra deputy district judge for a period of time in 2020, increasing the capacity for daily trials, which also increased the workload of the WCOs. Any delay in the progress of cases to court creates further demand due to the increased contact and support provided to witnesses by the WCOs. The force is working with the court system to address the issues holding a weekly meeting between regional forces, CPS, YOT, Probation and HMCT to discuss Magistrate and Crown Court issues.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

A key area of support for investigative improvements is in the rollout of training to front line officer functions across the force:

- The Continuous Professional Development (CPD) plan for all PIP2 detectives is being supported with packages of “bite-size” video-based training. The initial round of training will include topics such as disclosure, investigation plans, stalking and harassment, digital media investigators (DMIs), social media enquiries and exhibit packaging.
- Regular CPD input for frontline officers has been agreed and includes refreshed inputs on cybercrime, child criminal exploitation, stalking and harassment and investigative interviewing.
- Training innovation is also being delivered with CENTRIC at Sheffield Hallam University with two interactive training programmes being developed which are aimed at first line supervisors. This scenario-based training provides feedback to candidates as well as their supervisors to enable appropriate development areas to be actioned. The topics covered within

the first two programmes are domestic abuse and county lines.

- All newly promoted sergeants and sergeant transferees into the force continue to receive training from the Crime Support Hub in the creation of quality investigation plans and supervisory reviews. This is a new rolling programme following promotion processes. New guidance documents have also been provided to all sergeants and inspectors.
- A theme lead has been appointed to specifically address the standards of investigative interviewing. The force has a shortage of Tier 3 interviewers and Tier 5 interview co-ordinators. Tier 3 is a specialist interview course for more serious crimes and a Tier 3 training course for 20 officers has been delivered in 2020/21. There are plans to hold a further two courses in 2021 to allow for a spread of trained officers across the force. Once staff have progressed to Tier 3 there will be further training arranged to train a number to Tier 5. This will provide resilience within the organisation to support ongoing demand.
- Work is underway to support all supervisors in the dip-sampling of interviews within their teams and therefore maintain quality and competency.
- DA Matters training commenced in October 2020, having been initially delayed due to Covid, and continuing into 2021. The training has initially been delivered in conjunction with the charity organisation SafeLives, and a number of officers have attended “train the trainer” courses to be able to deliver the training as needed in the future.

It is expected the impact of this training will be immediate, and improvements in investigative oversight are anticipated to lead to improved outcomes for victims.

CRIME MANAGEMENT POLICY AND PROCESSES

The CSH is currently being reviewed to assure the future effectiveness of the unit. While paused in 2020 due to Covid (*Section 11: Forcewide Functions, Business Change and Innovation*), Phase 2 of the Crime Management Review will consider any improvements required to working practices and, as with all reviews, the wellbeing of the workforce will be fully considered.

EVIDENCE REVIEW OFFICERS (EROS)

ERO roles have been introduced across the force in 2020/21. These were envisaged in the long-term plans for the organisation but with the onset of the pandemic, the introduction was brought forward. In April 2020, CPS policy for the submission of cases for advice changed and advice would only be provided for 'red' cases, for suspects who were in custody and were to be remanded if charged. All other cases would require the suspect to be bailed for CPS advice to be obtained. EROs were introduced to review all investigations where there was a suspect in detention and not already overseen by a detective sergeant. EROs provide early advice prior to the suspect being interviewed to give the OIC investigative guidance to make best use of the suspect's custody clock and support a positive outcome. They then provide a further review following the suspect interview with an appropriate next step overseen. EROs are now fully embedded at all districts, with each district offering a bespoke service to meet that district's needs, however, the roles have been created from the existing district portfolios and the force is considering establishing the posts per se, to reduce the abstraction from frontline delivery.

The force has created a dedicated team within CJU to deal with cases where the matter would ordinarily have gone to CPS

for charging decision but where the suspect was not to be remanded. The File Build team builds the case file on the officer's behalf and completes the submission to CPS within 72 hours of bail. This has removed the burden on front line officers in terms of the file preparation and has reduced the number of rejections at triage stage.

MAJOR CRIME UNIT (MCU)

In 2019, concerns were raised regarding the resilience of the newly devised MCU team structures resulting from the force's Crime Review.

The addition of a further detective sergeant on each team will support oversight for the enquiry teams in the management and allocation of work. This will enable the existing sergeant posts to focus on the case management side of investigations.

There will also be a further detective sergeant post and six additional staff to create a new Major Incident Review Team. The new team and sergeants are expected to be in place in 2021/22.

MCU is also set to move to new bespoke premises. While the exact location and the time scale for this has not been confirmed, the move will be timed to correspond with the increase in student officers within the PEQF process, when the current MCU premises will be used for the training of new recruits.

MCU has now fully embedded the paperless system of working and increased its use of the Major Incident Public Portal (MIPP) system, allowing officer updates to be sent directly into the Holmes system. This has reduced paper use by around 80 per cent; making the Major Incident Rooms (MIRs) more efficient and reducing the need for storage, thus supporting the force Sustainability Strategy. The provision of laptops to all MCU staff has also had a

significant impact in allowing officers to work remotely. However, this has identified an issue with the number of Holmes licences available and an increase is required to support the MCU teams as well as Operation Stovewood and Operation Hydrant.

Changes have been made to the numbers of disclosure officers within MCU. Under the Crime Review there were to be six disclosure officers and six CCTV coordinators established, but these roles have been difficult to fill. As a result a restructure was approved which will provide four CCTV co-ordinators, each dedicated to a single investigation team, and a two-tier disclosure function. Each team will have an exhibits and disclosure officer and an assistant disclosure officer, who can progress to the disclosure officer role on obtaining the relevant disclosure qualifications. This will remove the need for warranted officers to complete disclosure and deliver efficiencies identified within the Crime Review.

The force currently has three qualified SIOs at detective inspector (DI) level, four at detective chief inspector (DCI) level with five further awaiting portfolio finalisation, and five qualified at detective superintendent or above. Given anticipated retirements and promotions, the force recognised that a greater pool of trained officers will be required, and training is also required for those recruited into MCU vacancies. As a result, training is scheduled to begin in April 2021 for eight officers (detective inspectors and above). Six of these officers will be working towards Major Crime SIO and two towards SOC SIO status.

DIGITAL FORENSICS UNIT (DFU)

The force has begun an internal review of processes and a new plan being instigated to manage this area of work. The plan will consider long-term needs to ensure future demand can be met by the resource within DFU, whether this is by increased staffing, increased use of technology, or amendments to existing processes or service agreements. The unit has been limited by the availability of effective management information. Now recognised, this will be a key feature of future oversight and system procurement. As mentioned in the previous FMS, the purchase and installation of the new server will assist in meeting the demands and efficiency requirements of the DFU.

Some of these abstractions are due to the maintenance of the current server and the work towards ISO accreditation. This is recognised within the Crime Review.

	Posts
DFU Manager	1 (temporary)
ISO Quality Manager	1
Senior Digital Forensic Analysts	7
Digital Forensic Analysts	12
Administrators	2

Table 5(6)

The DFU is located in accommodation that provides a specialist laboratory and is shared with the Internet Sexual Offences Team (ISOT) enhancing the wider delivery of digital investigation services. The crime services review recognises the need for investment within DFU, alongside the Police Uplift Programme, which is increasing resources within the ISOT. However, accommodation is currently shared with CSI and staff from the National Crime Agency. As a result, expansion within the current building is not possible, which presents a challenge for the expansion plans; this is being considered in

the wider estates plan within SCS.

In support of ensuring DFU receive only the work their specialist knowledge is required for, there are currently 246 active, trained officers who can use a number of kiosks sited around the force. These kiosks enable officers to conduct an initial interrogation of mobile telephones. Due to poor usage volumes and movement of officers, nearly 200 officers have been previously removed from the active user list. Commencing in September 2020, the force is providing further kiosk training, initially for 60 staff. This will then be followed by regular training for similar numbers of staff to increase availability of trained officers to a sustainable level and there will be a focus on maintaining appropriate competency levels. This increase will support a reduction in submissions to DFU, but this will not negate the increased demand cited within Step 1, rather balance the workload more effectively, increasing initial demands upon the kiosk-trained officers, and ensuring the specialisms in DFU are protected.

DIGITAL INVESTIGATIONS

The force has 48 officers trained as digital media investigators (DMIs). The remaining DMIs are embedded within districts or specialist departments across the force. Training is provided to the embedded DMIs, with a schedule planned until the end of 2020. DMIs also have been trained and given access to equipment to perform basic scene examinations. The College of Policing has granted SYP the licence to train DMIs in-house. At this time, there is no plan to increase the number of DMIs as the current cohort are currently in the process of completing their portfolios. Once this is finalised, further training will be considered to increase resilience, likely in 2021/22.

CRIME SCENE INVESTIGATION

To reduce demand on their services, RSSS is asking forces to undertake drug testing themselves for lower level offending. This has highlighted an issue of CPD training for the force's drug testers as well as their capacity, given their existing workloads. The theme lead for forensics is working closely with the area forensic manager to identify improvements and provide training to implement these changes.

CUSTODY

Within the previous FMS it was stated that staffing within the custody portfolio had been reviewed and inspector numbers were to increase from five to nine. Staff within the department are able to deal with daily business, but the increase in inspector numbers was felt necessary to support the managerial structure for supervisory oversights.

The shift pattern within the custody department remain under review with no final decision yet reached. In the interim, in order to assist with demand at peak times a "drop back" shift has been introduced which means one sergeant from the night's team will deviate their shift to start earlier in order to provide some resilience at the busier evening period. A triage prioritisation system has also been introduced for the booking-in of prisoners at busier periods but it has been found that this is rarely needed with booking-in processes being quicker than in comparison with other forces. In the 12 months to June 2020, the force average booking in time was 15 minutes, with the largest suite, Shepcote Lane, having the highest average time at 19 minutes and Doncaster having the lowest, at an average of 10 minutes.

The current capacity of the force's custody

estate continues to meet normal daily demand.

Current staffing levels across all suites are shown in *Tables 5(7)*.

OFFICERS			
Rank	Post FTE	Strength FTE	Variance
Inspector	5.00	5.00	0.00
Detective Sergeant	2.00	2.00	0.00
Sergeant	44.00	43.77	0.24
Constable	5.50	5.10	0.40
Grant total	56.40	55.87	0.64

STAFF			
Rank	Post FTE	Strength FTE	Variance
Band B	2.00	2.00	0.00
Band C	79.34	78.41	0.93
Band D	1.0	1.00	0.00
Grant total	82.34	81.41	0.93

Tables 5(7)

With the uplift in staff, a custody performance and governance team has been implemented to oversee its HMICFRS action plan, develop performance packs and identify good practice. The team conduct dip-sampling to ensure compliance with legislation, policies and guidelines, and deal with all Covid-related issues within the custody suite. This has prevented abstractions to core staffing, which could have been highly detrimental to the department given the amount of work involved.

The force has recognised there was a lack of recent training for non-custody inspectors who perform custody duties on weekends and out of hours. In order to remedy this, a number of training days were held to cover the current inspector cohort and there are plans that this one-day training programme will be run regularly after both



inspector exams and boards, to cover all new inspectors and acting inspectors who may perform custody duties in the future.

The force is also training police constables as gaolers to cover times of high demand. Initially 20 officers have undertaken this training to allow an assessment of the uptake for this role and assess the need for any more staff to be trained.

Plans for the new custody suite at Doncaster are in progress and there is a programme of improvements being undertaken for the current custody facility to ensure it remains fit for purpose in the interim.

CRIMINAL JUSTICE UNIT (CJU)

Current staffing levels within CJU largely meet the established posts as shown in *Tables 5(8)*.

OFFICERS			
Rank	Post FTE	Strength FTE	Variance
Superintendent	1.00	1.00	0.00
Chief Inspector	2.00	2.00	0.00
Inspector	5.00	5.00	0.00
Detective Sergeant	2.00	2.00	0.00
Sergeant	44.00	43.77	0.24
Constable	5.50	5.10	0.40
Grant total	59.50	58.87	0.64

Tables 5(8)



STAFF			
Rank	Post FTE	Strength FTE	Variance
Band A	38.26	37.84	0.42
Band B	58.77	58.82	-0.05
Band C	129.55	128.01	1.54
Band D	5.00	5.00	0.00
Band E	1.00	1.00	0.00
Band F	2.00	2.00	0.00
Grant total	234.58	8232.68	1.90

Tables 5(8)

The force is now in the process of implementing a new police staff file build model. This will mean that cases for CPS are built using full time file builders who are trained and experienced in the use of Connect Case. A pilot scheme, completed within Barnsley district has shown impressive results with the triage failure rate reducing from 75 per cent to less than five per cent. Once in place as a 24-hour service, this is forecast to save the equivalent of 28 officers FTE per year (£1.5 million) and over the years will be cost neutral within CJU. The teams will deal with all file types from pre-charge to remand and will retain the cases through

to finalisation, meaning that files will only be returned to officers for further evidential requirements. The full force rollout of the process is due for completion by January 2021.

In order to maintain witness cooperation on trials where delays occur, WCOs are having to provide extra support and detailed explanation and reassurances to witnesses, causing additional work for WCOs and concern for their welfare. The force is taking steps to address the wellbeing issues raised. Many officers have been able to work from home during the pandemic and it is expected this will continue after Covid restrictions are eased, as a continued option for agile working.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

INVESTIGATIONS

Work is ongoing to scope the benefits of introducing prisoner process teams across the force. This is expected to reduce the workload on front line staff and release capacity for investigative evidence gathering and more proactive activity. The introduction of these teams is also expected to raise interview standards across the force as officers become more specialised in this area, with development placements being encouraged to support the detective pathway.

Through audit findings, a number of knowledge gaps have been identified for CID officers and supervisors at sergeant and inspector ranks. A detective inspector lead has been appointed within the P&OD

department to look specifically at areas where PIP 2 training is required. The force is developing a programme of bite size videos for procedural matters, longer interactive web based seminars and full day CPD events.

Work is also ongoing to introduce core skills training for sergeants which will cover the day to day duties sergeants are expected to complete, such as the processes required within investigation reviews.

Further training for inspectors is being developed to support learning of specific rank-appropriate powers and duties such as custody reviews and police protection powers.

The shortage of trained detectives remains a national issue and the force has recognised the need to address the detective shortfall locally. Progress has been made to address this issue and the following steps will be introduced over the coming year:

- National Detective Now scheme – 21 detectives have now been employed via this route into the force. The investigators have already completed their academy based training and will start in-force training in April 2021. Workforce planning has already been completed to identify where these detectives will be posted and their initial workforce placement will begin in June 2021. The pathway has been fully mapped to allow departments across the force to plan for future gaps in staffing. The two-year process will see the new recruits become fully qualified by January 2023.
- The force has 17 new recruits who are currently on the SYP fast track detective programme and will be posted to investigative roles from May 2021.
- Ongoing Trainee Investigator (TI) recruitment is taking place across the force. The force is equipped to train 48 new TIs in

each year on a rolling programme. Districts run their own recruitment drives, such as “meet the detective” seminars, in order to attract applicants for these posts. The introduction of DA teams across the force is now seen to be a supporting gateway to the TI application process, providing officers with more insight into how CID offices work and experience in dealing with what can be complex investigations.

- All PEQF students complete investigations attachments as part of their study, so this in itself will support investigator resilience. The fast track to detective part of this programme, currently in the early planning stage, is expected to mirror the current TI process and is to be developed in 2021/22.
- An “investigator bank” was created and previously utilised within MCU, providing a pool of retired officers who can be employed on short-term contracts at times of exceptional demand. This was initially introduced as a short-term measure to cover a time of particularly high demand, but the funding has been agreed for this to continue for the coming year. This allows staff to be brought in, as and when demand dictates, to assist across the investigative function. Investigators within the “bank” undertake a variety of investigative roles.
- Police officer returner scheme – the force has continued this scheme to retain officers with relevant experience and skills in specific roles. This retention of experience is having a positive impact on the detective skill base and further roles are being identified as suitable the scheme.

CRIME OUTCOMES

Five sergeant posts are to be funded across the force in 2021/22 from the growth in Operation Uplift, to enable quality assurance improvements, with an additional operational oversight of crime recording requirements as well as ensuring appropriate outcomes are applied to investigations.

Further CDA training for officers in 2021/11 is being undertaken within the frontline CPD training programme. This is also being delivered to Atlas Court call handlers, to support improvements to be made at the initial point of contact with victims. This cross-function approach will ensure correct crime reporting at the start of the incident with checks in place throughout the investigation. Recording accuracy is also being improved by further learning in the Force Crime Bureau and the Crime Support Hub. CDA training is facilitated from the tutor phase of officer training so for the importance of accurate crime recording will be engrained in the student learning process.

Training has already been completed for the Local Referral Unit staff (LRU) who deal with a high proportion of non-crime incidents but in which offences are often disclosed. The training has focused on the complexities within crime recording in areas such as child protection, with the principle of 'crime to investigate' being foremost. This initial training has proved to be successful with early improvements in the recording of crime types such as child neglect. This is a continued focus for the force in 2021/22 and the training is to continue on a rolling programme and will be included in the planned Child Matters training (Section 6: Protecting Vulnerable People).

MAJOR CRIME

As noted in Step 2, the availability of Holmes licences has been identified as an issue for the force and additional Holmes licences are to be purchased in 2021/22 to provide MCU officers with a more agile way of working.

The Major Crime Unit and a number of other SCS functions such as Crime Support Hub and Investigator Development Unit are due to move to purpose designed premises based within Sheffield. The SCS command team will also be based at the same location. The joint housing of these various teams will allow for more effective management across the SCS function and support flexible working at times of peak demand.

DIGITAL FORENSICS UNIT

The focus of the review is to understand the current and future staffing capacity and capability needs. The review also includes consideration of the future system requirements for the unit. This work acknowledges the current levels of outsourcing and will design a future structure which reduces this current unavoidable reliance.

In the interim, the department is working with Performance and Governance department to assurance the provision and use of management information from within the existing system.

All submissions are subject of risk assessment and prioritisation to support timeliness of delivery. Submissions are primarily relevant to suspects, where vulnerabilities are identified, for instance in the viewing of indecent images of children.

DIGITAL INVESTIGATIONS

When full results and feedback are received from the NPCC Digital Assessment Toolset (DAT) the force will be in a position to see what areas are performing well and where improvements are needed. As part of the feedback, the South Yorkshire force lead will be able to make enquiries with any better performing forces to ensure learning. It is anticipated that the DAT will become a rolling assessment to be completed every two to five years.

CRIME SCENE INVESTIGATION

The RSSS Area Forensics Manager now attends strategic meetings in South Yorkshire to provide guidance on where the force can make improvements in forensic submissions. A forensics working group has been established which includes partners from across the force and the region. As Covid restrictions lift this will be fully embedded in 2021/22.

Work is ongoing to ensure that officers request CSI attendance in all appropriate circumstances, particularly for burglary investigations where the force considers that there are inconsistencies in application. The aim is to review and improve elements within each section of the process to increase the proportion of positive captures at crime scenes, supporting improvements in evidential yield. Atlas Court has recently changed their triage processes to support this, meaning that requests are automatically sent to the regional team, rather than waiting for police officer attendance. Atlas Court staff are also able to give callers advice on how to best protect forensic opportunities for when CSI do attend.

The force has also recently appointed a human tissue officer who is reviewing the force's application of the Human Tissue

Act 2004 to ensure compliance. This role is looking to future proof the organisation by establishing protocols and benchmarking the force against best practice in other forces. The force is considering property officer to support the human tissue officer to focus on the specialised work of this discipline. This will be further considered when internal demand is better understood.

CUSTODY

The management of the custody department moved under the portfolio of chief superintendent head of performance and governance in 2020/21 and this arrangement will embed into 2021/22 to support effective ongoing oversight. The governance team within custody is developing a greater understanding of timeliness and delivery and work alongside the Performance Management Unit to ensure performance measures from custody data are included within district QPRs. As a centralised function, any good practice can be quickly identified and disseminated across the force through existing governance structures.

The force continues with plans to modernise the custody estate. Work is ongoing to build a new police station and custody suite in Doncaster, replacing the current ageing facility. This work was due to be completed in late 2021, however, there have been significant delays due to issues at the planned locations and the timeframe has extended into 2022. As such, remedial work is planned to take place at the current suite within Doncaster. For example, CCTV monitoring within the suite will be moved to behind the custody desk area to ensure that monitoring equipment is readily viewable by and accessible to custody staff. Work is also being carried out on the cell hatches within the suite to reduce the number of potential ligature points.



The force continues to prepare for the changes which will be introduced as a result of the government's review of pre-charge bail legislation. The force's current custody system is expected to be able to manage these changes, which are not expected to cause any system concerns, but the force is planning for officer training and future performance monitoring.

The full review of custody remains underway within BC&I. One of the proposals from this is for custody staff to move to the force standard duty rota, to align with district shift patterns. Further work is being undertaken to develop options and costings, but the force expects to reduce the necessity for overtime for custody sergeants by providing greater resilience within the shifts. Alignment duty groups would also support working dynamics between custody staff and duty groups.

The custody suites in the force currently record interview audio onto DVDs and the equipment used for this is reliable but ageing. The digital interview recording equipment project is currently underway to look at replacing all the audio and visual interview recording equipment across the force. This includes those within the custody suite and portable devices for interviews away from the custody suites, linking into the Digital Evidence Management System (DEMS) project (Section 10: Knowledge Management and ICT). This will reduce the need for physical discs and allow for more timely transfer of media to CPS. Another benefit of this will be increased access to interviews to allow for more quality assurance work by sergeants and supervisors around the quality of interviews conducted, and allow review of specific interviews by custody supervisors to support decision-making.

The Video Identification Parade Electronic Recording (VIPER) unit is to be centralised within Shepcote Lane Custody suite. Staff being co-located at one suite will provide greater flexibility within the unit for a number of staff to conduct work away from the suite such as visiting victims' homes if they are unable to travel or conducting procedures in prison establishments. The procurement of suitable equipment to allow remote viewings has been approved for funding in 2021/22, and is seen as a big step in supporting the witnesses through the investigative process.

CRIMINAL JUSTICE UNIT (CJU)

In response to the changing digital landscape, the force continues to invest heavily in technical solutions, and is in the procurement stage for a new Digital Evidence Management System (DEMS). This has been delayed due to the pandemic, but funding has been agreed with a detective inspector responsible for the project implementation. DEMS will enable investigators to efficiently link all forms of digital material as part of the investigation and case build, including all digital audio and imagery material such as CCTV, body worn video (BWV) and digital files from mobile devices. It will allow the effective creation of digital evidence packages ready for early submission to CPS and is anticipated to increase the proportion of initial guilty pleas, and reduce the requirement for file upgrades.

As an interim solution, a police Egress Secure Workspace is being used to support the safe transfer of digital media to the CPS, including BWV, 999 calls and large file documents. This improves efficiencies within CJU, eliminating the need for physical delivery of media, and providing an audit trail of submission and receipt. Both a digital media team within CJU and the requisite technical equipment to support them has been supported with

funding in 2021/22. This will assist officers in the use of the Egress system, but also provide the capability to complete in-house editing of interviews and media rather than reliance upon regional audio-visual teams in West Yorkshire. This change in process should assist in speeding up the criminal justice processes, reduce demand on regional services and have cost benefits in freeing up officers time without the need for the physical transfer of media to West Yorkshire and the associated time with these requests.

Concerns about the number of case files falling below national file standards have been identified and Barnsley and Rotherham districts have embedded file build teams in 2020, with Doncaster and Sheffield to follow soon. The teams provide a 24-hour service to support operational officers, freeing up time for frontline officers, which can be diverted to investigative activities. The force expects this improved process to increase the number of successful cases on first submission, thus improving victim and witness experience and ultimately outcomes at court. CJU staff monitor the number of files the new teams are completing and from this the force is monitoring the value of efficiencies achieved.

STEP 4 Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

As part of the planned uplift in investigating officers, the force has recognised the need for more tutors within the CID portfolio and additional tutor courses are scheduled to cater for this requirement. It is not only the availability of courses, but also the lack of suitable officers applying for the roles. Work

continues locally to support the delivery, notwithstanding it is an ongoing challenge for the programme.

The delivery of forensic services and the fragility of the market is recognised as a national issue and is being managed at a national level by a platinum group led by the NPCC. While the force service delivery largely meets expected standards, there are some minor gaps, but any deterioration nationally will have an impact on delivery locally.

Looking to the longer-term picture, a critical gap is anticipated in respect of capacity to support future demands, which would likely affect all areas of investigative business. Until regional and national plans are understood, it is difficult to say what the direct impact on the force will be, but it remains an organisational concern at this time.



South Yorkshire
POLICE

Section 6

Protecting vulnerable people (PVP)

SUMMARY

In 2019, HMICFRS rated the force as 'good' at protecting vulnerable people and working well with partners. It stated that the force has a good understanding of vulnerability and supporting staff in identifying vulnerability, and good at working with its partners to manage and prevent the demand from mental health.

There were also areas identified for improvement around PVP, and the force is focusing considerable effort on specific recommendations made in the inspection report, specifically:

- Crime Data Accuracy (CDA) and investigation supervision.
- More effective partnership data sharing.
- Failing to recognise less obvious vulnerabilities.

The force is committed to continual improvement in PVP and has recently invested in an uplift in staff in the PVP Performance and Governance Team. This will allow the force to conduct qualitative audits across all areas of PVP and adopt national best practice by linking in with the College of Policing, National Police Chief's Council vulnerability leads and the Vulnerability Knowledge and Practice Programme (VKPP).

This section focuses on how South Yorkshire Police uses its investigative resources within the following PVP areas:

- Domestic abuse
- Stalking and harassment (including cyber bullying)
- Adult safeguarding
- Child abuse
- Child sexual exploitation and abuse
- Sexual offences
- Hate crime
- Honour based abuse / forced marriage / female genital mutilation
- Missing persons
- Mental health

Child criminal exploitation and human trafficking / modern slavery are captured within *Section 8: Managing Serious and Organised Crime*.

The rating of **AMBER** for this section reflects continued areas of concern, acknowledging a review of PVP teams is in the process of being scoped for future delivery by BC&I:

- Any movement of staff from other areas of policing to cover this shortfall would have an impact of on other force resources.

Domestic Abuse	The level of domestic abuse reports continues to increase, and while the force continues to meet the demand, other areas of delivery are impacted.
Stalking and Harassment	DA Matters training is assisting in the improvement of the way the force deals with DA including the quality of investigations and identification of crime, and this training continues into 2021/22.
Adult Safeguarding	Improved training, including parts of DA Matters, has meant that the force has made significant improvements in both the recording and identifying of behavioural crimes. Work continues in this area.
Child Abuse	Some concern exists for the multi-agency working in relation to adult safeguarding and the referral process to other agencies. Work continues to support delivery in this area.
Child Sexual Exploitation and Abuse	Recorded volumes are expected to increase as a result of data accuracy improvements, the impact of Covid, and partnership working. Datasets in 2020/21 will provide a stronger evidence base for the future demand, and the full impact of hidden risk during the pandemic should become apparent.
Sexual Offences	Increased reporting of sexual offences is anticipated. Improving the action taken for RASSO offences is a priority for the force, with a focus on investigation quality. The complex nature of these offences places considerable demand on resources.
Hate Crime	Officers are in receipt of up to date training. There has been an increase in the reporting of hate crime, reflective of the national picture of increased victim confidence and higher occurrences. The force is committed to improving responses to incidents of hate crime.
Honour Based Abuse, Forced Marriage, Female Genital Mutilation	The force continues to ensure officers have an understanding of these offences and works well with partner agencies to identify and assist victims. Covid has reduced the partnership capacity to identify and work within communities to identify some risks, but the impending easing of restrictions will lead to a return to previous service levels.
Missing Persons	Missing people incidents can be complex and resource intensive for the force. There is a clear structured force policy and, with the introduction of a new recording system, this will enable more effective management of processes.
Mental Health	The effects of Covid and the increased public awareness of mental health concerns is expected to further increase the demand on the force and partner agencies. The county-wide partnership working continues to improve to service to both the public and assist in reducing the demand on the force, with a continued focus on safeguarding and governance.

STEP 1: Establish the difference between current demand and the demand you expect in the foreseeable future or the next four years.

DOMESTIC ABUSE (DA)

In South Yorkshire, the rate of domestic abuse for both crime and non-crime incidents is aligned to that of peer forces. Long-term forecasting considers the trend of reported crimes increasing with non-crime incidents reducing over the same period. This is partly led by both changes in legislation and Home Office guidelines and by improvements in officers' ability to recognise and record behavioural crimes which are so prevalent in domestic disputes.

The Covid pandemic is believed to have a particular impact on domestic abuse offending with parties spending more time in the same property without the escape routes usually available to them. In April 2020, the government warned that "without strong action to tackle domestic abuse and support victims during the Covid-19 pandemic, society will be dealing with the devastating consequences for a generation"

As seen in *Chart 6(1)*, volumes of recorded DA crime are high, with a daily with a daily rate over 100 incidents per day in the summer months of 2020.

When comparing the first six months of 2019 to the same period in 2020, offences of controlling and coercive behaviour have increased by 107 per cent (from 220 to 455), suggesting an increased awareness of this type of abuse, albeit that the force is working to increase officer awareness to further improve performance.

Chart 6(2) shows the wide trajectory of predicted volumes to 2025. The force expects the current volumes to increase further, linked to both increased reporting and occurrence. The main drivers for these projected increases are:

- A major training programme (DA Matters) started in 2020/21, designed to increase officers' professional curiosity and ability to identify wider DA.
- Continued internal focus on crime data accuracy for the appropriate recording of DA offending.
- Force media campaigns that highlight the support that the force offers victims, such as #CutTheStrings

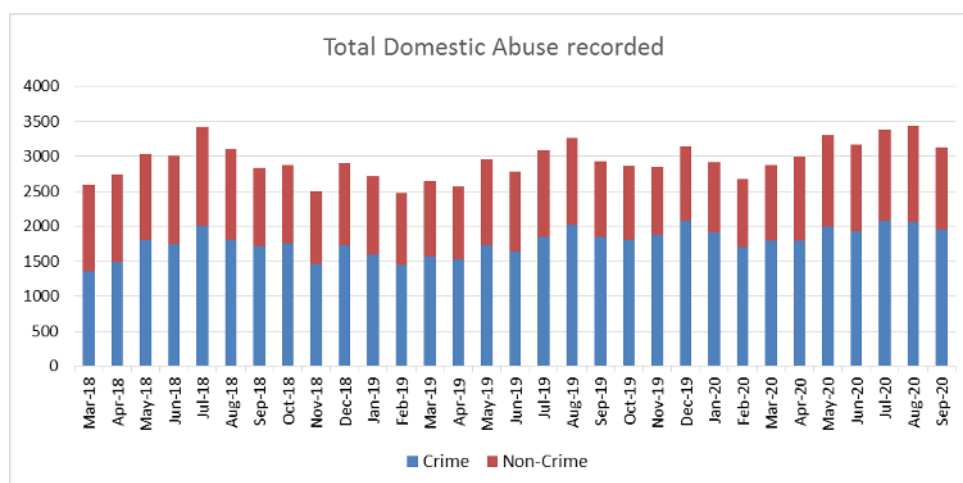


Chart 6(1)

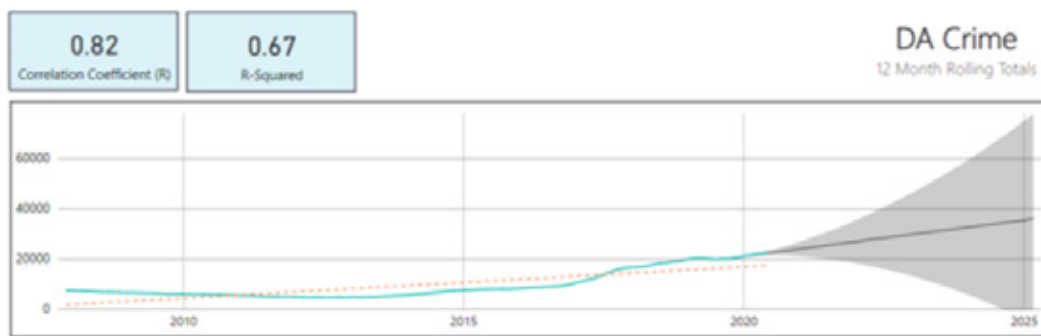


Chart 6(2)

- With more people turning to charities to report victimisation for the first time during Covid, this may encourage greater initial reporting in the longer-term.
- The Domestic Abuse Bill¹³ will make amendments to the definition of DA and the wider service response. This will broaden the number of offence-types, increase public awareness and the whole system delivery for DA.
- The widening scope of civil orders, which can be instigated by police and other agencies, is expected to increase identification of DA offending and increase demand on partnerships in future.
- The societal use of smart devices and social media has seen an increase in malicious communications offences, which is expected to continue with increased activity on social media channels.
- Improvements in the recording of behavioural crimes linked to DA will maintain focus on safeguarding and recognition of the wider sphere of domestic offending.
- National awareness raising campaigns:
 - ▮ #YouAreNotAlone and charity campaigns, including Crimestoppers, also aim to raise awareness and encourage reporting during the pandemic.
 - ▮ Search engine optimization has meant that the National Domestic Abuse Helpline website is consistently the top result on Google when 'domestic abuse' is searched, regardless of whether the search term includes other words or phrases.
 - ▮ The national campaign UK SAYS NO MORE¹⁴ launched the Safe Spaces scheme, where both chain and independent pharmacies can become a safe space for DA victims. The charity states that "during COVID, key workers in pharmacies hold a unique position as a single point of contact for victims of domestic abuse".
- Those working in the hair and beauty industry can complete free online training via Behind the Mask¹⁵ and promote it in their salons to encourage clients to access help.
- National news more generally linked to the Covid pandemic has highlighted the under-reporting of DA and it is expected that due to this increased awareness, more victims will feel empowered to come forward.

¹³ <https://services.parliament.uk/bills/2019-21/domesticabuse.html>

¹⁴ <https://uksaysnomore.org/>

¹⁵ <https://www.behindtheface.mask.online/>

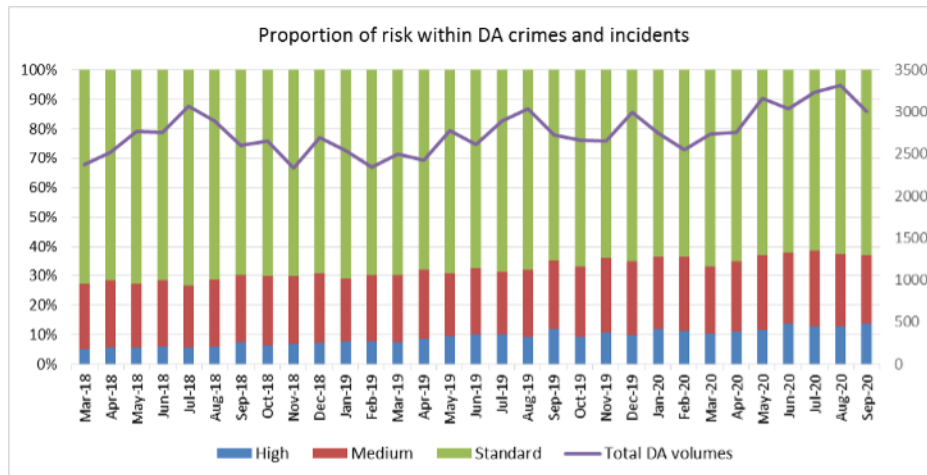


Chart 6(3)

The Crime Survey for England and Wales (CSEW) estimates that five point five (5.5) per cent of adults between 16 and 74 experienced DA in the year to March 2020. Were this translated into reported crimes, it would increase reporting in South Yorkshire to approximately 70,000 offences, such is the perceived extent of under-reported DA offending.

The reporting of DA offences is therefore expected to increase further, at or about the midpoint of numerical forecast, to in the region of 36,000 offences by 2024/25 from the current levels of 22,000. Recent forecasts are significantly higher than those in the previous FMS, demonstrating the internal activity and national focus in this area. Managing this increased demand will be a key challenge in the coming five years.

All DA investigations, both crime and non-crime, are risk assessed by attending officers at the first point of contact, to assist in decision making at the scene and further reviewed by the specialist Domestic Abuse Risk Assessors (DARA) team, where a secondary risk assessment is completed.

With an improvement in the identification of DA, the force is working to ensure that its response to incidents is timely and effective.

The primary aims are to safeguard victims, take positive action and bring offenders to justice. The force continues to work towards an increased arrest rate at domestic incidents, which supports victim need and improved action taken outcomes for victims. DA arrest rates had fallen for a number of years but this trend has been reversed through a sustained focus between 2019 and 2021, with arrest rates over 50 per cent since September 2019.

Despite the force's keen desire to put vulnerable victims at the centre of daily business, the ability to retain victim engagement and empower victims to support a prosecution after the initial response remains a challenge, with up to 49 per cent of DA victims not supporting (or withdrawing initial support for) police action. Despite this, work continues to try to identify improvements through victim feedback. Engagement with the CPS and HM Courts and Tribunals Service is continuing as part of the joint DA Best Practice Framework which aims to improve outcomes for victims of DA and reduce delays in the system.

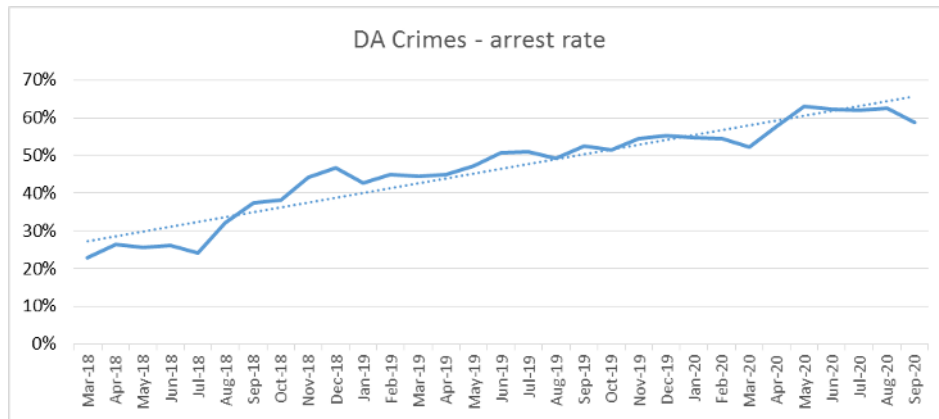


Chart 6(4)

Forcewide training in relation to DA Matters was delayed due to Covid, but recommenced in late 2020. The force will train a number of additional staff to become trainers and DA Champions who will be subject matter experts in the area of DA, to support continued professional development across the workforce. All frontline staff including officers, call handlers, senior leaders and local authority partners will attend the training. The specialist, trained officers will not be expected to deal with all DA offences but will be a point of contact to give advice to colleagues dealing with offences and will be available for any officers or staff who wish to report domestic concerns in their personal life. The DA Matters programme aims to improve knowledge of DA across the workforce, enable better support for victims, increase understanding of coercive control and improve evidence gathering.

The force continues to seek better ways to support the safeguarding of victims. In 2019, to support this delivery the force created a DVPO team who deal with all DVPO applications across the force and will present a standardised response at court, streamlining the force's use of such orders in support of victim safeguarding. This was enhanced in early 2020, with a unit manager and police staff replacing officers in the role. This support has increased the quality of applications and has significantly reduced the time officers

spend waiting at court, thus reducing demand in other areas.

The use of DVPNs has continued to rise steadily across the force as a result of this focus, with 812 DVPNs issued in the 12 months to September 2020. Of the 812, 75 per cent were then successfully converted to DVPOs in the Magistrates' Court. The force continues to encourage the appropriate use of DVPNs and it is envisaged that their use will increase further in the coming year. Once subject of a DVPO, individuals are managed within Integrated Offender Management teams, who monitor them throughout the period for which the Order is granted.

The Domestic Violence Disclosure Scheme (DVDS), also known as Clare's Law, continues to be widely used across the force, allowing victims to be notified, in appropriate circumstances, of any domestic violence concerns regarding their partner. The force has seen an increase in the number of 'Right To Ask' (RTA) applications and 'Right To Know' (RTK) cases since 2018. In the six-months to June 2020, the force recorded 125 RTA and 391 RTK requests. There has been an increase in RTK cases, due in part to a concerted effort by the DARA team to identify, at the point of secondary risk assessment, those DA cases where there is a requirement to make disclosures. As more officers attend the DA matters training,

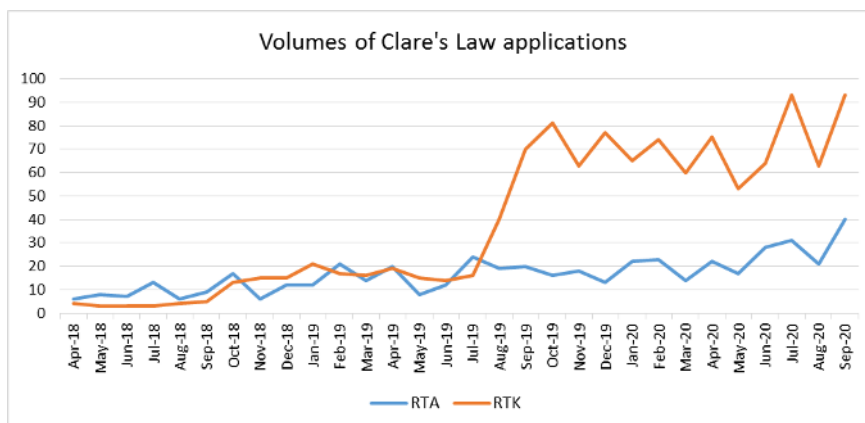


Chart 6(5)

which covers this area, there may be further increases as knowledge of the scheme increases among front line officers.

As shown within *Charts 6(4) and 6(5)*, the force focus on taking effective action against offenders, alongside signposting to support agencies is continuing to improve the service for victims of domestic abuse.

STALKING AND HARASSMENT

The number of stalking and harassment offences recorded by the force increased significantly between 2018 and 2019 with volumes in 2019/20 (17,692) being towards the upper bound of predictions from the previous year's midpoint prediction of 16,121. The force recorded 9,071 stalking & harassment offences in the first six months of 2020, of which 44 per cent (4,036) were harassment offences, 41 per cent (3,716) malicious communications, 14 per cent (1,245) stalking and one per cent (76) racially or religiously aggravated harassment.

Chart 6(6) shows predicted continuing increases to 2025, and the force expects recorded levels to be at or near to the upper limit of forecasts, rising by around six per cent each year to 2025, to over 24,000

offences. This is in part due to the national direction in this area, but recording locally is expected to increase due to improvements in recognition of offending.

CPS analysis of stalking prosecutions in 2020¹⁶ found that the majority of offences were committed by abusive ex-partners. Links to domestic abuse offending patterns are clear, and much of the work in improving the force response to DA includes stalking and harassment offending.

pecifically linked to stalking and harassment, in 2020/21, the force lead has:

- Established a monthly working group bringing together representatives from all districts and performance governance to maintain the focus on learning. This involves each district presenting internal reviews of stalking and harassment investigations, ensuring local scrutiny is in place. The meeting also introduces any new legislation or policies, and the theme lead uses the meeting to cascade information from regional and national forums.
- Created a dedicated intranet page offering advice and guidance to officers and investigators.

¹⁶ <https://www.cps.gov.uk/cps/news/stalking-analysis-reveals-domestic-abuse-link>

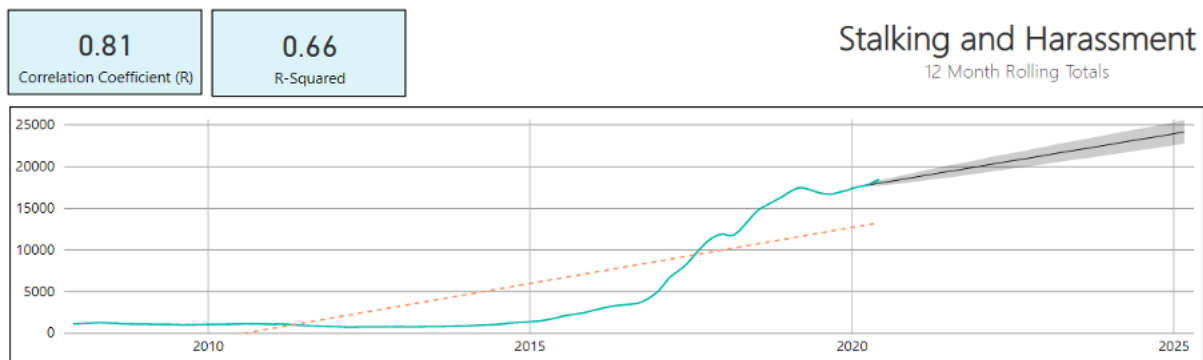


Chart 6(6)

- Developed training for frontline officers on the use of Sexual Harm Prevention Orders (SHPOs).

The Covid pandemic has influenced the type of offending which has been reported locally and nationally:

- Aligned to national trends, force records show that online stalking and harassment offences rose in the early months of the Covid restrictions, with the number of offences recorded in May and June 2020 being six and a half per cent higher than those recorded in the first two months of the year. Within that headline figure, reports of stalking rose by 26.4 per cent (28 incidents); harassment rose by 14.2 per cent (37 incidents); and reports of malicious communications fell by seven point one (7.1) per cent (34 incidents). When restrictions eased in May and June 2020, physical offending returned to pre-lockdown levels. It is not fully clear how the balance between 'in person' and online offending may change as Covid restrictions ease in 2021/22.
- Restriction of movement has increased the pressure on parents with shared custody of a child, partly caused by a perceived lack of clear guidance on social distancing for separated families. Solicitors across the country have reported increases in parents arguing over custody arrangements and withholding visits from co-parents. In

South Yorkshire, although low in number, offences with the keyword "shared" and/or "custody" increased in the first lockdown compared to pre-lockdown volumes.

- The force has recorded a substantial decrease in stalking and harassment against students, who, in 2019, accounted for 17 per cent of all victims. The figure reduced by 56 per cent in April, May and June 2020 compared to the previous, pre-lockdown, three-month period. This decrease in reporting is closely linked to the Covid-related departure of students from Sheffield's two universities, and volumes are expected to return to previous levels when students return to the city in 2021/22.
- While offending against students has decreased during the pandemic, there has been an increase in reports against neighbours with offences between neighbours being 67 per cent higher in May and June 2020 as compared to January and February 2020.

Despite the recent changes in offender and victim profiles linked to the pandemic, easing of restrictions are expected to return to the pre-pandemic profiling patterns. Within the increasing volumes predicted in future years, concern is raised for an increasing proportion of online offending.

ADULT SAFEGUARDING AND VULNERABILITY

The force's vulnerability strategy aligns with the objectives of the current National Vulnerability Action Plan and is separated into three core themes: efficiency, effectiveness and legitimacy. The strategy focuses on training on the recognition and response to vulnerability, problem solving through the neighbourhood policing structure and a common focus across all areas of vulnerability.

The force's Vulnerability Assessment Framework (VAF) describes a person as being vulnerable if *"as a result of their situation or circumstances, they are unable to protect themselves or others from harm or exploitation."* In recognising and responding to vulnerability, the use of VAF requires staff and partners to work effectively together to identify indicators of potential vulnerability at an early stage.

Both SmartContact and CONNECT allow vulnerability markers to be added to person records, to help identify vulnerable people's involvement in crime and non-crime investigations. Such vulnerabilities may not reach the threshold of requiring a safeguarding investigation per se, but will inform the force's response. Allocation of crime requires manual consideration of both investigative solvability and victim vulnerability. In cases where solvability is low, if there is a vulnerability noted then the crime is allocated to NPT officers, to enable appropriate support for the victim.

A review has recently been completed in relation to the submission of vulnerable adult referrals to partner agencies and it was identified the submission and progression is inconsistent. Vulnerable adult referrals to partner agencies are not always recorded digitally within the force systems, with some areas still reliant upon paper submissions. As a result, the internal demands and demand on partner agencies cannot be fully understood. The force is aware of this challenge and is seeking to address this urgently, in partnership with Adult Social Care, to improve safeguarding opportunities and better understand the associated demand. Despite these issues, the force is aware that volumes of referrals and the associated workload will likely increase in the coming year.

South Yorkshire Police now has a variety of management information tools to support understanding of reported incidents, the use of vulnerability flags, repeat and vulnerable victims. The force's assessment and recording of vulnerability has improved over the past two years, although the volumes indicate that age is still seen to be a key determinant of vulnerability. Records show the proportion of incidents involving over 65s is increasing, projected to account for 13 per cent of all incidents by December 2021. How this will be influenced by Covid has yet to be determined, and the Office for National Statistics is currently considering the national impact of the pandemic¹⁷ on demographic changes.

¹⁷ <https://blog.ons.gov.uk/2020/12/07/what-could-the-impact-of-Covid-be-on-uk-demography/>

Current forecasting suggests the volume of investigations with a vulnerable victim will remain stable in coming years with an annual total around 34,000 investigations. It is however considered that the volume of incidents involving adults flagged as vulnerable will continue to increase over the years to 2024, for the following reasons:

- The continued development of partnership working across the force, particularly within the PVP arena and local referral units, will improve the whole system identification of vulnerable adults.
- The pandemic has led to reduced access to support, both in terms of public services and family and support network contact. This may have a negative impact on individual wellbeing and increase levels of isolation and vulnerability. Anecdotally, this has been reflected in increases in high demand repeat callers during periods of lockdown. There has also been a noted reduction in volume, but an increase in acuity in mental health referrals, suggesting while many may not be accessing services, those who are doing so are more vulnerable.
- The economic downturn driven by the pandemic is also likely to have longer lasting impact in terms of extra financial strain that has been placed on social and health care provisions across the country¹⁸. This may be further impacted by any austerity measures implemented to re-coup government spending during the pandemic. As has been seen previously, when there is reduced capacity in partner agencies, the burden can fall to the police service and this might be seen in relation to vulnerable victims, leading to increased demand for the police service.

- Elder abuse and DA cases involving older people were highlighted in the HMICFRS report 'The Poor Relation'¹⁹ as likely to be areas that will see an increase in reporting and demand. The force believes that hidden demand still exists in these areas and proactivity within neighbourhood and partnership services will lead to an increase in recording. The DA Matters training will provide officers with a greater understanding of the potentially hidden and wider sphere of abusive relationships. This element of demand is included within the predictions under DA.

¹⁸ Short-term and long-term impact of the Governments approach to the Covid pandemic on the provision and delivery of social and domiciliary care for disabled and vulnerable people, and the need to ensure sustainability of social care services. Local Government Association (April 2020)
<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/crimes-against-older-people/>

CHILD ABUSE (CA)

A detective superintendent hold the position of force thematic lead for child abuse. Each district has its own governance group for child abuse incorporated into partnership sub-groups in community safety hubs, with direction given by the theme lead, to ensure that governance meets national standards.

The Covid pandemic has had a substantial impact on the identification of child abuse in South Yorkshire due to schools and services working at reduced capacity, meaning that the identification of abuse has become more difficult. However, throughout the pandemic a weekly meeting has taken place with partner agencies including Social Care and the NHS to discuss business continuity. The force has had processes for many years to help to identify child abuse during the school holidays, with social care undertaking proactive activity to protect and safeguard children at risk of abuse.

Locally, the initial national lockdown caused a sharp reduction in the number of reports of child abuse. The NSPCC reported a 20 per cent increase in the number of calls received in the initial lockdown period, indicating that instances of abuse had risen during this period, but reporting to the police and identification by other routes was significantly affected. It is anticipated that, as the restrictions ease, the number of child concern referrals will increase.

With children spending more time at home in 2020, some non-familial abuse will have reduced, but for those for whom abuse occurs in the home, such as for familial abuse and online abuse, concern about unreported demand is high. While previously the profile of familial abuse was primarily focused on parents as suspects, there is an emerging issue of sibling abuse that is incorporated into

the Strategic Intelligence Assessment findings.

A briefing from the NSPCC²⁰ in June 2020 based on a literature review linked to the pandemic suggests three key areas which may increase the risk of new cases of abuse or abuse recurrence:

- Increase in stressors to parents and caregivers.
- Increase in children's and young people's vulnerability.
- Reduction in normal protective services.

As restrictions ease it is not considered likely that the position will be fully reversed, with higher expected levels of abuse being recorded.

In cases of abuse, multiple offending patterns often exist, and subsequently an initial disclosure of an offence may not realise the extent of offending behaviour. This is recognised within child abuse offending as well as the more specific elements of child sexual exploitation and child criminal exploitation, where during the course of investigation additional victims and offences may be uncovered.

In recent years, numbers of child protection referrals have continued to increase, particularly those relating to criminality such as CCE, which is a priority for the force. While this is a positive improvement, this places increased demand on the police in terms of information gathering for, and attendance at, strategy meetings.

20 <https://learning.nspcc.org.uk/media/2246/isolated-and-struggling-social-isolation-risk-child-maltreatment-lockdown-and-beyond.pdf>

Recorded volumes are expected to increase as result of a combination of data accuracy, quality improvements, the impact of Covid, and the continued reporting of historic offending. Datasets in 2021 should provide a stronger evidence base for future demand, and the impact of Covid will become apparent.

CHILD SEXUAL EXPLOITATION AND ABUSE

Volumes of child sexual abuse (CSA) have gradually increased in recent years. In the six-months to June 2020, sexual offences against children accounted for just over a quarter (27 per cent) of all child abuse offences.

Statistical forecasts predict a continued increase in this area of offending over the next 12-months and into 2024-25. A rise in historic reporting is expected, as victims feel more empowered to report offending and professionals improve their recognition of victims.

The force has identified an issue in the internal flagging of offences linked to CSE that are not also flagged as being CSA. Guidance has been sent to all districts to ensure greater compliance, which will be monitored with continued dip sampling of offences. The recording issue does not affect the ongoing safeguarding of victims or internal workloads, as the offences are already being recorded.

Continued efforts to encourage victims to report such crimes should increase the volume of offences recorded, as confidence in the force's ability to deal with such reports increases.

The new child abuse and exploitation strategy and procedural instruction document have been implemented, with interlinking delivery plans across vulnerability leads. Child exploitation cannot be solved in isolation; effective information sharing is essential to the protection of children and prevention. A Child Exploitation Group has recently been established and will be a pivotal forum to partnership working to assess and identify children at risk, highlight best practice across the force and address any operational issues.

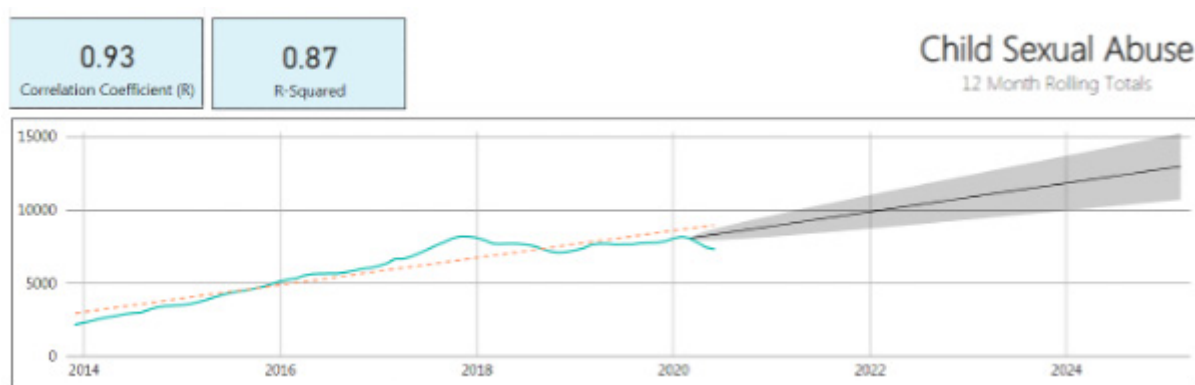


Chart 6(7)

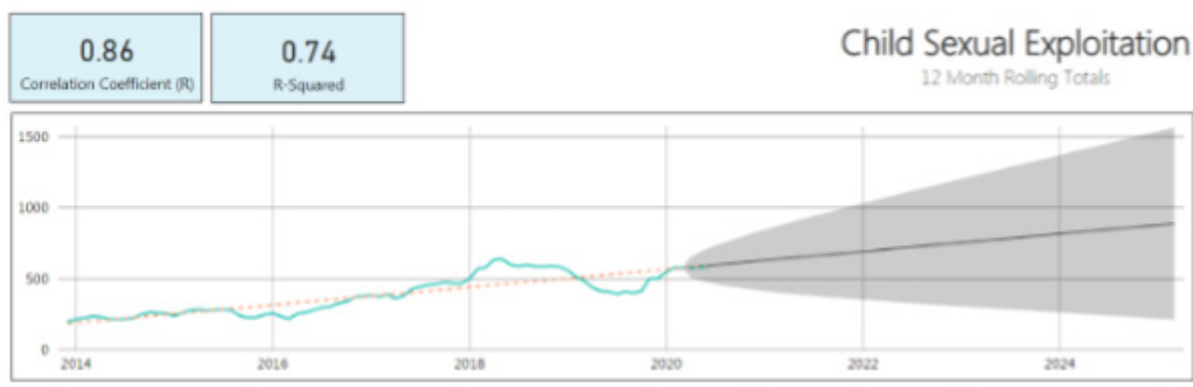


Chart 6(8)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	640	702	765	827	890
Forecast – Upper Limit	879	1,061	1,231	1,399	1,567
Forecast – Lower Limit	401	344	298	255	212
Variation – Previous Year	-	9.7%	9.0%	8.1%	7.6%
Variation – From 2019-20	-	-	19.5%	29.2%	39.1%

Table 6(2)

Despite reductions in 2019, statistical forecasts predict a continued increase in CSE offending in the years to 2025. A high proportion of CSE and CSA offences are historic reports, and the force anticipates a continued volume of historic reporting in 2021/22. Additional offences are still being recorded due to National Crime Agency Operation Stovewood investigations; in the six months to June 2020, 26 per cent of CSE offences were recorded by Operation Stovewood.

The force considers that the pandemic may lead to an increase in reporting of more recent CSE, as children return to schools where contact with professionals increases the opportunity for ‘spotting the signs’. While the force is hopeful that the IOPC investigation report will continue to encourage historic and current reporting of CSE into the policing service in future years, it is acknowledged the extent of reporting may bring a capacity challenge for the force.

SEXUAL OFFENCES

Rape and serious sexual offences (RASSO) are dealt with by PVP and CID departments across the force, with non-penetrative offences investigated by frontline response officers. Governance of sexual offending investigations takes place in the form of a RASSO Operational Meeting (ROM), which links to the RASSO steering group, and quarterly CPS regional meetings. The ROM gives all detective inspectors with responsibility for RASSO investigations a platform to discuss good practice, emerging trends and outcomes. A representative from CPS also attends the ROMs, in order to develop relationships with leads from across the force. This process has led to process improvements, such as the redesign of the force’s rape investigation closure form, which will support the investigative process in the coming years.

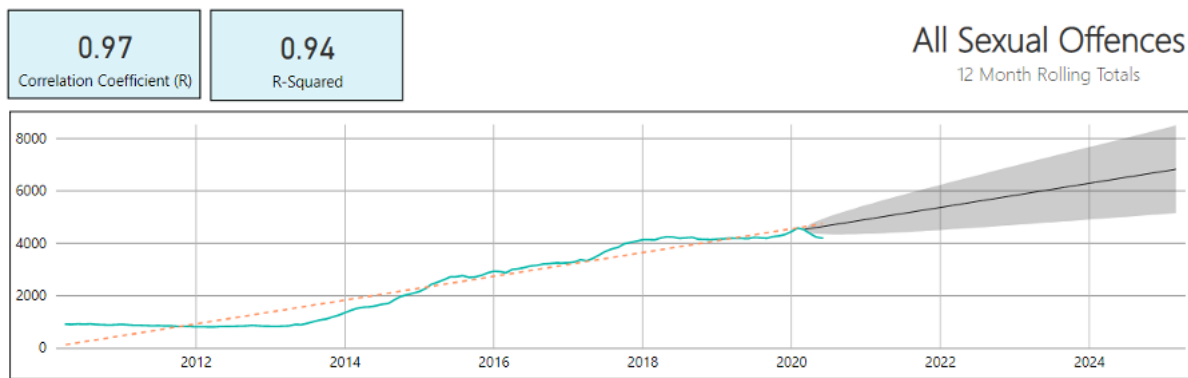


Chart 6(9)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	4,987	5,446	5,906	6,366	6,826
Forecast – Upper Limit	5,595	6,355	7,078	7,789	8,496
Forecast – Lower Limit	4,378	4,538	4,734	4,943	5,155
Variation – Previous Year	-	+9.2%	+8.4%	+7.8%	+7.2%
Variation – From 2019-20	-	-	+18.4%	+27.7%	+36.9%

Table 6(3)

While reductions have been seen in reporting during the pandemic, improvements in recording processes and continued efforts to encourage victims to report sexual offences are expected to increase the volume of offences recorded.

An NCA study is currently underway aimed at predicting trends in RASSO-offending following the pandemic restrictions. Through a comparison of RASSO offending and response in the lockdown period across Hampshire and South Yorkshire forces, the study will look to support an evidence base for predicting offending patterns in the short, medium and long-term. This is not currently available at the time of writing, but will be considered for the future demand conversations which take place in preparation for 2022 planning cycle.

As illustrated in Chart 6(9), forecasts suggest the reporting of sexual offences will continue to rise in the years to 2025. The force does expects volumes to be at or about the

forecast level, despite the current reductions, rising to around 6000 offences over the next few years. Within this the number of rapes are expected to increase (to around 2000 annually) but to a lesser extent than the level of other sexual offences.

There are a number of reasons the force considers the volume of RASSO reporting likely to increase; in part related to increased reporting and in some cases an increase in prevalence:

- Work to reduce the under-reporting of RASSO offences. Internal and external communications campaigns for sexual abuse and sexual violence awareness have been undertaken in 2020, involving a series of videos being produced by different local services, which victims can access via the police or by self-referral. Videos were produced by the SARC, ISVA Services, Call it Out (providing specific support to the LGBT+ community) and the Sheffield Hallam University wellbeing team. The theme lead has also produced a video

aimed at improving victim confidence to report.

- It remains a priority for the force to encourage victims of sexual offences to report their ordeals and this includes the reporting of offences which may have occurred years earlier. As the national voice for all sexual offences, as well as offences against women increases, this should increase reporting into the organisation for historic and current offending.
- The IOPC report into CSE to be released in 2021 is expected to encourage a greater number of victims to come forward, which is seen as a positive development, as well as being supportive of organisational learning.
- There is the risk that when Covid restrictions are eased that there will be an increase in the volume of sexual and violent offending beyond previous levels. The force has plans to support its response, but post-Covid offending is a challenge nationally and volumes cannot be meaningfully predicted.
- Activity to improve the force's partnership working across the safeguarding portfolio in 2021/22 and focus on improvements to the force's response to DA in 2020/21 are expected to lead to further increases in the identification of criminal acts and reporting by victims and concerned parties. Barriers still exist to the reporting of sexual offending within domestic relationships, but campaigns such as the force's #CutTheStrings campaign provide advice to support victims asking for help during the pandemic.

A key issue identified by the RASSO thematic lead in the first six months of 2020 has been the change in offending patterns. A higher proportion of RASSO offences are occurring after individuals have agreed to meet up via online social media and dating applications.

This aligns the relationship as within the category of 'acquaintance', but in reality, the relationship is one more akin to 'stranger'. While demand has reduced during the pandemic, it is considered to be a temporary reduction and the online element to sexual offences will be expected to increase further in future years. This will impact on the digital forensic requirements for evidential review.

HATE CRIME

The global pandemic and the Black Lives Matters campaign (BLM) are examples of events which have created vocal and demonstrative challenges to society, policing and the criminal justice system to address observed endemic inequality. They show that hate crime, community cohesion and public confidence in policing are interdependent and should be treated as such. The force has reviewed the separate thematic strands and hate crime has been aligned to areas such as community cohesion, stop and search, victim satisfaction and community engagement under the governance remit of Cohesion and Legitimacy, led by ACC local policing.

A force-wide Scrutiny Panel consisting of police and partners was established in February 2020 and meets bi-annually to support the building of strong partnership approaches across the districts, enabling engagement, reassurance, assistance, response expectations and the management of community tensions. It also supports reporting assurance to the OPCC Independent Ethics Panel and the force welcomes this level of engagement with the public to support appropriate levels of scrutiny.

The force recognises that the volume of reported hate incidents can be influenced by many factors: local, national, international, economic, political and social. In recent months, both the reaction to the global pandemic and prior to that, the UK's exit

from the European Union, have realised an increase in race hate incidents. Much of the reporting is by third parties, suggesting that more work can be done to encourage victims to report their experiences. It is therefore very difficult to forecast volumes with any accuracy, but the force expects volumes to increase, which is of course welcomed in an area of under-reporting.

The numerical predictions based on previous increases suggest that volumes will continue to increase at a rate of around 10-15 per cent each year. This would see the volume of hate crime offences rise to nearly 6000 offences annually by 2024/25.

In future years the work of the Law Commission on proposed reforms to hate crime laws²¹ may influence the reporting and recording of hate incidents, with a focus on areas such as misogyny, ageism and minority group-focused hatred. The force has enabled recording of non-strand hate crime, but this is not used widely, which may be due to a public assumption that these issues are not 'hate incidents'. The Law Commission consultation, which was launched in September 2020 and the results of which are expected in 2021, may influence a shift in the volume of reporting and the creation of new recording categories.

Honour based abuse (HBA), forced marriage (FM) and female genital mutilation (FGM)

The force recognises that HBA, FM and FGM are significantly under-reported, with victims often being reluctant to contact the police and make such reports. The force continues to work with partners in order to gain expertise in these areas and share knowledge with health professionals and other agencies, to ensure that all victims of HBA are identified. Safeguarding meetings are held for each individual case identified to

monitor issues connected to each victim, and each district holds a regular strategy meeting.

Partnership working has been ongoing throughout 2020 and closer ties have been established with health, local authorities and charities, through in-depth liaison and training carried out to raise awareness of these offences. Support from the thematic lead and the force's legal services department has facilitated increased liaison with local authority social care departments, who now better understand the extent of their lead responsibilities in this area, which is enabling many orders, such as Force Marriage Protection Orders (FMPOs), to now be victim and local authority led.

The pandemic has impacted on the number of orders applied for by the force, due to a reduction in referrals, however the pathway has remained available for other statutory agencies be able to apply for such orders during this period.

The low volumes of successful prosecutions for HBA nationally can lead to criticism of police forces and it is important that successful prosecutions are publicised to support victim awareness. Barriers do still exist to prosecution, including victims not wishing to engage in a criminal process against a family member, but it is the force's continuing position that prevention and safeguarding are at the forefront of its strategy in this area.

²¹ <https://www.lawcom.gov.uk/project/hate-crime/>

The number of crime investigations recorded within South Yorkshire is low with non-crime concerns being higher, particularly in relation to FGM.



Chart 6(10)

The closure of schools during 2020 has meant that normal reporting avenues have been reduced or non-existent. This is in contrast to the experience of charities (Karma Nirvana, Freedom and IKWIRO²² for instance) who have been subject to unprecedented demand. In July 2020, Karma Nirvana held their sixth annual Day of Memory with a virtual conference to remember those lost in the name of honour. The charity reports²³ seeing a 355 per cent rise in calls during lockdown and a 347 per cent increase in email contacts.

Forced marriage is described as a marriage in which one or both spouses do not, or cannot in the case of adults with learning disabilities, consent to the marriage. There is a fine line between forced marriage and arranged marriage and the two are often complex and difficult to distinguish. Increasing numbers of teenagers (mainly girls), or their friends are speaking out and reporting concerns directly to the police or teachers.

There has been a decrease in reports of forced marriage in 2020 compared to 2019 and the force lead believes some of this

reduction in both crime and non-crime has been driven by the effects of Covid. This may be due both to the difficulties in arranging international travel and also to some extent by the fact there has been less contact between potential victims and safeguarding professionals who might raise concerns.

Table 6(3) shows the number of Connect records listed under forced marriage.

	2018	2019	2020
Connect crime records	10	14	9
Connect non-crime records	14	25	16
Total	24	39	25

Table 6(3)

Force Marriage Protection Orders and FGM Protection Orders (FGMPOs) can be applied for at Sheffield Family Court which is one of only 23 courts in the country that deal with these types of offences. Applications can be made by the applicant him or herself or by a relevant third party, which is usually the designated local authority or any other person with leave from the court and can include the police. These orders can cover not only the applicant but others at risk within the household.

Since 2017 there have been a total of 50 potential victims protected by FMPOs, as shown in Table 6(4).

	2017	2018	2019	2020
FMP Orders	2	20	20	8
FGM Orders	5	14	4	0

Table 6(4)

Much like HBA and FM, FGM remains a hidden crime that often goes unreported until such time as professionals, more often than

²² Iranian and Kurdish Women's Rights Organisation.

²³ https://karmanirvana.org.uk/wp-content/uploads/2020/07/KN_FACTSHEET_20-V22.jpg

not in a healthcare setting, are engaged with the victim. The majority of reports made to the police therefore present via a third party, however the force continues to increase awareness of this crime among staff, and within communities and the wider public.

The continued recording of FGM investigations can, in part, be attributed to improved working relationships with partner agencies, significant local and national media campaigns and a clear internal focus on education. *Table 6(5)* outlines the volume of recorded crime and non-crime reports for FGM investigations.

	2018	2019	2020
Connect crime records	0	2	2
Connect non-crime records	46	155	162
Total	46	157	164

Table 6(5)

The age at which girls undergo FGM varies enormously according to the community. The procedure may be carried out when the girl is new-born, to just before marriage or during the first pregnancy. Girls aged between five and eight years are considered at highest risk. The procedure can cause

untold physical and psychological damage and behavioural changes. Covid-related restrictions will have prevented the international travel often associated with FGM offending. There is a risk those who usually undertake the procedures (sometimes in a medical setting) and other women within associated communities, will be carrying out more procedures locally, which is a challenge for the force's intelligence picture.

The force lead for FGM considers that the identification and recording of FGM investigations will continue to rise over the years to 2025, albeit that overall volumes remain low. The majority of reports will continue to come from third party referrals, which the force will investigate using any appropriate prevention or criminal justice outcomes deemed supportive to the victim.

MISSING PERSONS

Frontline response officers provide a round the clock response reports of missing people, with resource allocation being based on completion of a Threat Harm Risk Investigation Vulnerability Engagement (THRIVE) assessment. The outcome of this assessment determines the level of initial response and the timeliness of the response.

While missing person reports account for just two per cent of all incident volumes, the

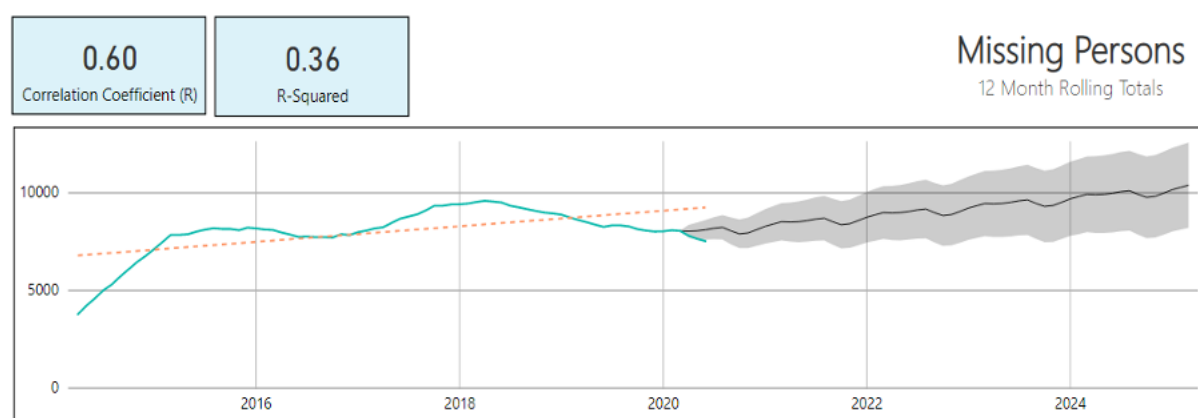


Chart 6(11)

time spent by the force investigating reports of people who are missing from home can be lengthy and require numerous resources from across the force.

Safeguarding is a high priority for the force, as it tries to reduce further missing episodes. Officers involved in missing person investigations are trained to identify any vulnerabilities that may be the cause of an individual going missing. There is a broad scale of demand complexity which can originate from a missing person report, such as links to modern slavery, human trafficking, child and adult exploitation.

In 2019/20, the force identified that children missing from looked after care homes and absconders from hospitals created a high proportion of localised organisational demand. This was addressed by the local introduction of 'trigger plans'. The plans are created to guide officers with information from previous missing episodes that can assist to locate and protect the individual.

The volume of missing person reports in 2019/20 was recorded within one per cent of the predicted volume and despite the reduction seen with Covid restrictions, once eased, the force expects the level of missing persons to return to levels previously seen in 2019/20. The numerical forecast in *Chart 6(11)* does not account for the reinvestment into neighbourhood policing locally and the force commitment to problem solving processes, which have contributed to a reduction in volumes since 2018, which the force expects to continue. As a result, the volumes expected should remain between 8,500 and 9,500 over the course of the next five years. This is a broad prediction attempting to consider the unknown demands from expected economic recession, increases in vulnerability and pressures upon partnership services, but with the commitment of continued local policing team investment.

MENTAL HEALTH

Police demand dealing with mental ill health is recognised as a complex issue, as vulnerabilities can underpin many reported incidents and can also be under-reported due to lack of awareness or identification.

The prevalence of mental health disorders in South Yorkshire has increased across the majority of indicators outlined by the Public Health England Mental Health and Wellbeing assessment (2019). This is higher than the rate recorded for England overall, and the prevalence of common mental disorders in adults was seen to be increasing across all four districts within the force area.

In the year to June 2020, the force dealt with 20,182 incidents, which either had an opening or a closing incident code indicating mental health concerns. The volume and proportion of mental health related police demand has increased but it is not clear whether this data increase is a reflection of an actual increase, or evidence of improved capturing and recording of this vulnerability due to new systems and increased awareness. It is most likely a combination of both factors.

The force has invested in delivering strong partnership services to support mental health concerns, and the Integrated Care System (ICS) framework delivers a countywide multi-agency approach to public health. The force's active involvement within the ICS is supported by the force's Mental Health Strategy, which includes objectives for

- Prioritising the aims of the joint ICS Framework.
- Eliminating the use of custody as a place of safety.
- Ensuring appropriate access to mental health services.
- supporting training needs across the partnership.

- gaining a better understanding of demand across the partnership.

The force has also placed an emphasis on assisting officers to better understand and respond to mental health issues. There is a Mental Health Portal which includes details of useful contacts, access to forms and a mental health toolkit. This provides clear operational and tactical guidance to officers when they are dealing with a mental health incident.

In previous years, acute behavioural disorder (ABD) was an area of focus for the force. Following sustained engagement with partners such as Yorkshire Ambulance Service, concerns have been reduced, and the force and partners are in an improved position in terms of recognising, responding to and accurately recording ABD incidents. The force has worked to set best practice across the UK and has held conferences to support national learning in this area.

The force's use of Section 136 of the Mental Health Act is crucial to the support offered to those with mental health concerns. Work has been progressing for some months with the ICS Crisis Pathway Steering Sub-Group to develop a South Yorkshire-wide Section 136 Pathway and standard operating procedure for places of safety. This will provide consistent delivery across the county's emergency departments and as a result has required careful review by all parties involved. The protocol was delayed in 2020, due to working and policy changes within partnership agencies, and commenced in March 2021.

The use of Section 136 detentions has increased in 2020, with a total of 142 Section 136 detentions recorded in May and 116 in June 2020, both significantly higher than the monthly average of 96.



Chart 6(12)

The force continues to appropriately avoid the use of police custody for Section 136 detentions, as per legal requirements under the Mental Health Act 1983 (Places of Safety) Regulations 2017.

Within previous assessments, continued issues with partners were raised as impeding or adding to police demand in relation to mental health. Staff and officers are advised to direct such issues through the escalation log, which can be found on the Mental Health Portal on the intranet. Incidents recorded on the escalation log for 2020 have been reviewed and it is noted that issues with partners, which have been raised in previous assessments, continue to be evident in this most recent review period. Of the 38 incidents reviewed, 84 per cent related to an issue with, or failure of, a partner agency. This includes delays in a Section 136 place of safety being identified, which, in some cases, has led to officers being abstracted for significant periods of time. There were also issues identified in patients absconding from secure mental health hospitals leading to further demand from the resultant high risk missing person investigations.

Within the context of Covid, the prevalence of mental health issues is expected to rise, with increases expected both in the short term and the long term. In the short term the recognised risks are:

- Reduced access to support in terms

of both public services and family and support network contact.

- Mental health concerns linked to grief.
- PTSD potentially experienced by frontline workers.
- Impact of hospitalisation on those with acute Covid symptoms.
- Extended periods of uncertainty and lack of control.
- The impact of sustained financial pressures.
- Reduction in services to vulnerable people.

Anecdotally during the periods of lockdown, there have been reductions in the numbers of reports, but those who are contacting services are presenting with greater vulnerability.

The impact of the pandemic is widely acknowledged to have a long-lasting impact on the UK economy. Academic research discusses the positive correlation between unemployment and suicide rates within communities and without a meaningful economic support system, suicide rates are considered likely to increase. In relation to mental health more generally, it is predicted that if the economic impact is as it was in the 2008 recession, it might be expected that there would be in the region of 500,000 additional individuals with mental health issues across the country²⁴.

Due to previously recognised issues with the recording accuracy of mental health incidents, statistical forecasting is limited, however as recording improves alongside greater awareness by both officers and the public as a whole, there will continue to be an increase in the number of mental health incidents reported to the force.

STEP 2 Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply

The PVP governance unit (*Section 11: Forcewide Functions - Performance and Governance*) governs forcewide PVP delivery, provides specialist advice, maintains training packages and monitors the delivery of policies and procedures across the force. Within the unit, a Rape and Serious Sexual Offences (RASSO) Gatekeeper was established in 2019, ensuring consistency in the management and quality of RASSO investigations across the force. The unit is also responsible for delivering ViSOR administration, MAPPA administration and houses a centralised Domestic Abuse Risk Assessment (DARA) team. Currently audits such as child neglect and PVP offences over 24 months old are delivered by the Strategic Delivery Unit, which affects the unit's ability to fulfil requirements in other areas, with the PVP audit processes being prioritised on the basis of victim risk.

The current staffing levels within PVP teams across the districts are in *Table 6(7)* and *Table 6(8)*.

²⁴ <https://www.centreformentalhealth.org.uk/publications/covid-19-and-nations-mental-health-may-2020>

Team	Post FTE	Strength FTE	Variance
CSE	12.00	11.20	0.80
Domestic Abuse Team	1.00	1.00	0.00
Evidence Review Team	1.00	0.50	0.50
PVP	9.50	9.50	0.00
Referral Team	9.00	8.85	0.15
Team 1	22.00	21.59	0.41
Team 2	21.00	20.69	0.31
Team 3	23.00	21.40	1.60
Team 4	25.00	24.58	0.43
Total	123.5	119.31	4.2

Table 6(7) Police Officer strength

Team	Post FTE	Strength FTE	Variance
CSE	2.00	2.00	0.00
Referral Team	23.93	23.38	0.55
Team 1	16.00	16.00	0.00
Team 2	17.00	16.81	0.19
Team 3	16.00	15.73	0.27
Team 4	14.00	14.00	0.00
Total	88.93	87.92	1.01

Table 6(8): Police Staff Strength

Sickness absence is a concern with PVP teams across the force. There are concerns not only regarding the quantity of cases investigators are carrying, but also about the level of risk involved in these investigations. As such, PVP delivery is a force priority and staff from relevant units are not to be abstracted to cover other areas of policing. It is recognised that a reduction in staffing is not acceptable and a request has been made to increase the number of authorised funded posts, and fill any gaps across the teams.

The wellbeing of staff within the PVP departments is specifically cited within the Performance and Governance concern register, and the force's Occupational Health Unit (OHU) continue to work with PVP managers to support any individual

needs. For staff working in the PVP arena, a voluntary 12-month psychological health surveillance assessment is available via OHU. Given the nature and demand of the work PVP staff deal with, this is considered a key tool in support of wellbeing. Officers who undertake the role of a Family Liaison Officer (FLO) also have the enhanced OHU support of a psychological health surveillance assessment every six months. PVP staff are also able to take advantage of the wider wellbeing offer in force (*Section 2: Wellbeing*).

In an effort to reduce workload pressures on officers within the PVP teams, a number of IOs are being trained to PIP Level 2 and extra tutoring is being sought to support this process. The force also intends to train IOs within PVP departments in the SCAIDIP²⁵

²⁵ Specialist Child Abuse Investigator Development Programme.

qualification to further support investigations and work-based time will be used to complete the SCAIDIP portfolio.

The force has introduced a new policy in relation to investigations relating to the sudden unexplained death of infants and children (SUDIC), with the introduction to a dedicated booklet to be used by all staff on attending such incidents. A further guidance booklet and log for senior officers has been produced in relation to SUDIC incidents. Both booklets provide details of support services available to families and includes support and welfare for officers that attend and deal with such tragic cases.

DOMESTIC ABUSE

The introduction of dedicated domestic abuse teams in all four districts has enabled appropriate local expertise and focus upon high risk domestic abuse offences. The staffing for these teams is a blend of Tier 1 and Tier 2 investigators and each district has a bespoke model to suit its specific needs. The teams comprise a mixture of DCs, PCs and IOs who are rotated to develop organisational learning.

DA Matters training, which is being delivered between 2020 and 2022, has been a major training investment for the force. The 'train the trainer' approach will support the anticipated requirement for future training needs, such as new student officer and IO training inputs.

STALKING AND HARASSMENT

The force has identified challenges in the recording of stalking and harassment offences and the completion of S-DASH for non-DA offences. Training is planned via response CPD events in 2021 to address common errors at the initial stage. DA Matters training will also support recognition

of this offending, due to the similarities with the coercive control legislation.

The use of the specific search power for stalking offences has been identified as an area for improvement and is being highlighted to officers through training. The force lead for stalking and harassment has been instrumental in developing the force's recording of premises searches and the force is now seeking to implement a digital form to link to CONNECT when a house search has been carried out.

ADULT SAFEGUARDING AND VULNERABILITY

Progress and performance is measured using the National Action Plan and the College of Policing self-assessment tool.

Since the previous FMS, the VAF has been fully embedded. All serving officers and public facing staff have received the College of Police training in regard to vulnerability and this is now included within initial training for new student officers and IOs.

Supervisors are trained to ensure that victim vulnerability is properly assessed and this is to be commented on within investigation plans and any investigative reviews completed. Supervisors are further responsible for ensuring that officers are aware when victims are entitled to enhanced victim support and what enhanced support is available.

Work is currently underway with adult social care to review the vulnerable adult referral question sets to ensure that they are fit for purpose. Furthermore, the force lead for vulnerable and older people has recently worked with adult care to devise a one-day 'Working Together' training programme which is currently being delivered to staff and partners. This will increase and enhance understanding for staff in respect of the criteria for referrals and signposting.

CHILD ABUSE

With the recent investment in domestic abuse teams, some capacity has been released within the existing PVP teams to support the force response to child abuse. District teams are largely responsible for the delivery of child abuse investigations and capacity and capability within PVP teams will be strengthened by IOs being trained to PIP Level 2.

Spotting the signs of neglect has been recognised as a current gap in knowledge for frontline officers and training is being developed for both PIP1 and PIP2 investigators via the Bitesize investigations programme. This will give officers advice on what to look for in terms of neglect. It is expected that demand around neglect will increase following the reopening of schools and support services which assist with identifying and responding to child abuse. The force will monitor the capacity of the teams in 2021/22 to ensure the workload balance is understood and supported.

The role of the theme lead for child abuse has not previously been a stand-alone post, but undertaken by a senior officer in addition to daily duties. The force recognises that a dedicated post should be supported, given the scope and intricacies of child abuse investigations and a resourcing bid was approved for delivery in 2021/22.

CHILD SEXUAL EXPLOITATION AND ABUSE

All offences of this type are dealt with by specialist officers within the PVP departments. The training of IOs to PIP level 2 and the SCAIDIP qualifications will assist with reducing demand on the police officers within the department.

Demand and delivery is under constant review across all four districts.

All PVP teams conduct weekly or fortnightly child exploitation meetings with relevant partner agencies and the force has a dedicated CSE page which has links to useful tools for officers to obtain advice and guidance and links to external training, which is available to officers.

SEXUAL OFFENCES

The force has a dedicated SARC which is used for victims aged 16 or over. The embedded post of the RASSO gatekeeper ensures consistency in the management and quality of RASSO investigations across the force.

The RASSO gatekeeper is now seen as a fundamental post within the central PVP Governance unit and the volume of work reviewed is continually growing. Given the new CPS disclosure guidelines, the amount of material to review for each case is also increasing, which limits the level of proactivity that is achievable within the role.

The RASSO gatekeeper is however looking to introduce Scrutiny Panels in response to the force's low charge rate in this type of offending. The panels will consist of key-partners from both the statutory and non-statutory sector. The aims of the panels will be to:

- Receive feedback on investigations in an attempt to better understand what may prevent some victims from fully engaging with the police and the wider criminal justice system.
- Take any issues or concerns back to the respective PVP departments.
- Raise standards of investigations thereby improving the charge and conviction rate.
- Provide a better service to victims of RASSO offences.
- Effectively work with the adult SARC manager and unit.

- Effectively work with the children's SARC manager and staff at Sheffield Children's Hospital.
- Make a contribution to planned PVP training events – set the training agenda and identify key training priorities, having received feedback from witnesses, victims, CPS and partners.

Work has been completed on the booklet used by officers upon initial attendance at a report of rape or sexual offences. This new and updated booklet provides officers with guidance around victim care and the gathering of evidence along with support services available to victims. It provides contact numbers for victims should they wish to self-refer to services rather than have the police do so on their behalf. The new booklet has a more 'step by step' approach, with specific guidance to assist officers with what they need to do in a variety of scenarios.

HATE CRIME

Each district has a hate crime coordinator (HCC) who is pivotal in delivering the force strategy, both internally and through the multi-agency hate crime scrutiny panels and Independent Advisory Group (IAG). The coordinators quality assure and review all hate crimes, contact victims, build relationships with hard to reach groups, engage with communities and work to reduce under-reporting.

Compared to other crime types, hate crime has a relatively low incident reporting and so demand is more easily subsumed within the existing capacity of response and neighbourhood teams. A mandatory online training package has been designed for all front line officers to complete and completion rates are monitored by the theme lead.

HONOUR BASED ABUSE, FORCED MARRIAGE, AND FEMALE GENITAL MUTILATION

Karma Nirvana has previously provided training to the force, following which, HBA champions were appointed, skilled at understanding and completing the risk assessment tool relating to HBA concerns. However, movement of staff has meant that a number of the champions are no longer in post, and due to Covid restrictions, no further training has been delivered. The force's subject matter expert is delivering the training remotely, to officers across the force from all disciplines. The focus is to improve understanding of HBA issues, the knowledge of what actions should be taken to safeguard victims and potential victims, and steps required to effectively investigate these crimes.

While volumes are expected to increase, no concerns have been raised for the capacity of the force to respond.

MISSING PERSONS

The force employs dedicated missing person officers who collate episodes of missing persons and identify repeat instances, hot-spot areas and locations. They share information with other agencies creating a multi-agency safeguarding solution. Missing persons officers are now embedded at each district, and also within each PVP team.

Missing person officers are solely dedicated to the enquiries to trace persons reported missing. The addition of these officers has been of great assistance to the response staff by reducing the regular demand linked with missing from home enquiries. The missing person officers are also key to ensuring that intelligence is gathered and disseminated appropriately. They work closely with local CSE teams to identify and intervene in cases of missing children who may be at risk of CSE. They target those who seek to harbour persistent or vulnerable missing persons and maintain contact with local children's homes to build better relationships. The officers also attend 'scenes' such as missing persons' home addresses and conduct return-home interviews with missing persons when appropriate.

There are no concerns raised for the capacity or capability of the officers.

MENTAL HEALTH

Mental health training in 2020 has continued on a virtual level, with most training being delivered through updates on the mental health portal on the force internet. This portal provides access to all required forms and training packages such as Project Nova (the Armed Forces Covenant), the Vulnerability Assessment Framework, the definitions of mental health, the Mental Health Continuum and methods to de-escalate incidents. There is also a training package specifically created for custody staff.

A continuing issue in relation to management

of mental health related incidents of is data quality and how this impacts on the force's understanding of mental health demand. An example of this is an issue with the gazetteer within SmartContact, which affects the force's ability to acquire accurate measures of repeat locations, although work is ongoing to address this issue.

Work and training with Atlas Court staff determined the number of different qualifiers that could be used to finalise an incident that involved mental health issues was too broad, leading to inconsistency. As a result of this work, a number of the existing codes are to be removed, leaving three qualifier options for mental health incidents: Mental Health General, Mental Health 135 and Mental Health 136. It is believed that this narrowing of options will improve recording and will therefore better the force's understanding of mental health demand.

A specific role in force, part funded through the ICS partnership, is a suicide prevention and vulnerability officer. Active surveillance of suspected suicides supports information sharing with public health and local authorities through a death by apparent suicide (DAS) form, which, since December 2020, has been used to inform the QES case management system, accessible by Public Health leads.

The force recorded 169 suspected suicides in 2020, a four per cent increase on the total in 2019. As part of the force's Bitesize video series, which is designed to reach officers across the force through targeted briefings, a video is to be released to support suicide awareness. In the video, the suicide prevention officer explains the considerations that all officers should be aware of and the importance of the referral process. The suicide prevention officer also meets community groups and ensures that vulnerable child referrals have been made

for children living in families affected by suicide. Suicide can be considered among the range of adverse childhood experiences, which research increasingly shows to be an indicator of long-term health and behavioural issues in later life.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

The level of under-reporting by victims of PVP offences is a perennial challenge for the policing service and South Yorkshire Police understands the importance of media stories and engagement with local communities. Publicising successful investigations, feedback from victims, and prosecution results will continue to encourage victims to report historic and ongoing abuse to the police. The force is committed to providing an excellent service for all victims.

The most pressing issue for PVP teams is to deliver a workforce that can meet expectations in the face of increasing demand in the coming years. The force recognises this, and remains committed to improving the capacity and capability within the PVP workforce. The national shortage of detectives remains a challenge, but the force is striving to address the issue and is continuing to recruit officers through a variety of pathways, such as the Police Now Detective process. South Yorkshire Police has agreed with Police Now to 'Fast Track' a cohort of new recruits into investigative roles. More detail on this is included in Section 5: Investigations.

All district PVP teams have had funding agreed for additional posts within the next year:

- Barnsley will see an uplift of a PVP office manager and a PVP coordinator post at PC level. Wombwell Police Station is also to be remodelled in the coming year to accommodate Barnsley PVP staff co-located with Barnsley Metropolitan Borough Council social care staff. This will create a joint working hub to provide an excellent victim-led facility. The joint working for police officers and social care staff will increase collaboration, timely information sharing, and reduce bureaucracy.
- Doncaster will see an uplift of a PVP office manager, the current PVP administrative assistant post is to be made permanent and there will be two additional detective sergeant posts.
- Rotherham will see an uplift of a PVP office manager post.
- Sheffield will see an uplift of two additional detective sergeant posts and a PVP office manager.

These additional posts will assist in ensuring that investigations are allocated and managed effectively and in a timely manner. The additional supervisory posts will assist in providing additional scrutiny to investigations and in ensuring that all lines of enquiry are followed.

Staffing within the PVP Governance department has also been reviewed, the implementation of which will take place in 2021/22. Funding has been authorised for:

- Two auditor posts – these posts will deliver the quality assessment audits currently being undertaken by colleagues within the Strategic Delivery Unit. This will enable a regular programme of quality assurance work around PVP related matters.

- A DCI post – this post will have responsibility and oversight for MAPPA, DARA and VISOR units, and the RASSO gatekeeper, providing a dedicated support for the management of offenders who fall under these areas.

Acknowledging the concerns for future resourcing, the force is scoping a review of the capability, capacity and wellbeing of PVP teams across the force. The timings of delivery are yet to be prioritised and are dependent on the availability of the force's business change analysts.

DOMESTIC ABUSE

The force review of specialised PVP DA teams continues. The review will examine the proportions of DCs, PCs and IOs within each team and also the rotation of staff in and out of these departments. Doncaster, which currently has a three-team system has recognised that, given the demand, a four-team system as seen in Sheffield would be more beneficial to them, and a paper is to be submitted in 2021 to recommend an increase to existing staffing levels.

Acknowledging the impact of DA on children, the force continues to employ Operation Encompass to support children who live in households where domestic abuse has been reported. It is a process by which the force notifies the local authority, who ensure that the relevant schools are made aware of issues in pupils' home lives. This supports schools' understanding of children's circumstance and enables them to support pupils. It is not mandatory for schools to participate, but is available to schools across all four local authority areas in South Yorkshire in 2021/22.

The Domestic Abuse Bill was delayed in parliament by Covid, but is due to be implemented during 2021. This will have an impact upon the use of civil orders such as DVPOs, which in South Yorkshire will continue to be managed by the DVPO team. The efforts of the specialist team will continue to reduce demand on frontline officers, who now rarely build DVPO applications or attend court themselves. The DVPO team will also support the force's preparations for Domestic Abuse Protection Order (DAPO) applications, as proposed in the new Domestic Abuse Bill.

The force has volunteered to be part of a Home Office pilot for Domestic Abuse Protection Orders (DAPO). The orders offer wider protection to victims, having the benefits of an order being valid for up to two years, entailing positive requirements on perpetrators such as tagging and courses along with the fact that the new orders can be applied for by both victims and third parties. This aims to improve responses to the safeguarding of DA victims.

ADULT SAFEGUARDING

Adult vulnerability in all its forms spans across the breadth of offending and victimisation. The continued focus for the force is on the delivery of the VAF process, and engaging with partner agencies.

As vulnerabilities are increasingly recognised and demand subsequently grows, concern exists for the force's ability to service the increased demand. General vulnerabilities will continue to be subsumed within existing local delivery and there is ongoing prevention work for areas of targeted adult victimisation such as online fraud and bogus officials. The longer-term impact of Covid and the economic downturn is yet to be fully understood.

26 <http://www.tecsos.co.uk/index.html>

The force has plans to review adult safeguarding practices to identify areas for improvement linked to the consistency of the whole partner approach across the four local authority areas.

CHILD ABUSE

The force delivers joint agency training to a number of partners including social services, health, education and foster carers. Social services in particular feature within the jointly trained Specialist Child Abuse Investigator Development Programme (SCAIDP), which is due to restart after delays due to Covid - by the end of 2021, four courses are expected to be completed.

In January 2020, the force was revisited by HMICFRS to undertake a crime data integrity (CDI) re-inspection. Within their findings, the inspectorate found room for improvement in the reporting of crimes relating to vulnerable children, despite the efforts of the force to improve training and understanding in these areas. As a result the force commissioned a series of qualitative audits and has undertaken further training within the specific operational units to ensure that greater understanding of crime recording standards is embedded. This will continue as a focus in 2021/22.

The force is also working to improve the recording of safeguarding taken by officers and partners and the evidencing of the voice of the child within crime investigation records. Measurement of the threat and scale of familial abuse is sometimes difficult for the force to quantify due to other crime data accuracy issues, such as failure to consistently record ethnicities and victim-to-suspect relationships. Both training and technological measures are being implemented to mitigate these risks and improve data quality.

Through a series of qualitative assessments, the force has identified a gap in officer knowledge around child neglect, and has been working with various partners, including the NSPCC, to develop a course suitable for forcewide rollout. The aim of the training is to provide an in-depth understanding of the impact of neglect in children both long and short term, to support improvements in the way the force works with partners when dealing with neglect. The course will be delivered to all officers and staff who encounter victims and those who make referrals to the police, in a plan to deliver to a critical mass of over 2600 staff in a six-month period commencing late summer 2021. A number of officers and staff will be identified to act as child neglect champions who can support the ongoing training requirement. The programme will provide attendees with feedback evaluation and the force is in discussion with academic partners to support wider evaluation of the benefits.

Prior to the training rollout, qualitative audits retrospectively highlight data quality issues and inform the policing response for future delivery, and district teams are fully engaging with local authority partners in a continued focus on improvement.

CHILD SEXUAL EXPLOITATION AND ABUSE

The force uses stop and search data to identify how many children are being stopped and found with drugs, weapons or going equipped to commit a crime, which could indicate that they are at risk of exploitation. This analysis can be used to assist in identifying potential victims of CSE and CCE. Ongoing work for the force lead is in supporting frontline understanding of the importance of the need to submit referrals for children as appropriate, following a stop and search incident.

A particular risk which digital communication poses is its use in the criminal sexual exploitation of young people. Analysis of offences and intelligence identifies Facebook, Snapchat and TikTok as the most common online platforms used by perpetrators to exploit children.

SEXUAL OFFENCES

The increase in RASSO submissions has identified that the gatekeeper spends a large amount of time quality assuring case files. An additional detective constable post has been agreed from the uplift to assist to review the quality of files prior to submission to the gatekeeper. This will improve the quality of the submissions to the CPS, and the service provided to victims of sexual offences. The post-holder will also be instrumental in the development of RASSO scrutiny panels and is expected to be in place by June 2021.

HATE CRIME

Throughout the year there are various campaigns and awareness raising days including Hate Crime Awareness Week (October). Work has been undertaken to refresh the Hate Hurts campaign using impactful videos based on individual real-life case studies. The Home Office is addressing the national issue of online hate with pressure being put on service providers to better recognise, moderate or remove hate speech.

Although there is an expected increase in hate crime offences, the actual number of offences remains relatively low and the theme lead is confident that existing resources can meet demand. South Yorkshire Police continues to work to ensure that online hate is accurately recorded and addressed within force systems. The theme lead for hate crime commissioned a benchmarking exercise in 2020 around the force's response to hate crime. The next step in 2021/22 is to implement good practice identified from West Yorkshire and Lincolnshire Police.

HBA, FM AND FGM

HBA, FM and FGM are highly under reported often due to the shame felt by victims and the pressures exercises by the communities in which they are raised. The very nature of these offences means they remain largely hidden, and so the ability to build trust to support reporting is limited. Wherever possible strong links need to be built with third party organisations working within the communities to lead to a better exchange of information and intelligence. Work is ongoing to create opportunities to air concerns and build trust, through the sharing of messages regarding confidentiality and discretion.

The force's Legal Services department and subject matter experts continue to work with all four local authorities in respect of forced marriage protection orders and FGM Protection Orders. This work between agencies will continue to improve, with local authorities now taking the lead on the applications for such orders.

MISSING PERSONS

The force is introducing a new recording system for recording missing person investigations. The Compact²⁷ system was to be launched in April 2021 but has been delayed until October 2021. The new system will improve the case management approach to the recording of missing from home reports, supporting additional risk assessments. Compact will have the nationally recognised Philomena Protocol embedded within it, a scheme that asks carers to identify children and young people who are at risk of going missing and to record vital information about them that can be used to help find them quickly and safely in the event of a missing episode. The forms that are completed will be stored on Compact for

easy access to staff.

The police service continues to face challenges to understand the wider exploitation of children linked to county lines, modern slavery and human trafficking. It is accepted there may be a degree of under-reporting by parents or carers of missing children, for fear of agency involvement. Work is ongoing in South Yorkshire to support a multiagency approach to first-time missing children, to identify what additional care can be offered to address the reasons behind missing episodes, leading to early identification and reduction in long-term demand.

MENTAL HEALTH

Mental health delivery will continue to be a priority for the force in 2021/22. A new training programme for contact resolution officers at Atlas Court is being delivered as part of induction training, to commence April 2021. The training aims to assist staff to identify, at the first point of contact, where mental health is a contributing factor to a reported incident, and to signpost callers to the appropriate service first time.

Acknowledging recent increases in the volumes of suicides, the suicide prevention officer will collate data from negotiator call-outs, suspected suicides, and Section 136 data, and will work with force intelligence, to produce an analytical product that can be disseminated to districts to inform the creation of POP plans for vulnerable locations in public spaces. District intelligence will also link with the suicide prevention officer regarding repeat individuals to report to the Tactical Tasking and Coordination Group (TTCG), ensuring appropriate assurance to any action taken.

²⁷ <https://www.wpcsoft.com/compact>

Improvements are being made in the development of a mental health triage process, designed to enable officers to consult with a healthcare professional while at a scene. A Section 136 'checklist' has been designed to assist officers to know what information can be provided as part of the telephone triage process, which will help officers to decide whether the use of Section 136 is appropriate or whether there are other available options. The triage evaluation operates in line with College of Policing guidelines. A review of the current pilot in Doncaster will be taking place in 2021/22.

Online offending remains one of the biggest threats in relation to CSE, as online offending is currently more prevalent than contact offending.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Despite the force's continued efforts to improve PVP resilience, this demand is predicted to continue to increase in all areas within PVP in the coming years. The force is supporting delivery with increases in resources in 2021/22 which should support the capacity and oversight for investigations. Future capacity and capability is under consideration for a review of PVP teams, but this will take time and is not expected to influence delivery in 2021/22. Mitigation exists for the interim period, as outlined in Step 3.

Until the full details of the new Domestic Abuse Bill are known it is difficult to assess the exact impact that this is likely to have on demand. At the least there are likely to be training requirements around the new legislation.



South Yorkshire

POLICE

Section 7

Managing offenders

SUMMARY

The management of offenders is cited within a number of elements of the Police and Crime Plan 2017-2021, including protecting vulnerable people (MAPPA and RSO) and tackling crime and anti-social behaviour (IOM). The OPCC and South Yorkshire Police have a strong focus on partnership working which is an essential element in the management of offenders across the force.

The restructure the National Probation Service (NPS) is leading to more efficient use and direction for IOM teams, which will have long-term benefits for the force. The restructure will make the IOM structure more consistent with and real drive towards integrated partnership working. There are no significant concerns regarding the capabilities and capacities of the MAPPA team.

Management of suspects and offenders across districts are subject to appropriate and consistent strategic oversight and scrutiny. Registered sex offenders are now being recorded on both the incident and crime management systems, which supports officers to locally manage resources in the prioritisation of outstanding suspects and repeat offenders. The force also looks to support vulnerable offenders; the Project Nova referral pathway scheme continues to support the force in accommodating the unique circumstances of veteran offenders. The gap for offender services in the cessation of Inspire to Change is a challenge for the organisation. Although not within the influence of the force to deliver, and the organisation looks to work with a new provider once established.

The rating of **YELLOW** for this section reflects the current challenge in delivery within the ViSOR Unit where there is a workload per officer level exceeding that recommended by the NPCC. The number of sex offenders in South Yorkshire has continued to rise on an annual basis and this is likely to continue with the increase in the ability to trace and locate offenders who commit offences on the internet. This is being addressed in 2021/22 at which point the demand gap will be fully mitigated.

This section will focus on how the force manages offenders and will provide details on:

- Integrated Offender Management Teams (IOM)
- Multi Agency Public Protection Arrangements (MAPPA)
- The management of violent offenders and sexual offenders
- General suspect management processes

STEP 1: Establish the difference between current demand and the demand you expect in the foreseeable future or the next four years.

INTEGRATED OFFENDER MANAGEMENT TEAMS

The force has four IOM teams, which work independently across the force, concentrating on IOM nominals in each district. The teams use the Office for National Statistics (ONS) harm index, coupled with local intelligence, to identify individuals suitable for management and monitor the effectiveness of interventions, working alongside the Community Rehabilitation Company (CRC) and NPS.

The volume of nominals managed across each team changes regularly, therefore it is difficult to quantify. The offending behaviour aligns usually to the cohorts of domestic violence, child sexual exploitation, organised crime groups and serious acquisitive crime (SAC). The cohorts consist of convicted offenders and non-convicted nominals who are identified as posing a risk of harm to local communities, which includes high frequency offenders. Of the 501 nominals being managed as at July 2020, 43 per cent were in custody at the time, leaving 288 being managed within the community. This is an increase of 99 from the previous year, which is attributed to the force's focus to ensure inclusion of SAC nominals who are responsible for repeated offending. This approach aligns with the new national strategy for IOM management.

The new national strategy seeks to bring consistency to IOM around aims and cohort selection. IOM aims to make communities safer by reducing reoffending. The strategy refocuses IOM on neighbourhood crime (burglary, robbery, theft from the person

and vehicle theft). The strategy also enables schemes to retain their local flexibility, and to work with other cohorts when they have sufficient resource to do so, by using a 'fixed, flex and free' model for cohort selection.

- Fixed - offenders who have committed specifically neighbourhood offences.
- Flex - offenders who may not have committed neighbourhood crime. Offences but who would benefit from a neighbourhood crime IOM approach.
- Free - entirely different cohorts, requiring a separate tailored approach with different pathways (e.g. domestic abuse offenders).

The increased demand will impact will impact on the IOM teams, however this will be assisted by the support provided by neighbourhood teams.

Each district has an effective Local Offender Management Panel (LOMP) in place to ensure multi-agency information sharing and to collectively identify offenders who need to be included in the IOM cohort groups. Each LOMP meets monthly, and is attended by key stakeholders involved in the IOM process. The LOMP meetings ensure that the NPS, and CRC currently, have the same multi-agency information sharing, to identify the offenders who are subsequently managed through the IOM process. The reunification of the Probation Service will streamline the process, but will not remove the key role that CRC holds within the IOM process.

The overarching aim is to reduce reoffending through partnership working, with the emphasis being placed on offenders who want to engage and change their behaviour. As a result of inconsistencies across the four LOMPs, an Offender Management Governance Group was set up for district IOM supervisors to attend on a quarterly basis. The assistant chief officer (ACO) from NPS attends this meeting, alongside the

deputy directors of CRC. The group meets every two months with various agenda items discussed benefiting all those that attend. This structure has improved delivery, with LOMPs now providing more consistent working practices around offender selection, review and de-selection across South Yorkshire. An IOM focus group has taken place with representation from each IOM team, CRC, NPS and NACRO, with the main priority being to understand and address training requirements.

It is difficult to determine the demand of IOM nominals and projects for future years. However, the teams have tended to assume responsibility for the enforcement of civil orders, and this has become a growing area of work. For example, the force is increasingly using domestic violence protection orders (DVPOs) with the dedicated team supporting the application process. Monitoring and enforcement is subsequently carried out by the IOM teams, and demand on the IOM teams has increased with the introduction of the DVPO team, due to the increase in the orders being granted. There were 812 DVPNs authorised in the 12 months to September 2020 across South Yorkshire. It is envisaged that the number of applications will continue to increase further.

The teams continue to work across the partnership with a number of agencies best placed to support the needs of offenders and those seeking education and/or employment. The South Yorkshire VRU funds one such project 'Forging Ahead,' which is an initiative to support offenders who are ready to move away from criminality.

MULTI AGENCY PUBLIC PROTECTION ARRANGEMENTS (MAPPA)

The Multi Agency Public Protection Arrangements (MAPPA) are a series of meetings chaired by the South Yorkshire MAPPA team, which is a partnership between South Yorkshire Police and the NPS.

Offenders who are due to be released from prison and are considered to be a risk to the public are nominated for discussion in MAPPA meetings. Stakeholders from the police, probation, housing, NHS and social care meet and discuss what steps need to be taken in order to safeguard the public. The nominals are categorised as either category one, two or three. The classification depends upon the complexity of the arrangements, which are needed to safeguard the public.

MAPPA meetings are held monthly and a nominal's risk management plan (which has been formulated by the lead agency) is agreed, monitored and reviewed, normally until the end of the nominal's period of licence. During each meeting, each agency shares information regarding the offender. The MAPPA panel will then discuss the risk level and Risk Management Plan to assist the lead agency in making any necessary adjustments.

The majority of offenders are nominated by the probation service. The number of subjects referred to MAPPA and accepted as MAPPA nominals are shown in *Chart 7(1)*.

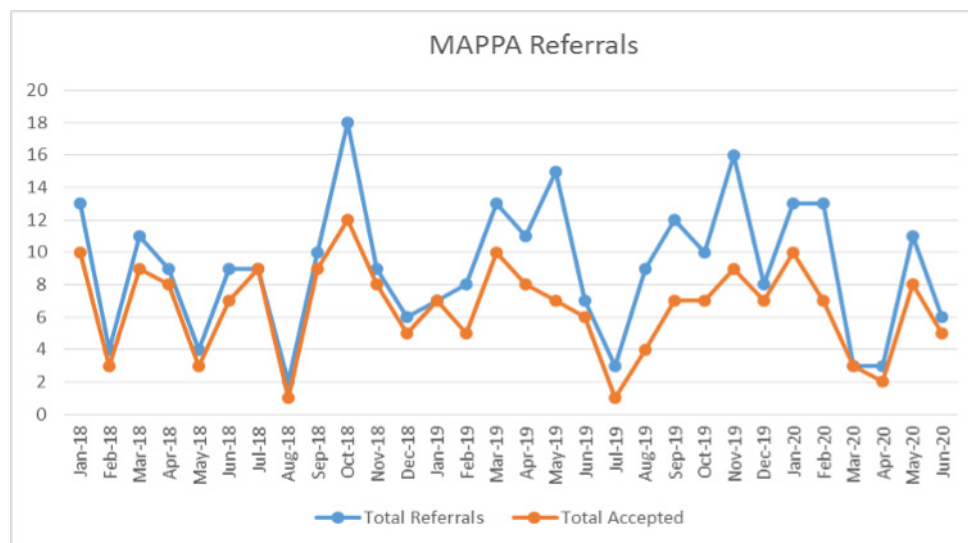


Chart 7(1)

In December 2019, there were 56 nominals being managed within MAPPA processes. This volume has since reduced as shown within *Chart 7(2)*. The decrease in the MAPPA meetings was a result of the involvement from partner agencies due to the restrictions of Covid, with only urgent cases being assessed. The MAPPA meetings recommenced in May 2020.

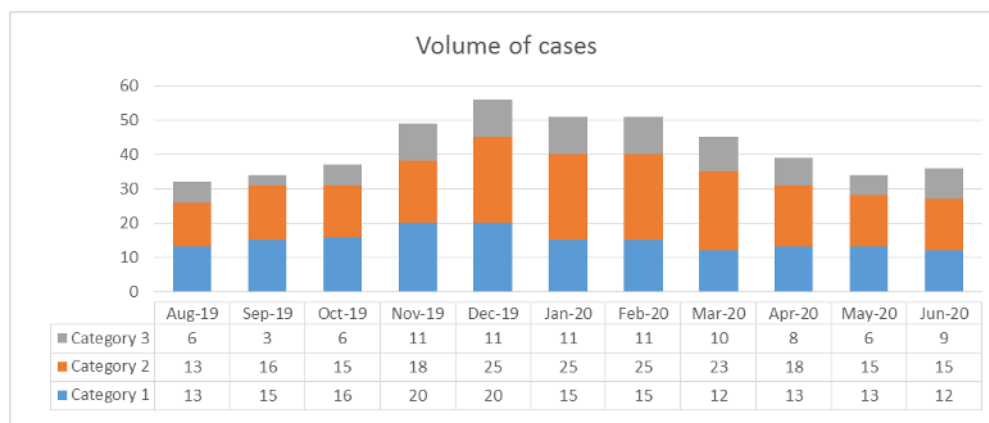


Chart 7(2)

As Covid restrictions ease there was anticipated to be an increase in the referrals to MAPPA linked into the increase of domestic abuse reports. While volume have taken time to recover there were 60 individuals referred to MAPPA in November 2020.

VIOLENT AND SEX OFFENDERS REGISTER (ViSOR) UNITS

The force manages registered sex offenders (RSOs) within violent and sex offenders register (ViSOR) units situated across the four districts. Each RSO is categorised and visited on the basis of the attributed risk level. Risk levels are dictated by the nominals offending history and presenting factors, which is usually driven by an ARMS assessment, polygraph testing and a number of other factors.

Since 2014, the force has used polygraph testing to assist in the management of dangerous offenders and to protect vulnerable people. Testing is conducted on Category 1 MAPPA offenders, and category two MAPPA offenders and RSO. The process is voluntary and assists in the effective management of these individuals. This polygraph capability is seen by the force as having been a very successful pilot and is expected to be replicated across other forces. Covid restrictions have had a significant impact on the completion of Polygraph testing but the aim is to continue with these assessments with a gradual return.

The management of sexual offenders and violent offenders (MOSOVO) officers and their supervisors base the individual's risk management plan, including the visits regime, upon a subjective and informed assessment. All offenders are managed in line with national guidance.

The number of sex offenders in South Yorkshire has continued to rise on an annual basis, as would be expected, although the rate of this increase has reduced over recent years, as seen in *Table 7(1)*.

Volumes of RSOs in Doncaster are high, and these are linked to the location of numerous HMP prisons within the area. The local area can also accommodate suitable accommodation for high-risk RSOs which leads to displacement from other force areas on prison release.

Of the total RSOs within community and custody in 2020, two point sixty-five (2.65) per cent (55 individuals) have been graded as very high risk. The volume of RSOs being managed in the community has increased, which impacts on the demand for the ViSOR team. There are currently 17 very high risk RSOs, and 290 high risk RSOs being managed within the community. The total volume of RSOs within the community across South Yorkshire is 1639, with the majority (79 per cent) assessed as low or medium risk. The force continues to meet the requirements for the management of RSOs, but demands on staff are increasing.

MOSOVO officers are responsible for visiting offenders graded as medium and above. In previous years, a model was introduced whereby appropriate low risk offenders were visited by local NPT officers who had received specialist training. Due to the rotational staffing changes within NPTs (increasingly so with the officer uplift programme), and required training to support the ongoing delivery, the process has been reviewed and amended. RSO visits have

	2014	2015	2016	2017	2018	2019	2020*
Total RSOs	1542	1622	1789	1942	1990	2067	2080
Annual Variation		5.19%	10.30%	8.55%	2.47%	3.87%	0.63%

*Table 7(1) *As at June 2020*



reverted to being undertaken by MOSOVO officers, who maintain responsibility for the management of the individual. This process will still allow intelligence to be passed to NPT officers but the overall management will remain within the ViSOR departments. This is not considered to add significant demand to the MOSOVO officers given they were supporting the district in their management, and the RSOs previously visited by NPT teams did not require regular visits.

SUSPECT MANAGEMENT

Suspect and offender management processes sitting outside of these specialist teams operate within districts under a business as usual approach. This is supported by a suspect management procedural instruction as outlined within the force Crime Management Policy.

An Oracle BI suspect management dashboard includes a prioritisation tool to assess outstanding suspects, providing a guide for investigators and supervisors to consistently identify risk while allowing for the application of professional judgement. Management review the risk attached to suspects during weekly meetings. The processes and assurance for local suspect management are discussed within district Quarterly Performance Review meetings and at a force level within the Investigations Governance Group.

The South Yorkshire Liaison & Diversion Service (L&D) works with those at the point of entry into the criminal justice system by engaging with individuals at the stages of police custody (arrested and voluntary attendees), the courts, and in the community, prior to sentencing. The involvement of L&D in the custody area has been beneficial to the custody process and post release phase, not only for individuals arrested for indecent images or other sexual offences but for other offences where the detainee has vulnerabilities. The L&D team not only work to support suspects post-release to minimise the risk of self-harm but offer support and access to diversionary support to help prevent reoffending.

L&D are forming good relationships with local officers within custody suites. The service also supports officers during the court process, in providing additional information for the courts to assist in decision-making. Usually, between 300 and 400 referrals are made into the service each month. Covid undoubtedly restricted the delivery of the L&D services due to a temporary decision to remove the staffing embedded within the custody suites. Services have since resumed however, and L&D have recently been undertaking an audit of the service focused on the delivery through custody suites, supported by the force custody lead.

Project Nova continues to support British Forces Veterans who have either been arrested or referred because they are at risk of arrest. Initially launched in 2014, Project Nova is delivered as a partnership between the Regular Forces Employment Agency (RFEA) and Walking With The Wounded (WWTW). The project has operated in South Yorkshire since 2016, and was relaunched in 2019. There has been an identifiable increase in the number of referrals since awareness training, with referrals continuing

to be made mainly through custody. The project is operated by staff with a blend of experiences in the armed forces, the criminal justice system and charities. The Project Nova staff are skilled at engaging with veterans to understand their experience of military service, their lives before they joined the armed forces, and their transition back to civilian life. Project Nova undertakes a needs assessment for each individual, with specialist support from a network of military charities and other organisations.

The South Yorkshire Domestic Abuse Perpetrators Programme (Inspire to Change) is a co-commissioned service delivered by the CRC on behalf of the four South Yorkshire local authorities and the Police and Crime Commissioner. It is designed to help those domestic offenders causing harm, to learn new skills and find ways to manage and control their abusive behaviour. Individuals are referred to this scheme by a number of pathways. Between 1 January 2020 and the 30 June 2020, there were 816 referrals to the Inspire to Change programme.

Due to changes in government policy, the CRC will cease to exist from June 2021, and the National Probation Service will take over the delivery of Probation Services. This leaves a gap for offender services in this area, and anticipated to be a challenge for the organisation.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

INTEGRATED OFFENDER MANAGEMENT TEAMS

There has been no change to resourcing since the previous FMS. The team consists of four sergeants, seventeen constables and four police staff members dedicated to IOM management across the force. The staff members consist of clerical officers and offender support workers, who work closely with the IOM officers and partners in the identification and management of the cohort groups. The force has access to a CRC analyst who is co-located and works alongside IOM officers.

The analyst post has been in operation since August 2018, and while fully funded by the CRC, has access to both CRC and South Yorkshire Police systems. Partnership access to force systems through the role of the CRC analyst is an effective and efficient method by which the partners can be immediately alerted to nominal activity at an early stage. This allows the CRC to identify and implement early intervention, enabling strong performance of the IOM delivery. There are future gains identified through the joined up working between the CRC and NPS analysts in supporting the review of datasets in the management of the cohort of offenders.

The re-unification of NPS and CRC is expected to deliver positive changes, and when the probation service launches, there will be no obvious or immediate changes to the force's partnership working or processes. The analytical capacity has been considered and there is partnership commitment to enhanced reporting. It is

hoped the reunification will support more effective analytical capabilities including the use of Ministry of Justice (MoJ) datasets for NPS offenders. This is an area the force is progressing from an HMICFRS recommendation to improve partnership analytical capability.

Updates are provided at the Offender Management Governance Group regarding the reunification, to ensure the IOM sergeants and senior partners are working collaboratively and sharing information about the changes. No risk to continued functionality and effectiveness of offender management structures has been identified.

In addition to the management of nominals, each IOM team have a bespoke list of additional responsibilities tailored to the needs of their particular district. These responsibilities include arresting prison recalls and the management and arrest of wanted suspects. The current volumes of staffing within the IOM teams is considered sufficient to meet ongoing demand, although some concerns exist around the increased volume of DVPOs which continues to be monitored. Barnsley district are looking to combine their LOMP with CRC and NPS services in preparation for the reunification of the probation service.

The use of voluntary tagging implemented within Sheffield, has been scaled back due to budgetary considerations. The process was part funded on a temporary basis by the MoJ and CRC probation service, ending in September 2020. As such, the cost of the tags is to be fully borne by Sheffield district, and the number of tags has been reduced to three, enabling the programme to continue. The reduction is not a concern given that at no time have more than three tags been in concurrent use, with a low volume of offenders who wish to engage with the programme. Of these offenders, some want

to truly want to make a positive change to their lives, and others that know that a tag will help them to prove their compliance quicker and ultimately remove restrictions.

MULTI AGENCY PUBLIC PROTECTION ARRANGEMENTS (MAPPA)

The MAPPA unit consists of two managers (one police and one National Probation Service), and a team of five support staff that carry out much of the administrative function to support the process. All staff have now been within the unit for some time and are experienced in the field. None of the staff are nearing retirement. There are currently no backlogs and the current resource levels meet demand.

VIOLENT AND SEX OFFENDERS REGISTER (VISOR) UNITS

There are four ViSOR teams across the force, who work independently in each district to manage RSOs. Each team comprises of a DS, with two of the busier districts being supported by a staff member equivalent along with all teams having an appropriate number of MOSOVO officers (both police officers and staff) mapped against demand. The staffing is shown in *Table 7(2)*.

There is small centrally located ViSOR team who are responsible for systems administration, and supporting the ViSOR teams across the force. The team creates and updates the ViSOR records, sets Smart Contact incident markers and monitors intelligence received on a daily basis. They also convert the audio records of the MOSOVO officers' visits onto the ViSOR system. This activity reduces the administrative demand on the MOSOVO officers.

There is a crossover of management in relation to MAPPA offenders, as the MOSOVO officers also have responsibility of managing MAPPA 2/3 nominals alongside RSO nominals. This additional responsibility involves attendance at and updates to MAPPA meetings, which necessitates carrying out research and completing risk management plans. Additionally all ViSOR staff undergo a MOSOVO training course which is mandatory for the role.

Each of the ViSOR teams have a large number of offenders to manage, often above the NPCC recommended level at 1:50, of which only 25 per cent should be high or very high. This was recognised in the previous FMS and a review was set to

District / force area	Detective Inspector	Sergeant	Constable	Police Staff	Total
Barnsley ViSOR	0	1	2	3	6
Doncaster ViSOR	0	1	4	5	10
Rotherham ViSOR	0	1	4	4	9
Sheffield ViSOR	0	1	4	7	12
CSE ViSOR	1	0	0	0	1
PAG ViSOR	0	0	0	4	4
PAG PVP Governance	0	0	0	2	2
Total	1	4	14	25	44

Table 7(2)

consider the appropriate requirements. The review recommended an increase of staffing and this process is currently underway. This increase should be realised in 2021/22. Future ViSOR ratios are projected to be managed within the NPCC guideline levels.

There are three individuals in force who are trained to carry out polygraph testing. This requires a high level of training and continuous professional development to maintain accreditation, for which the force continues to invest in. The process of the testing has been paused due to Covid. The participation is voluntary, and while increasing future SHPO volumes are expected, it is not anticipated that the demand is likely to increase.

There are plans relocate the Rotherham ViSOR team, but largely accommodation needs are being met. All ViSOR teams receive annual support from OHU in the form of a mandatory psychological screening test, to identify any welfare needs and to ensure wellbeing of the staff. All supervisors recognise that this is a high pressured and difficult area of work and the force is in the process of introducing a bespoke health and wellbeing policy in relation to the viewing of indecent images of children. Officers within the Internet Online Sexual Offence Team are offered the same mandatory psychological assessment.

SUSPECT MANAGEMENT

Localised management of suspects is undertaken within districts and there are no concerns with the capability within the teams to deliver the service. Capacity concerns exist around the effective and timely management of investigations (*Section 5: Investigations*), but despite this there is a strong focus on the management of suspects within the process.

The finalisation of the existing Inspire to

Change programme by CRC was anticipated, and a tender exercise was undertaken in October 2020 for a new provider to take over the service from February 2021. Unfortunately, at the close of the tender process, no potential bidders were identified, despite 11 parties showing interest.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

INTEGRATED OFFENDER MANAGEMENT (IOM) TEAMS

The force continues to build upon its partnership working, which was positively recognised by Her Majesty's Inspectorate of Probation (HMIP) and HMICFRS during the last thematic joint IOM inspection, published in February 2020. National recommendations from the inspection have been reviewed in force. The investment in partnership working will continue, although this will be monitored as there are ongoing changes nationally with the probation arrangements.

The changes to the national IOM Strategy enables greater focus on neighbourhood crime for several reasons. These include:

- The IOM approach works well for the acquisitive crime cohort, who often have multiple criminogenic needs. Taking a needs-based approach to managing these offenders can reduce the underlying drivers of crime.
- The aim of IOM is to make communities safer by reducing reoffending. Neighbourhood crime offences have some of the highest reoffending rates across all offence types. Reducing reoffending within

this cohort will have a significant impact on overall reoffending rates.

- It is a national criminal justice priority to reduce neighbourhood crime. Neighbourhood crimes have low suspect identification rates, undermining public confidence in the justice system.
- There is a tried and tested model for this IOM cohort. Many necessary partnership relationships are already established, and working with this cohort does not create additional training needs.

Based on the strategy changes, the force lead will work to publish operational guidance in 2021. This should assist schemes with the implementation of the strategy, and ensure that scheme owners feel supported by the force in their local delivery of IOM. All new IOM staff along with existing staff will be provided with up to date information around the changes within the IOM process and strategy. IOM sergeants will deliver the learning to the officers and staff locally, which can include partners who work within those police teams. To support the general awareness across the NPTs, links will also be made with the BC&I NHP project team, and an IOM input including the use of tactics for dealing with IOM offenders in the community will be developed for inclusion within the new NPT training.

The force lead plans to conduct an evaluation of IOM once the strategy has been operationalised, to increase the evidence base for IOM and ensure the process is meeting its aims.

MULTI AGENCY PUBLIC PROTECTION ARRANGEMENTS (MAPPA)

The demand in this area is difficult to predict due to this area having a number of agencies, which all have the ability to refer into the process. The MAPPA operating model is flexible, and can accommodate rises and falls in demand.

With a focus on the perpetrators of DA, the force is working to develop a Multi Agency Tasking and Coordination (MATAC) approach for DA offenders. This will focus on identifying serial perpetrators of domestic abuse using a recency, frequency and gravity (RFG) analytical process to highlight the perpetrators who are likely to cause the most harm. The tactics to then deter further offending include:

- Education
- Prevention
- Diversion
- Enforcement
- Disruption

This process, which can receive referrals from within the force or by partnership agencies, started in Doncaster in March 2021, and will be managed by staff from within the MAPPA teams.

There are no further strands of work currently planned for 2021/22. In the event that demands should increase at any or all of the districts, this will be catered for by increasing the number of meetings at that district.

VIOLENT AND SEX OFFENDERS REGISTER (VISOR) UNITS

The force is cognisant of the growth in numbers of RSOs and the review recommendations will see an increased number of 16 MOSOVO staff to meet the demand and improve the monitoring of RSOs. A dedicated detective inspector will also be included within the Doncaster ViSOR team. Full implementation is expected to be realised in 2021/22.

Polygraph testing has been used by the force in recent years with 23 examinations conducted between January and June 2020. The aim in 2020/21 is to increase the numbers of examinations carried out.

Further to consideration in 2020, the force has now purchased 100 licences for internet monitoring software. The software, which is installed on a subject's computer to notify the force of any illegal internet based activity, has been introduced as a condition in a sexual harm prevention order (SHPO). This will support officers in understanding the daily activities of offenders online and utilise this information to reduce risk, consider prosecutions or seek to amend relevant court orders. Officers are currently undergoing training to enable them to manage the software. While the force is not responsible for the delivery of offender management programmes, this approach is intended to reduce the harm and the overall offending behaviour of individuals over the coming years.

The team utilise a variety of methods to support offender management on an individual basis, and are in early discussions with partnership agencies to scope the development of a programme, which could increase the employability of registered sex offenders within the community.

SUSPECT MANAGEMENT

The conclusion of the Inspire to Change programme is a challenge for the force. A number of options were considered by the OPCC to try to extend the existing contract, but this has not been possible. The new tender process has started, but this can take up to six months to complete, so for a period of time new referrals will not take place. Reassurance exists that by the end of the current contract, all outstanding referrals will have completed the programme, and each referring agency will be provided with a report of the outcome. The early intervention and preventative approach has been proven to make a difference and every effort will be made to appoint a new provider.

During the interim period, the partnership intends to retain a list of referrals which will be processed when a new provider takes over the contract. Information will be placed on the external website, signposting enquires to the national organisation 'Respect'²⁸ who provide support for domestic violence perpetrators. Additionally the new MATAC programme will identify and provide appropriate support to serial perpetrators who require specific intervention activity.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The force continues to have an effective partner centred operating model which works well, with a robust process for the allocation of nominals to the IOM cohort. The re-unification of NPS and CRC will bring about positive changes with no obvious risk or immediate challenges to partnership working and processes. The OMGG will be able to provide consistent updates on the reunification to ensure that the IOM sergeants and senior partners are working collaboratively and sharing information about the changes to ensure continued functionality and effectiveness of offender management structures.

There are currently capacity issues within the force ViSOR units, for which plans are in place and future demands are anticipated to be met. This will be realised in 2021/22, with assessment and support to the current high levels of demand taking place locally.

Demand for MAPPA and MATAC services is unpredictable and external influences can create spikes in demand, but the force is well placed to manage such events and will continue to monitor capacity.

The lack of access to the Inspire to Change programme will leave a gap in not only a disposal route for offenders but also the support offered to encourage offenders not to reoffend. The force is unsure when the future provider will be in place, given this sits outside the force remit, but will support the implementation of new processes as required.



South Yorkshire

POLICE

Section 8

Managing serious and organised crime

SUMMARY

The force was last inspected by HMICFRS in relation to tackling serious and organised crime in 2016, at which time it was rated as 'Good'. Dealing with Serious and Organised Crime (SOC) spans a number of crime types and as such impacts on all areas of the force not just specialist departments. The force understands this area of business well and has structures in place to deal with this work.

The risk assessment grading of **AMBER** for this section reflects the rapidly increasing capabilities and innovations employed by criminals to evade detection in the cybercrime arena and the new ways in which technologies are being used to commit offences.

Organised Crime Groups	The force has excellent governance structures around the management of OCGs and is involved in the design of a national training product. It is recognised there may be an under-recording of OCGs and the force is taking steps to address this.
Drugs	Drugs use and supply are factors across a number of crime types, which impact across all investigation types. Steps have been taken to address identified gaps, and the force has a good understanding and working process in this area.
Prisons	The prison team within South Yorkshire continue to have excellent partnership working with the four Doncaster prisons. Although there has been a change in the work due to Covid, the team are well equipped to understand and deal with demand.
Firearms	With the introduction of the ACT the force is taking a more collaborative and proactive approach to tackling the issues.
Knife Crime	The number and severity of knife crimes have increased. The force recognises that knife crime is linked to differing types of criminality and has the appropriate resources to deal with these offences. A public health approach is ongoing to understand causation and steer possible offenders away from the use of knives.
Cyber Crime	The force continues to deliver training to increase officer understanding and capabilities, thereby reducing the gap. Dedicated specialist resources are being utilised to narrow the gap further.

**Economic
Crime and
Money
Laundering**

The dedicated fraud unit continues to produce results in the area of economic crime. The planned introduction of a dedicated fraud investigation team will only be of benefit in this area and will increase specialist knowledge within this area of investigations. The capability and knowledge of the district finance teams is high, and they have the required capacity to deal with their workloads.

**Modern Slavery
/ Human
Trafficking**

While the force continues to maintain excellent partnership working in this area of business it recognises the limitations of the specialist dedicated teams who work in this area.

**County Lines/
Child Criminal
Exploitation**

The force continues to conduct extensive training with officers, partner agencies and members of the public. The force is nationally recognised for the procedures which are in place around this area of work.

**Organised
Acquisitive
Crime (OAC)**

This area of business is dealt with across a variety of investigative functions who have the capacity and knowledge to deal with the relevant level of offending.

Child Sexual Abuse is reviewed within
Section 6: Protecting Vulnerable People.

**STEP 1: Establish the difference
between current demand and the
demand that you expect in the
foreseeable future.**

**ORGANISED CRIME GROUP (OCG)
MANAGEMENT**

Fortify is the South Yorkshire brand which deals with all OCG threats. This consists of a team within each district who are responsible for the overarching management of OCG threats. Each team should have a local SOC coordinator post which feeds into the central SCS Co-ordinator role. The teams are responsible for the management of OCG activity within their local area. The main focus of these teams is to secure OCG disruptions with a view to dismantling and ultimately

removing the OCG. The SCS Co-ordinator role is a Home Office led initiative aimed at promoting notable practice to deliver a corporate approach across the force.

In line with national notable practice the role of senior responsible officer (SRO) is maintained by the superintendent director of intelligence, who maintains oversight and governance of the OCGs on a county wide basis.

The Serious Violent Crime Task Force (SVCTF), funded by the Home Office, works alongside the Violence Reduction Unit (VRU) in addressing the increases in violence and knife crime. The SVCTF actively liaises with the force intelligence cell, working together to understand the OCG threat across all districts. They are also working closely with the newly developed ACT (*Section 4: Prevention & Deterrence*). The SVCTF are supporting profile development around the

OCGs which pose the most significant risk and creating a bespoke disruption action plan for key nominals. The aims being to maximise opportunities to secure and preserve evidence, arrest suspects, disrupt criminality and bring offenders to justice.

SOC is a nationally recognised threat, underpinned within the SOC Strategy. There are a number of new or emerging crime types, which can impact across a range of areas. For example, the increase in online criminality, exploitation and finance. It is recognised that crime types such as fraud and cyber are difficult to identify and therefore demand in these areas is not fully understood. The increase in technology and the digital world is a recognised threat, with requirement to understand any underpinning criminality.

The force aims to reduce OCG offending and impact by taking a problem-solving approach.

As entry requirements into the UK increase this is likely to push trafficking further underground with new routes into the country being utilised to make detection even harder than via the traditional routes. It is expected therefore that demand in this area will be largely hidden, requiring greater proactivity to identify.

DRUGS

In 2019 and into early 2020, areas across South Yorkshire saw a number of OCG related offences linked to conflicts over the supply of drugs within specific force areas, largely within Sheffield. The level of violence deployed within these conflicts escalated over a number of months with an increase in firearms usage. This has been a contributory factor in the introduction of the Armed Criminality Team (ACT) in 2020/21, as discussed in more detail within the firearms section of this document.

The illegal drugs market is an underpinning and contributory factor to a wide range of criminality from; acquisitive crime funding drug habits, violence between users and dealers, and the act of producing and supplying drugs itself. In addition, new types of criminality such as county lines, involves the exploitation of children and adults, which is instigated by the supply of drugs. The overarching nature of this theme means that it must be tackled alongside other organised criminality if communities are to be protected.

Not only are drugs a contributory factor to a large proportion of crime, but the usage of drugs may result in a crime being committed, with 297 offences in the last six-months tagged with the 'drugs (suspect intoxicated)' keyword, and 80 with the 'drugs (victim intoxicated)' keyword. Although this accounts for only one per cent of crime recorded in this period, it is accepted that the keyword is likely underused, and improvements in data capture would support an improved understanding of the extent of the impact.

The Home Office commissioned a review into the illegal drugs markets. Part one of the review found that drug deaths were at an all-time high and children are now more likely to experiment with drugs after years of decline²⁹. The next stage of the review is in 'tackling the



root cause of substance misuse', which will focus on treatment, recovery and prevention. The aim will be to ensure that vulnerable people with substance misuse problems get the support they need to recover and return to their lives in the community and in prison. This supports the focus of IOM drug interventions and other preventative activity undertaken by the force in conjunction with partnership agencies.

Recording of the wider volume of drug offences is accepted as indicative of proactive policing activity whereby action is taken in the identification of an offence, or intelligence is provided to the force which informs an appropriate response. As seen in *Chart 8(1)* while a reduction in the volume of offences was seen between 2014 and 2018, recent years have seen an increase in the volume of offences recorded. This is thought to be a result of enhanced capability of the force to respond to reported offending and improved links within communities - the reintroduction of NPTs is a critical element of this. Additionally the Fortify teams are embedded within the districts and are fully

focused on proactive activity to support the disruption of local markets.

The impact of Covid on the illegal drugs market is challenging to measure. However, there has likely been impact including difficulty sourcing, transporting and distributing drugs without detection and possible changes to the habits of drug users, either increasing or reducing the demand for certain types of drugs. OCGs are thought to have adapted to new methods, such as an increased usage of fast parcels to transport drugs, and recruitment of children using encrypted services. It is likely the pandemic has had a widespread disruptive effect on drug and trafficking distribution networks, resulting in an increase to the price of drugs.

Therefore, while the volumes of drug offences can be numerically predicted, it is the nature and scope of offending which is the key to demand understanding. The pandemic restrictions have enabled greater support to the proactive policing of drugs, and the use of Stop and Search activity during lockdown has resulted in effective disruption activity.

29 <https://www.policeprofessional.com/news/government-launches-second-phase-of-independent-review-into-drug-misuse/>

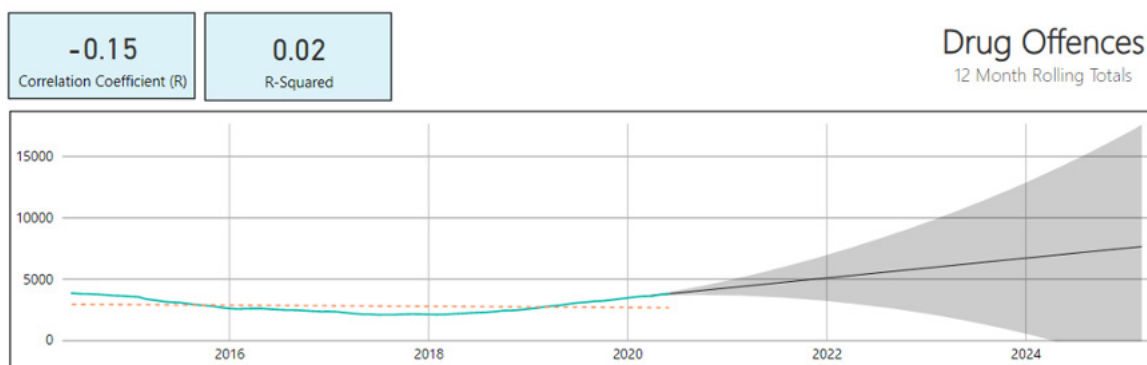


Chart 8(1)

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	4,423	5,232	6,042	6,851	7,660
Forecast - upper limit	5,201	7,375	10,114	13,475	17,576
Forecast - lower limit	3,646	3,090	1,970	227	0
Variation - previous year	-	+18.3%	+15.5%	+13.4%	+11.8%
Variation - from 2019-20	-	-	+36.6%	+54.9%	+73.2

Table 8(1)

However, the scale of the volume of offending is not evidenced through recorded volumes of crime, but also seen through the voice of the public. In South Yorkshire, 34 per cent of residents (responding to Your Voice Counts survey) in the 12 months to June 2020 stated that people using or dealing drugs was 'big or fairly big' problem in their area.

The volume of drug offences in the first six-months of 2020 has increased by 20 per cent in comparison to the previous six-months, and a 26 per cent rise compared to the same period in 2019. This is based on a 21 per cent increase in trafficking offences recorded compared with the previous six-months and 24 per cent more than the same period in 2019. Possession offences also continue on an upward trend, with an increase of 19 per cent in comparison to the previous six-months, and a 27 per cent increase from the same period in 2019.

Synthetic cannabinoid receptor agonists (SCRAs) were previously recognised as an emerging threat, but while increases have been seen in cannabis and amphetamine

offending, offences volumes for SCRAs have remained stable in comparison to the previous six-months and the same period in 2019. It was identified that there are issues of accuracy known to exist within the forces drug seizure system due to inaccurate recording by officers on either the volume, weight or drug type and the inability to rectify this once it had been entered on the system. The force has however recently introduced a new property management system (KIMs) and this should make recording of drugs seizures more accurate.

Drug offending is evident across all elements of society and the force's ability to tackle the true extent of offending is negligible whether within a pandemic situation or operating as business as usual. Consequently while the force expects further increases in recording of offending with the uplift in officers, community intelligence gathering and changing availability of drugs, this is not a measure of public offending, but more so of proactive capability in force. Investment has been made in NPTs, and in the Fortify

teams and the specialist ACT, with a focus on the disruption of trafficking to reduce the available supply within communities.

PRISONS

South Yorkshire has four prisons, all located within Doncaster district, which is the location for the Prison Investigation Team (PIT). Offending within the prisons continues to provide challenges for the force, with the PIT dealing with all prison-based offending, with the exception of murders which continue to be investigated by Major Crime Unit (MCU). The PIT team now also deal with sudden deaths within the prisons, removing this demand from the district CID team.

The Prison Partnership Board meets bimonthly, with attendees from the police, prisons, health care providers, local authority and fire service among others. This board meets to discuss emerging trends or issues within the prison establishment and approaches in dealing with detainees. The joint strategy review for prisons is complete and valid until December 2021. Work is now underway to explore the focus of the future strategy, to continue the positive delivery generated by the initial partnership strategy.

The force was heavily involved in the development of the prison crime toolkit by the National Police Chiefs Council (NPCC), and as mentioned in the previous FMS, has self-assessed against this. Delays due to Covid mean that this piece of work remains outstanding.

Officers are still attending all public visiting sessions to reduce passing of contraband. In the first six months of 2020 there were seven offences recorded relating to drugs in the prisons. These were all related to cannabis possession. During the height of the pandemic, all prison visits were suspended, negating this minor demand and the pandemic also saw a reduction in 'throw-overs' due to the prisoners being confined (thus unable to collect the contraband).

During the height of lockdown restrictions, prisoners were largely confined to cells, which resulted in offending within the prisons largely stopping. This also meant that officers from the PIT were not allowed access to deal with prisoners' outstanding offences, thus delaying some existing investigations and leading to an increase in the number of suspects awaiting process. While officers have been unable to enter the prison, this has enabled them to focus on existing workloads, and other enquiries which have not required access to the prisons. The demand during Covid has shifted, while inmate offending and normal methods of drug supply have decreased there has been an increase in corruption offences; with prison staff bringing contraband into the establishments.



Weekly crime clinics take place within each prison (currently remotely), where the PIT meet with prison staff. Here, decisions are made as to whether offences are dealt with within the prison governance structure or whether police action is necessary, but the value of crime clinics extends to looking at solutions for recurrent issues. One such example relates to the simple but effective practice of locking cells during association periods, resulting in a reduction in violence. This was due to the CCTV within the communal areas making the cells more likely places for violence to take place. The practice was adopted in two of the four prisons, and this tactic has been submitted to the Prison Partnership Board for consideration elsewhere. The PIT has also worked closely with the prisons to identify methods of drugs coming into prisons, and worked jointly to identify ways to address this.

The force's training department have previously trained prison staff in the management of crime scenes. The force has been unable to continue this training due to the training department priorities around officer uplift, but has instead worked with the prisons to encourage them to deliver an input on their initial officer training, supporting a long-term approach to shared learning.

There remains no long-term concerns around demand. Although offences are expected to increase in volume when prisons restrictions are lifted, the organisation is prepared for this return in demand with sufficient capable resourcing in place. Beyond 2021/22, it is difficult to ascertain what demand will look like due to the changing methods of offending. The new joint strategy for 2021 onwards is in the process of being developed and will include planning for future offending methods

FIREARMS

Year	Discharge Incidents	Firearms Discharged	Persons Injured	Linked Series Firearms	Stolen Firearms	Stolen Firearms
Jan – Jun 2020	63	61	20	4	46	67
2019	56	62	11	3	54	51
2018	64	63	22	3	45	12
2017	33	33	5	7	37	36

Table 8(2)

In the first six months of 2020:

- Sixty-seven firearms were reported as stolen – higher than the annual figures for the previous three years.
- Twenty persons were injured by firearms – higher than the yearly total for 2019 (11) and only slightly under the yearly total for 2018 (22)
- There were 61 confirmed firearms discharges (where there is evidence of such), aligned to the previous yearly totals.
- Forty-six firearms were recovered which were used in criminal activity. In comparison, 54 were recovered in the whole of 2019 and 45 in 2018.

In the first six months of 2020, the force

authorised 191 spontaneous firearms deployments and 91 pre-planned deployments (*Section 9 - Major Events*).

Operation Zeus was the force's previous response to OCG related firearms offences. In recognition of the increases and the resources required to respond to this on a longer-term basis, the force established the Armed Criminality Team (ACT) in July 2020. The aims for the team were established as:

- To maximise opportunities to secure and preserve evidence, arrest suspects, disrupt criminality and bring offenders to justice.
- To contribute to the wider objectives under Fortify, the force partnership approach to dealing with serious violent crime and organised criminality.



Fortify is fully embedded across all four districts, these teams being heavily involved in partnership working to tackle the issue of armed criminality. They play a key role in supporting the ACT and the work they are conducting. Due to the nature of the offending the focus for the ACT in 2020 has been in the Sheffield district.

Progress has been made in reducing the volumes of offences involving firearms in the second half of 2020.

In support of the ACT focus, the force's firearms licensing team have been undertaking greater proactive work in relation to licensing offences, working to revoke licences where there are issues with the license holders identified.

The Violence Reduction Unit (VRU) continues working toward its long-term goal of reducing future demand, including through funding of community projects but also through more immediate diversions, for example the custody navigator initiative. The reasons for individuals' involvement in violent offences are complex and nuanced and cannot be addressed by the police alone, whose primary power remains enforcement; partners also have a role to play in helping people to find routes out of crime. In September 2020, problem-solving workshops around preventing gun crime were held in force and delivered by academics to officers and staff.

KNIFE CRIME

Based on increases in the last few years, knife crime is predicted to continue to rise over the next five years as evidenced in below:

This forecast looks at all offences where a knife was used. The flagging of knife crime within the force's crime management system is known to be poor and manual review of a number of offending types are undertaken by intelligence analysts for any in depth review of issues linked to offending, which has been used for the purpose of forecasting.

As part of the drive to understand the volume of knife crime offending, the force has been engaged with the National Data Quality Improvement Service (NDQIS), and the Home Office to improve the data collection on offending which involves a 'knife or sharp instrument'. South Yorkshire is one of the earlier forces to engage with this process. The force is currently at the stage of learning (through the use of a computer assisted classification tool) the extent to which the datasets can be corrected to provide a more realistic picture of knife crime offending to the Home Office and to inform internal understanding. With all forces' data demonstrating different levels of accuracy in collection, this process is expected to improve comparability across the forces' datasets. Additionally it may reduce the

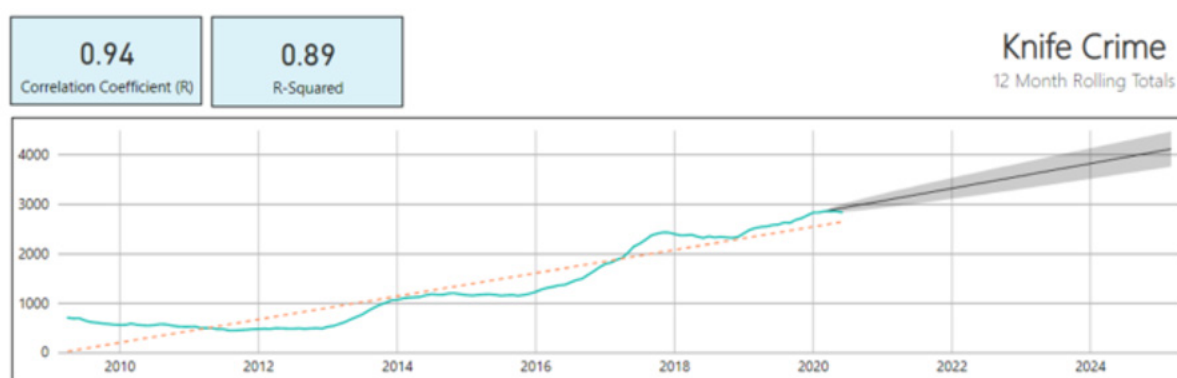


Chart 8(2)

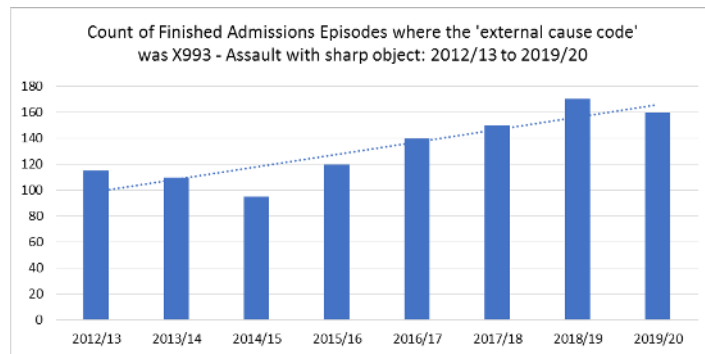


Chart 8(3)

requirement for data cleansing undertaken by force analysts in the provision of local operational profiling.

Reporting demand reflected in current volumes submitted to the Home Office is known to be an underestimate of the extent of knife usage within the county, whereas the analytical data cleanse process provides a good operational understanding of the datasets. Increases are predicted in knife crime offending, although only those offences reported to the police can be included within the dataset and the knife-carrying behaviour of members of the public is known to be a concern not fully supported through data.

An alternative data collection used nationally is the monthly hospital admission rate³⁰ with a cause code of 'assault with a sharp object'

This data also shows an increase in the last five years.

Accessing relevant partner data to inform the force's understanding of, and response to knife crime, particularly from A&E departments, remains a work in progress.

Intelligence profiling from detailed scanning and analysis of all datasets suggests that not only the volume, but the severity of harm is increasing, for example with six knife-related homicides occurring within the first six months of 2020 (compared to two in the full



Image 8(3)

30 <https://digital.nhs.uk/data-and-information/supplementary-information/2020/monthly-hospital-admissions-for-assault-by-sharp-object-july-2020>



year of 2019). Knife crime spans all areas of police work from DA and youth offending, to the night-time economy. The key risks for the organisation are shown in *Image 8(3)*.

Demands from knife crime are present across the breadth of crime categories, the majority of which sit within violence against the person offending, weapons possession and robbery, and are investigated within local district teams. Most serious knife crime offending is dealt with by the Major Crime Unit within Specialist Crime Services. The Violence Reduction Unit works alongside the enforcement arms of the ACT and Serious Violent Crime Task Force, which support the strategic response to such criminality. The Lifewise Centre works with local schools to deliver education to children of the consequences around knife crime (*Section 4: Prevention and Deterrence*).

The Violence Reduction Unit continues working toward its long-term goal of reducing future demand caused by violent crime, delivering a 2020 profile of violent crime in South Yorkshire. The profile sets out 16 priorities that have been agreed by the Violence Reduction Executive Board for all organisations working across the system in South Yorkshire. The national funding

for VRUs is expected to continue, forming a key part of the policing response to knife crime in 2021/22. Following an ease of Covid restrictions, knife crime offending may return to the more traditional night-time economy, but it is also expected that emerging tensions around increasing unemployment, financial difficulties, the impact of increasing exposure to DA, and the overarching recession could all lead to further increases in demand.

CYBER CRIME

The 'Cyber Spectrum' classification system has been developed by the College of Policing to define four key areas of cyber offending:

- Cyber dependent
- Cyber enabled
- Internet facilitated
- Digital footprint

Cyber Enabled crime spans all offence types, and as such are allocated and investigated by all operational units, via the same process as any other crime. Cyber dependant offences mean the investigation itself relies on the digital element.

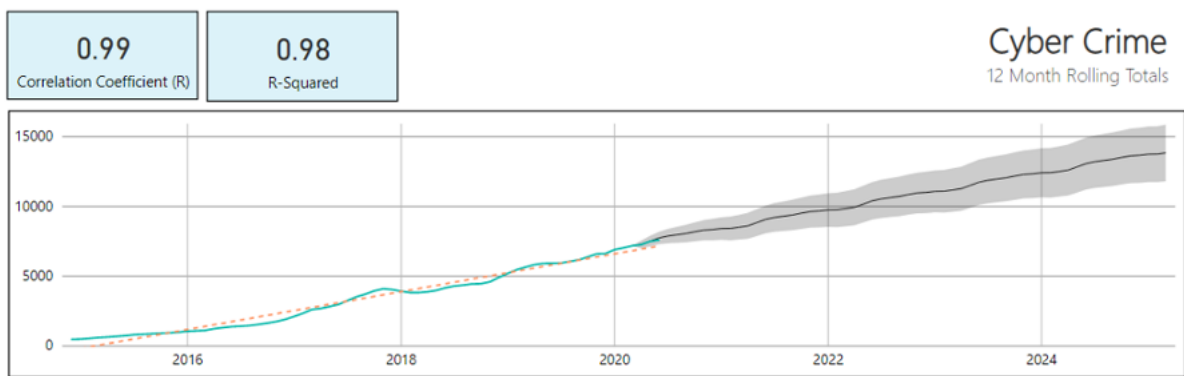


Chart 8(4)

An increasing number of offences have a digital element and should form part of the standard investigation plans for the majority of investigations. Improvements are needed in the forcewide recognition of digital investigative opportunities. To support this, a digital investigations working group meets regularly with representatives from all areas from the force to discuss best practice and identify where any improvements are needed, and look at ways these can be implemented. A new monitoring spreadsheet has been introduced within the DI&I Unit in order to monitor and track requests for assistance which fall into this area and identify any gaps where assistance is not being considered.

As seen in *Chart 8(4)*, the recognition of cyber criminality is increasing as well as the level of ongoing criminality. Compared to the numerical predictions of 2019/20, which were thought to be to the level of 6000 offences, the actual volume was 7,174 cyber-crimes.

There were 4,320 crime and non-crime investigations with an 'online crime' indicator recorded in the first half of 2020. This is a 32

per cent increase in total volume compared to the same period in 2019, with the following key offence types noted:

- Two-thousand, nine-hundred and sixty-three (2,963) Violence Against the Person offences (69 per cent of all incidents), of which 2,873 incidents (97 per cent of incidents in this group) were **stalking and harassment / malicious communications offences**.
- Four-hundred and ninety-five (495) Miscellaneous Crimes Against Society offences (11 per cent of all incidents), of which 410 (83 per cent of incidents in this group) related taking to **taking, making or possessing indecent or prohibited images of children**.
- Three-hundred and thirty-one (331) Sexual Offences (eight per cent of all incidents) of which 322 (97 per cent of incidents in this group) were **sexual activity related to children, including having sexual communications with a child or causing/engaging a child to engage in sexual activity**.

Parameter	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast	8,505	9,836	11,167	12,498	13,829
Forecast - upper limit	9,389	11,094	12,717	14,300	15,856
Forecast - lower limit	7,621	8,578	9,617	10,696	11,801
Variation - previous year	-	+15.6%	+13.5%	+11.9%	+10.6%
Variation - from 2019-20	-	-	+31.3%	+46.9%	+62.6%

Table 8(3)

As cited within the previous FMS, cyber-based criminality is considered likely to continue to increase at pace, as capabilities and technology continue to improve at an ever increasing rate. The predicted volumes over the next few years are thought to be realistic with an increase of at least 15 per cent expected in 2021/22 with potential criminality rising further to around 15,000 offences annually by 2024/25. The future demands associated with cyber criminality are seen as a key challenge for the force. Greater proactivity into the area of online child imagery and sexual offending would undoubtedly increase the reported volumes further, an issue of national concern.

Crypto currency is an area that can form part of many crime types. DI&I (*Section 5: Investigations*) are able to provide specialist advice in this area and work closely with the Yorkshire and the Humber Regional Cyber Crime Unit (RCCU) and the NCA, along with other force cybercrime units. Officers within DI&I have created a simple guide for officers which is held on their Cyber Crime intranet site. This provides information on what crypto currency is and how to recognise if this may be a feature of an investigation. It also provides contact details for the DI&I team who may be able to assist in the recovery of evidence.

ECONOMIC CRIME AND MONEY LAUNDERING

In 2019, the force introduced a dedicated Fraud Coordination Team (FCT) as a trial to introduce new practices to address economic crime. Due to success of this trial, the team is now fully embedded within the Crime Support Hub. The team receive all reports of fraud to ensure appropriate triage, providing extensive investigation plans, offering advice to investigating officers and allocating each investigation to the most appropriate department. The fraud team

also has responsibility for filing all fraud investigations and submitting relevant returns to the National Fraud Intelligence Bureau (NFIB), ensuring the focus on victim service at the finalisation of the investigation. As a result, South Yorkshire Police has been recognised by the NFIB as being one of the leading forces in relation to the management and administration of fraud reports.

The Fraud Coordination Team have triaged 574 investigations in the four months to August 2020 for district allocation. The FCT also has responsibility for the incoming demands linked to Operation Signature. This involves the assessment of victim data received from NFIB. While the investigation does not sit within the force, victims residing in South Yorkshire are notified to the force and the FCT manually review and identify vulnerable victims. These victims are then notified to the appropriate departments, receiving the required safeguarding and support from the force's NPTs, fraud protect officer, cyber protect officer and external partners as required. The force is in the process of working with victim support services to enable contact to be provided for those victims identified by the Operation Signature process.

The current process is seen to be streamlined and effective, and fully supportive of the victim's needs.

From the 1,702 Op Signature referrals in the three months to June 2020, nine per cent of victims (159) were assessed by the team as vulnerable and allocated for local neighbourhood and protect officer support.

Chart 8(5) shows the volume of Fraud Investigations triaged by the Fraud Coordination Team. Of these 77 per cent are allocated to resources in response, 14 per cent into CID teams, and nine per cent allocated to the Digital Investigations Team.

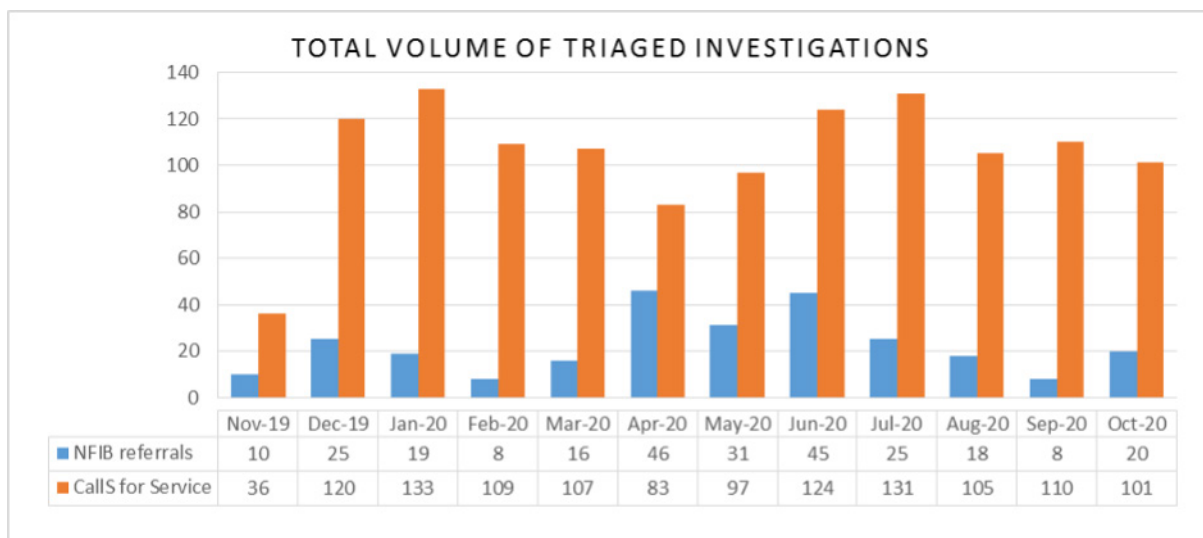


Chart 8(5)

Month	Incidents	Arrests	Vulnerable Victims	Financial Harm Prevented
Feb 20	17	0	6	£64,556
Mar 20	11	1	3	£103,775
Apr 20	7	1	5	£24,600
May 20	11	2	6	£52,226
Jun 20	15	0	7	£84,589
Jul 20	15	3	10	£45,100
Aug 20	10	0	2	£13,550

Table 8(4)

The Banking Protocol is a partnership between the police and banking sector set up with the intent to prevent customers falling victim to fraud, and to maximise the investigative opportunities in respect of those that do. The Protocol asks banking staff to identify when a customer is requesting a cash withdrawal or bank transfer which appears to be out of character. It provides staff with the confidence to ask a number of questions to gauge if the customer is making the withdrawal or transfer as a result of fraud.

Since the Banking Protocol figures have been monitored by the FCT in February to August 2020, 86 incidents have been referred to SYP, seven arrests have been made, and 39 vulnerable victims have been identified,

preventing financial harm to the sum of £389,000.

The force has invested in enhancing its financial investigative capability. This included introducing financial investigators (FIs) within districts in line with the local policing model, and a centralised capability (FCIU). FIs are responsible for asset recovery, financial intelligence and ancillary orders. The proceeds of crime opportunities (through SAC / drugs) are centrally received and governed and subsequently disseminated to the appropriate local capability or retained centrally.

The force had a week of action in July 2020, whereby approximately 100 warrants were executed across South Yorkshire that was

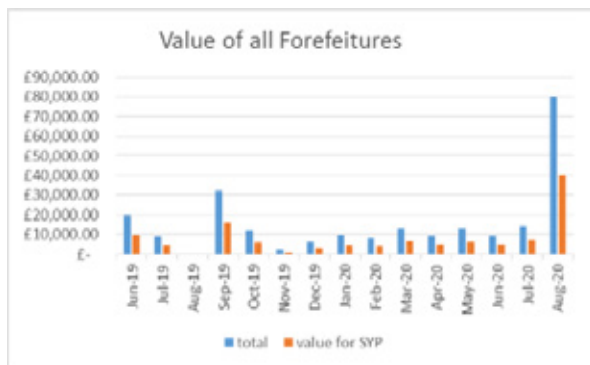


Chart 8(6)

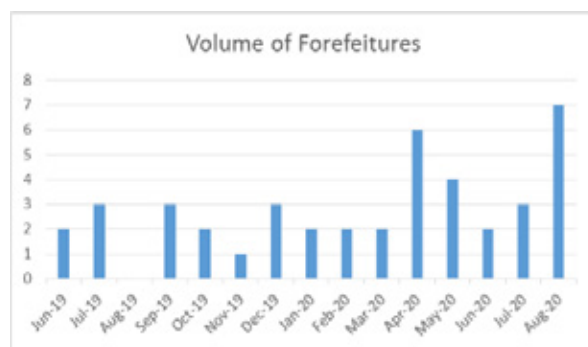


Chart 8(7)

supported by each district financial team. The demand in this area continues to grow with the activity being generated through these local teams.

Confiscation investigations are referred into the FCIU following a defendant being charged for an acquisitive crime or drugs offence. Confiscation orders are obtained following the conviction of the defendant at Crown Court.

Forfeiture applications for cash, listed assets and funds held on bank accounts, which are subject to an account freezing order, are made through civil recovery orders and can be obtained even if the criminal prosecution has failed. As it is a civil power, the burden of proof is lower and it is upon the defendant to prove the funds have been obtained through legitimate means. Police forces receive 50 per cent of all monies collected through civil recovery orders, however case law states that criminal matters must take precedence over civil applications. As shown in *Chart 8(6)* and *Chart 8(7)*, the volume of forfeitures in South Yorkshire is steadily increasing, with returns in forfeitures starting to be realised.

Issues which are expected to impact on the future demands are:

- Economic downturn in the UK. It is known that criminals invest in businesses under financial hardship to generate cash and facilitate money laundering. In addition, tax evasion and other financial crimes may be more likely to be committed by business owners generally, seeking to alleviate financial pressures. It is likely that several businesses and individuals in South Yorkshire may be vulnerable to these risks due to economic hardship.

MODERN SLAVERY / HUMAN TRAFFICKING (MSHT)

The most common types of MSHT exploitation are criminal and labour, particularly offences of 'requiring person to perform forced or compulsory labour' and 'arrange or facilitate travel of another person with a view to exploitation'. CCE and county lines fall under the remit of MSHT through definition and are considered a continuing risk to the force, featuring within the Control Strategy.

The volume of modern slavery recorded in 2019/20 (159 offences) was significantly higher than the volume numerically predicted and *Chart 8(8)* shows the extent of the growing trend of recorded offences. Increases were expected due to improvements in force understanding of the offence, training undertaken with partner agencies and businesses to improve local awareness, and increased reporting of offending from a growing public awareness.

Covid restrictions have removed the visibility of victims in both the opportunity to make a complaint and opportunity for others to make reports, thus increasing vulnerability. In line with the national and regional picture, reductions in South Yorkshire have been seen in the volume of incidents and recorded intelligence submissions. In response, the South Yorkshire Modern Slavery Partnership is working to raise awareness and increase training opportunities with NPTs, maximising opportunities for intelligence gathering within their communities. Investigation and liaison for ongoing operations has continued wherever possible. The charity Unseen³¹ noted a fall in reports by other individuals compared to a rise in the number of victims contacting them during the lockdown period. As more businesses begin to re-open, reports are rising again.

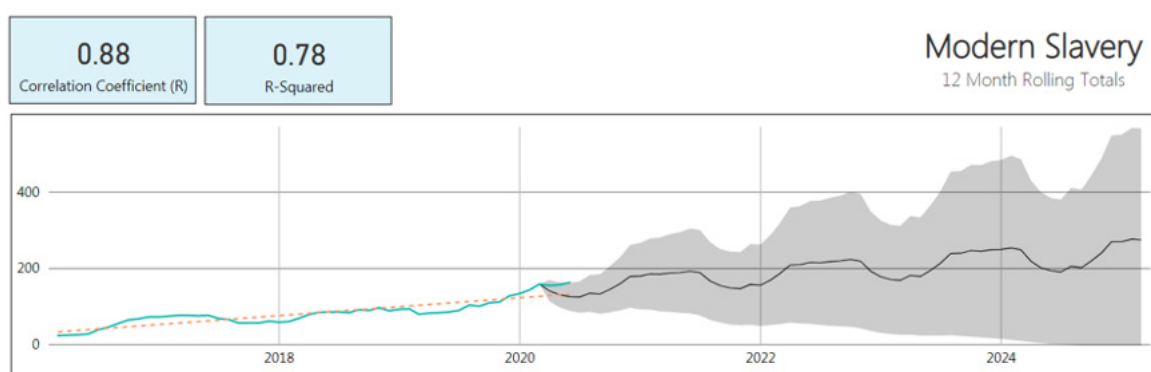


Chart 8(8)

³¹ <https://www.unseenuk.org/>

Parameter	2020 21	2021-22	2022 23	2023 24	2024-25
Forecast	185	187	169	249	275
Forecast - upper limit	281	319	312	487	567
Forecast - lower limit	88	54	26	10	-17
Variation - previous year	-	1.1%	9.6%	47.3%	10.4%
Variation - from 2019-20	-	-	8.6%	34.6%	48.6%

Table 8(5)

As shown in Table 8(5), modern slavery offences are expected to increase over the next five years, although not to the extent perhaps forecast based on the trend, with 2020/21 figures impacted by Covid; it is not unreasonable however to expect up to a 40 per cent increase between 2020/21 and 2024/25.

The modern slavery team provide an intelligence function, ensure accurate recording of offences and ensure NRM referrals are made appropriately. In January to June 2019, there were 53 NRM referrals submitted, over the same time period in 2020 there have been 60 referrals.

COUNTY LINES / CHILD CRIMINAL EXPLOITATION (CCE)

County lines is defined as a model of drug dealing linked to OCGs and urban street gangs (USGs) whereby children and vulnerable adults are used to carry out illegal activity on behalf of the gangs to one or more importing areas. The gangs are likely to exploit children and vulnerable adults to move and store drugs and money using coercion, intimidation, violence (including sexual) and weapons.

CCE does not solely relate to children being exploited for the purpose of the illegal drugs market, it also extends to acquisitive crime and violence. A refreshed strategic and tactical profile was written at the beginning of 2020, in an attempt to identify further county line networks. Since then, the

process for recognising drug lines has been strengthened.

Over the first six months of 2020 there were 226 children identified and recorded as suspects for 394 offences. This is an increase of one per cent of the number of individuals identified in the previous six-month period. It is important to note that 176 of the children identified in the most recent six months, were also identified in the previous six months, which suggests a continuation pattern of offending. A review is planned to address what intervention opportunities are in place across the force to assist with diverting children from criminality, as well as establishing what CPS outcomes are for children at risk of CCE. In relation to crime, there was a five per cent increase, although certain CCE offending has seen reductions, such as those offences involving acquisitive crime. This could be attributed to the Covid pandemic, with opportunities for offending reduced due to national restrictions.

The force has undertaken a number of intensification weeks which specifically target key areas where CCE could be identified such as train stations. These weeks of action involve joint working internally with Fortify teams and externally with British Transport Police, and ROCU.

An internal media campaign has been used to highlight the issues around CCE and give officers direction as to where they can seek advice and assistance. Proactive work is required to improve the under-reporting

within this area of demand. A dedicated intranet site has been introduced for all staff to access up-to-date information, policies and guidance, signposting to appropriate guidance such as the National Referral Mechanism (NRM) and information about the Section 45 duress defence for specific offences. The team is also undertaking successful partnership working with schools across the county, delivering key messages to schoolchildren as well as working to promote awareness of this offending with transport agencies and taxi firms across the county. It is hoped that this engagement will lead to an increase in the number of victims / witnesses reporting incidents to the police. As intelligence and specialist knowledge around CCE and county lines continues to develop, it is anticipated that there will be an increase in this previously hidden demand.

As well as local partnership delivery, the force has strong links with the Regional Organised Crime Unit (ROCU) and attends fortnightly meetings to share best practice.

ORGANISED ACQUISITIVE CRIME (OAC)

The Regional Thematic Group for Organised Acquisitive Crime (OAC) is held on a monthly basis and chaired by the Yorkshire & Humber Regional Organised Crime Unit (YHROCU). SOAC covers a wide range of offences and as such the management of this demand spans various portfolios.

Police forces are not always the primary agency supporting preventative measures around SOC. Looking at the root causes as to why people are turning to this type of crime needs to be a multi-agency approach looking at interventions before young people become entrenched in this lifestyle. The approach needs to look at education and issues which come from growing up in poverty. Working more collaboratively with partnerships provides a joint approach,

across Pursue, Protect, Prepare and Prevent (OCG management tactics). This is part of the bronze command structure around OCG management, while the police will always have the lead for the Pursue strand, the other three strands may sit with other partners. This ensures the force can utilise skillsets across this approach, ensuring the most appropriate resources can be identified.

Offences such as ATM thefts and theft of plant machinery result in a large-scale monetary reward. However, due to this type of criminality being less visible than areas such as drug supply and production.

The main areas of OAC in South Yorkshire are:

- Two-in-one burglary – although there has been a decline in the first six months of 2020 this is likely linked to the pandemic, with people being more likely to be at home and thus increased possibility of detection. However, during the same period there has been an increase in keyless vehicle thefts.
- ATM thefts – there were 15 ATM attacks in the first six months of 2020, a 66 per cent increase compared with the same period in 2019.
- Theft of cannabis plants remain the key threat within South Yorkshire, not only by the increasing number of offences but also due to the risk of this type of offending. In the first six months of 2020 there have been 60 recorded offences, which is a significant increase in comparison to the same months of the previous year.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Responsibility for the status and workforce assets within much of Serious Organised Crime delivery sits within the separate portfolio areas of the investigating officers (e.g. NPT, district CID) and the status within this step therefore concentrates on general training issues, and the workforce focused on the areas of work sitting within Specialist Crime Services.

OCG MANAGEMENT

There is a robust strategic governance structure around the management of OCGs, monitored within monthly Organised Crime Threat Reduction Groups. The force participates in the local organised crime partnership boards, maintains links to the Regional Organised Crime Unit (ROCU). Internal OCG meetings provide opportunities to share good practice, discuss current issues and to cascade national learning and initiatives. The force also has a serious and organised crime (SOC) Co-ordinator role within Specialist Crime Services, who develops the delivery plan for the management of OCGs.

The force has a gold, silver, bronze management structure around OCGs. There is dedicated tiered response which has set meeting timescales; a defined process for ratifying disruption tactics; and a specific policy in place for the reviewing of OCGs. All processes are in line with national notable practice.

The force has Fortify teams within each district whose key role is to deal with aspects

of OCG offending, however, all frontline roles across the force, from NPTs and RPGs, to major incident teams will potentially come in to contact with OCG nominals as part of their day-to-day role in carrying out their general policing duties. As such, training and ongoing support is a consistent requirement to impart knowledge to the wider organisation. The fortify teams take a proactive approach to OCG management such as the execution of warrants and proactive operations in areas of high demand.

DRUGS

With the supply of controlled drugs featuring so strongly within OCG activity, it is important that the force has sufficient expert witnesses to provide evidence and insight regarding the activities and communications which are necessary in order to supply drugs. There are challenges over the retention of such expert witnesses, as often officers move across the organisation, and the lack of continuous delivery of such means they are no longer deemed as an expert. Although not exclusive to the force, the time taken for drug seizures to be tested is often delayed by up to 85 days for Class A drugs. Eurofins³² are struggling to keep up with demand, consequently leading to delays in drug investigations and charging decisions.

In the previous FMS, the force recognised there was an issue around the drug seizure system and the accuracy of entries recorded, with plans in place to start using the property system of Connect to rectify these data quality issues.

PRISONS

The PIT consists of two detective sergeants, five detective constables and seven investigating officers. They are also

Laboratory testing service.

supported by a crime tracker manager, funded by three of the four prisons. The staffing within the PIT have effectively been split into two teams with one team dealing with the daily business.

FIREARMS

The force has a good understanding of what needs to be done in terms of capabilities to tackle firearms offending. The initial formation of the ACT required a pull of resources from across the force, which although effective in delivery, has placed pressure on other investigative departments.

The ACT is led by a dedicated superintendent and is managed by a PIP 3 accredited SIO at DCI level. There are then two detective sergeant led teams made up of a mixture of DCs and IOs. The ACT since inception have largely focused in the district area although they remain a force resource. The potential for the beneficial work to be expanded across the wider geographic area has been considered with a funding bid submitted for resourcing in 2021/22.

KNIFE CRIME

The SVCTF plays an important role in terms of gun crime and knife crime and it is therefore challenging to determine future capability as much is currently dependent upon HO funding. The force is seeking to uplift into this area with additional posts. Again, resources into the SVCTF, while funded externally, are pulled from the skills and experience the wider district workforce.

South Yorkshire Police also works alongside the Violence Reduction Unit which is funded by the Home Office. In 2019/20, the programme was able to support 25 community projects through the VRU fund; eight projects with partner organisations through the Fortify fund; and also introduced

a number of commissioned services. These programmes span a number of areas which are hoped to assist in reducing knife crime by addressing the reasons behind these types of offences.

CYBER CRIME

The key risk in managing the existing demand around cyber-crime is the access to support in these complex investigations. It is acknowledged that cyber-crime should be more embedded as a part of standard investigative practices for all crime types. The following activity has taken place to support improvements in this area:

- Digital Media Investigators (DMIs) are now in place to support delivery. There are now 48 DMIs trained across the force to improve district knowledge and capability. The allocation is of four centralised specialist DMI posts (in receipt of additional specialist training) with the other 42 being spread throughout the district geographic areas.
- All existing DMIs have received a further one-week training course to refresh training and introduce new topics.
- The force has been awarded a licence from the College of Policing (COP) to enable in house training of DMIs, which will support further enhancements to local capabilities. At this time however a decision has been made not to train any further DMIs until the current cadre have completed their portfolios and been assessed as competent.
- Work is also ongoing to assess how DMIs are being used and to formalise how they record the work they complete. This will allow for a more accurate assessment of future demand so the correct number of people can be trained.
- A programme of quarterly practitioner-led CPD events is ongoing for DMIs to



keep them apprised of emerging trends and best practice. This includes hands-on scenarios to allow practical use of the equipment to enable better understanding of the capabilities and options available.

- Street Skills training, reaching all frontline response and NPT officers, has included input on cyber-crime. This is to increase officer knowledge of cyber related investigative opportunities, but also to explain the role of the DMI and inform officers where they can go for further assistance. The training is also to be delivered further to both CID and PVP officers.
- Training around digital investigations is also to be included within the bite size training (*Section 5: Investigations*).

One element of cyber criminality linked to PVP is the work of ISOT, who investigate child exploitation and online protection (CEOP) referrals. The success of the team has been such that enquiries have been made from other forces to come to review the good practice within the force. The force is aware of the heavy workloads carried within the department particularly the pressure faced

in only having one substantive sergeant post in the department. There are plans to create a second sergeants post to support the workload management, and increase the number of investigators within the department to reduce some of the individual workloads.

All members of the ISOT team have yearly physiological assessments with the force occupational health department. It is recognised that given the specialist and sensitive area of work that vacancies should only be filled through those wanting to apply who have a full understanding of the role profile.

The communications data officers currently work office hours with a call out procedure operating during the night and on weekends. While they are able to meet the capacity on this pattern due to the low level of callouts, when they are required out of hours this has a high impact on over-time costs as enquiries may be lengthy.

ECONOMIC CRIME AND MONEY LAUNDERING

In the past year the force has improved its fraud investigation capabilities. This will be delivered to officers within each district to increase knowledge of frontline and reactive investigators.

This growth would be in addition to the fraud coordination team who triage offences as they come in. This business case forms part of the agenda for the monthly SCS Uplift Programme Board. It is anticipated that the case will be presented to the Force Crime Board towards the end of 2020 as part of the force uplift programme.

MODERN SLAVERY / HUMAN TRAFFICKING (MSHT)

The formation of the Serious and Organised Crime Vulnerability (SOC-V) team has meant capacity and expertise to deal with MSHT and CCE investigations have improved, but concerns are raised around continued capacity demands. The SOC-V team consists of one detective inspector, one detective sergeant, four detective constables and four researchers. The Modern Slavery Team (MST) is currently staffed by one detective sergeant and three detective constables. The recent but temporary addition of a researcher to the MST has assisted in reducing some of the pressure. The continuity of this post is under review.

The MST structure ensures that robust measures are in place to correctly identify and investigate MSHT as well as providing specialist advice, support and training across the force. Officers have been focused on safeguarding, vulnerability, increasing numbers of National Referral Mechanism applications (NRMs), while managing the incoming MSHT function effectively.

In recognition of the benefits and need for proactive delivery alongside partners, the force is looking to increase this staffing by at least one detective constable in 2020/21. Until the outcome of Phase Two of the Crime Review is known, it is unclear what the force's capacity will be to fully tackle MSHT in future. In order to mitigate some of the pressure within the teams, several MSHT leads at districts have completed the Modern Slavery Investigators course – these numbers are to be increased to further relieve pressure within the specialist unit.

COUNTY LINES / CHILD CRIMINAL EXPLOITATION (CCE)

Custody cell interventions planned for individuals at risk of CCE and county lines is being progressed with legal services, with assistance from the Youth Offending tTeam needed, in an effort to safeguard and divert children from criminality. The Home Office transformation fund was utilised to create the Epic³³ Team, which has made progress in highlighting the risk of CCE and county lines with partner agencies. Concerns have been identified with the funding for the Epic Team, with bids currently being made for further funding.

The CCE information tracker is now in use across all districts to identify children at risk of CCE. The tracker allows for effective assessment of the risk to each child, with partnership agencies feeding in their knowledge and updates around that child. By recording known information in such a way, all agencies are able to have better access to information about children at risk of CCE, monitored within the multi-agency meetings. Within the force's investigation management system the recording of flags for CCE, county lines and cuckooing remain an area for improvement.

33 Encouraging, Potential, Inspiring, Change (EPIC) - EPIC is a Young People's Crime Prevention Programme designing and delivering a range of engaging positive experiences aimed at reducing the risk of young people getting involved in anti-social behaviour and criminality.



ORGANISED ACQUISITIVE CRIME (OAC)

The national shortage of detective constables has affected the force's ability to assign detectives to investigations. Where police constables are conducting investigations, the volume and risk of other active crimes can impact the timeliness of their investigations.

The thematic lead for OAC has raised concerns surrounding the use of CSI at burglary crime scenes, considering there to be an insufficient level of requests for CSI attendance being made by the force. As outlined within Section 5: Investigations, the force is working with the AFM to review each element of the forensic process to identify the potential for further improvements.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

As part of the officer uplift programme a number of areas within this section will be supported by an increase in staffing. These areas are:

- Serious and Organised Crime Unit
- ACT
- ISOT

Further staffing within these areas will lead to increased capability and capacity to tackle all levels of criminality. All resources supported within specialist functions do in effect remove police officer posts from within other frontline areas of policing, so the decisions to support uplift bids are made on a risk basis.

OCG MANAGEMENT

The force is at the forefront of delivering on a new national Home Office strategy relating to a three phased partnership approach to tackle OCG activity, outlined in Step 1. This will be trailed as part of a national pilot. The relevant partnership assets have already been secured for this pilot which aims to start in April 2021.

In support of concerns with local governance of OCGs, and to meet the force's SOC Strategy. SOC system tasking is a new national tasking model that mandates priorities through a clear evidence-based methodology (MoRiLE) and will be a key part of future delivery in this area.

DRUGS

The force has previously had specially trained drugs expert witnesses and, recognising the reduction in these numbers, is training a new cohort of officers in order to increase the capability around the identification of drugs. This will improve the efficiency of drug-linked investigations. The Op Fortify teams within districts are to have their own drug expert witness, which will provide a SPOC for expert witness statements, expertise and duties.

As detailed in Step 2, the force has previously recognised that there was an issue around the accurate recording of information on the drug seizure system. Plans were in place to address this using the CONNECT property management system; however, in July 2020 the force instead introduced the KIMS property management system, which also supports the recording of drug seizures. This has led to improved accuracy in recording. A force intranet page has been designed to house all user guides for officers in the use of KIMS.

Previously analytical support has been requested to produce a force-wide problem profile for the thematic lead.

Continued work is undertaken to inform local teams of the breadth of drug offending, and the inclusion of any emerging trends. To keep a step ahead, criminality adapts in order to remain undetected and to continue illicit activity.

On receipt of such information, bulletins are circulated to officers from across the region to raise awareness of these emerging trends.

Instances of stop and search have risen during the last six months by 42 per cent, with activity likely to have been strengthened due to lockdown measures, meaning individuals acting suspiciously become easier to identify. During the last six-months, drugs accounted for 60 per cent of the reason for the search, with 23 per cent resulting in drugs being found, illustrating the usefulness of this tool. The force intends to continue appropriate intelligence-led deployment of this tactic in 2021/22.

PRISONS

The prison team recognise the prison establishments need to take responsibility to address some of the offending, themselves and this is being addressed through the prison partnership boards. This will be included in the updated strategy for 2021 onwards which is in the early stages of development.

It is recognised that the team could be more effective if they were allowed to take their technology into prisons themselves. Work is ongoing with the prisons to allow for this however, this has been delayed due to the lockdown process. Once supported, this will enable officers to complete all their work within the prison rather than having to return to the office to type up handwritten reports.

FIREARMS

The ACT has been approved to receive an uplift in staffing in 2021/22. This will provide sufficient resources for the team to support expansion across the full force area. In addition to an increase in officer numbers, there are also plans for an analyst post within the department, to assist in the provision of timely analytical products dedicated to specific ACT investigative needs.

Problem-solving plans around gun crime are also being designed across the force. These are being implemented in an effort to reduce demand.

KNIFE CRIME

The force continues to support the wider public health approach in regards to knife crime. This forms part of the Knife Crime Strategy and the basis for the violent crime reduction unit, which has been funded by the OPCC through the programme of national funding.

Work is underway with the Fortify partnership boards and VRU to address the rise in knife crime through both new initiatives and the continued funding of previous initiatives.

The theme lead for this area has requested further analytical work to address this.

Initiatives listed within the previous FMS in supporting partnership agencies delivery for the recognition and prevention of SOC activities, while delayed through Covid restrictions, are continuing. These are:

- The continuing role of the patient navigator within hospital emergency departments (VRU work). Between January and 31 July 2020, the Hospital Navigators have supported 114 people admitted to hospital due to violence. With the further funding received for 2021/22 this will continue.

- The navigator post has extended into the custody suite environment, where custody navigators assist with diversion at the point of arrest. While initially introduced only at Shepcote Lane custody suite this has been expanded to Doncaster custody suite and is expected to be in place at Barnsley in December 2020. So far, there have been 162 engagement contacts made with individuals within custody. Of these, 48 (30 per cent) have gone on to engage with the navigators outside of custody. Four individuals are now in employment, six have entered training and 15 have accessed counselling. Currently there are 28 individuals considered to be actively engaging. Again further funding will allow this scheme to continue into 2021/22.
- The force is also signed up to the Mentors in Violence Prevention programme (MVP). This aims to educate people that they can do something to stop the situation and not be a bystander. MVP encourages discussion around DA, bullying, harassment sexual violence and weapons carrying. The programme places young people within realistic and relevant scenarios and then encourages group discussion around the issues raised. The introductory session for this was held in May 2020 and has since been run via online sessions.
- YOYO sport – this works in partnership with South Yorkshire's five professional football clubs to offer sporting sessions every night of the week thereby giving young people a healthy activity to participate in and the opportunity to engage with trusted adults.

CYBER CRIME

The emerging threats surrounding cyber related criminality are monitored and disseminated via the NCA or National Cyber Security Centre (NCSC). The recent Digital Forensic Science Strategy outlines this growth in the use of cyber related technology and its impact, ultimately resulting in a need to increase force capability.

Supporting the knowledge to frontline officers is considered critical to enhancing the cyber crime delivery, and a number of measures are being taken to deliver this:

- Operation Modify is a digital learning package developed by College of Policing, in force for officers to complete. This focuses on 11 areas of digital investigations thus upskilling officers on areas such as “the internet of things” and online fraud.
- Capability is being increased across the force through the involvement of the Digital Media Coordinator in ongoing continuing professional development (CPD) plans.
- In order to address the lack of independent audit capability for CAID, funding was agreed through the Enabling Services Review to appoint two temporary posts, however this was initially delayed due to difficulties recruiting into these posts and also issues around lack of accommodation. Two members of staff have now been recruited but their start has been delayed due to Covid. Once these staff are fully embedded into the team there will be a further review of the capacity and demand to establish if this can be maintained longer-term with one full time member of staff.

Work will continue in 2021/22 to better identify areas of hidden demand and support investigative opportunities. It is acknowledged that this work could increase the use of kiosks and demand on the DFU, but is accepted as a positive development in support of victim service.

As training around digital opportunities continues a new tracking spreadsheet has been introduced within the DI&I unit. This will monitor the requests for assistance and advice and will allow the force to see how effective the training is being in terms of opportunities which may be available.

ECONOMIC CRIME AND MONEY LAUNDERING

The FCT has been working with force communications staff, officers and AGU to develop knowledge around fraud investigation and will continue to support improvements in learning in 2021/22. This is to ensure the accurate recording of offences with the relevant markers being applied, but also ensure staff are giving complainants the right advice at the first point of contact.

MODERN SLAVERY / HUMAN TRAFFICKING (MSHT)

The force is undertaking a number of activities in the forthcoming year:

- In addition to the MSHT SPOCs across the districts, the force plans to introduce MSHT training champions. The capability to deliver training in-house with a focus on enhancing the safeguarding of victims and standard of investigations, will improve the knowledge and competency of front line officers. The rollout of this training and other CPD planned for CID officers has been delayed by Covid, but is expected to resume shortly.
- In addition to the four sergeant posts currently trained as SPOCs, the aim over



the course of the next 12 to 18 months is to have one officer on each operational team trained to this level of knowledge.

COUNTY LINES / CCE

The majority of CCE remains attributed to drugs, but this is likely, given the greater potential to identify a child associating with an OCG or transporting drugs on a train, as part of county lines activity. It is recognised that CCE also extends to acquisitive crime and violence, and training and awareness raising for frontline officers will be an important area of delivery in 2021/22. In cases such as missing children for example, there are considered to be gaps in the potential recognition of those vulnerable to or already involved in CCE.

Developments in the recognition and understanding on a national level of CCE and county lines will support the future areas of reporting within the hidden / unrecognised demands. There are plans in the forthcoming year to support training of external professionals and awareness raising within communities as well as internally to spot the signs of potential exploitation. There are

two elements to the training programmes – training is ongoing with professionals such as education, social care and youth justice, and a second input is aimed at parents and carers – these inputs have been advertised across social media and the hope is to run two of these events yearly.

Crime recording issues remain a challenge, particularly around investigations. Keywords for CCE and county lines have been implemented within the force system to further highlight individuals at risk and identify those crimes committed, as a result of criminal exploitation. This will form part of the awareness raising across the organisation.

Limited information exists in relation to children being recruited online, or utilising applications to carry out their illicit activity. In order to address this, further information is being circulated to officers to show them the risk associated with this area of crime to ensure they can spot when CCE is a factor. The current OCGs with a threat of county lines are mapped in South Yorkshire. However, as a methodology, county lines are not defined by the distance between the point of control and the point of distribution, but rather the

mechanism by which that method of supply is supported such as the mobile phone line or the distribution by the vulnerable person.

The NPCC has identified good practice within South Yorkshire police in terms of the processes the force has in place. As such, as part of a national programme South Yorkshire Police have been asked to conduct a review in terms of their processes.

ORGANISED ACQUISITIVE CRIME (OAC)

The continued activity set to support the key OAC issues is:

- **Two-in-one burglary** communications campaigns have been delivered to raise awareness of around keyless thefts, particularly advising the public how to minimise the risk and some good work has led to charges of key nominals, which has in turn led to a decrease in offending. Each district across the force has designed their own burglary plans to look at ways to increase evidence gathering and investigative opportunities.
- **ATM thefts**
- **Theft of cannabis plants**

The force will continue to use social media in a timely manner to share e-fits of offenders believed responsible for cases of OAC, such as distraction burglaries. SYP Alerts is classed as the most appropriate forum for stolen car circulations, while local media releases have been distributed to highlight the indirect dangers of cultivating cannabis, raising public awareness and potential future reporting. The force possesses the ability to investigate crimes across all themes of OAC. Investigations are currently shared among the reactive CID, NPTs and response teams, It is acknowledged the demand for resources is constantly moving and the timely identification of emerging series or patterns of offending is critical to this process.

Additionally to this, the significant uplift within the analytical function in 2020/21 will result in further analytical delivery and timely products to support operational awareness and decision-making for OAC. Problem oriented policing (POP) plans will also be generated to support any emerging or residual risks, and the continued analytical support is in place through the Tactical Tasking & Co-ordinating Group (TT&CG) which will continue to drive activity through intelligence-led policing.

Operation Shield continues within South Yorkshire to reduce burglary in areas affected by serious acquisitive crime, based on national best practice identified from West Mercia and Cheshire Forces. The operation is funded by the Community Safety Partnerships and the Police and Crime Commissioner and is a targeted initiative that focuses on reducing burglary opportunities with the use of SmartWater, a forensic asset marking system. The latest focus from this operation is the “We Don’t Buy Crime” portal. This portal is designed to increase the links between the force and second-hand dealers, allowing images of stolen goods to be shared directly with the dealerships. There are currently 18 dealers that have signed up across Rotherham and Barnsley and the work in 2021/22 will further develop this activity. When a dealer signs up, they also receive a UV-lamp which is designed to detect any traces of SmartWater on the products people are selling. Currently, around 6,000 homes across South Yorkshire have been protected by Operation Shield via the forensic marking of property.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Future demand will continue to be met by the organisation on the basis of an assessment of threat risk and harm. Given the nature of the criminality within serious and organised crime, where resources are required, there is support provided from elsewhere in force wherever possible.

The outstanding issues the force is not able to fully mitigate are:

- Mapping of OCGs is underway and disruption activity will be closely governed, but the force acknowledges the evolving criminality as a concern for long-term resourcing.
- The Crime Review is awaited to confirm the future capacity support in this area.
- As detailed within *Section 5: Investigations*, the shortage of detectives impacts on all areas within this Section. Work is ongoing locally, but concern remains for the long-term support to investigative demands, which are increasing rapidly, both in volume and complexity.



South Yorkshire

POLICE

Section 9

Major events

SUMMARY

The Operational Support Unit (OSU) is the collective term for a department of highly specialist and trained police officers and units. The department provides advice, training and guidance towards force and national policing objectives and are key in supporting the force in delivering its strategic priorities by providing direct or planned responses in specialist areas. The department has a full spectrum of capabilities and enables the force to be confident it can meet the vast majority of potential challenges. The highly trained officers can be deployed in a number of different scenarios, including in the area of Counter Terrorism.

The rating of **YELLOW** reflects that while capacity and capability within these areas are good, uncertainty exists around future demands. More specifically, the impact of Covid, climate change, and a series of single-issue protests make it more likely that there may be further unforeseen challenges ahead.

This section will focus on:

- Armed policing
- Public order policing
- Roads policing
- Counter terrorism
- Civil emergencies

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

ARMED POLICING

South Yorkshire Police maintains its own Firearms Support Group (FSG), which carries out the vast majority of its armed policing requirements. It produces its own annual Armed Policing Strategic Threat and Risk Assessment (APSTRA) which allows it to plan its resourcing, policy and training requirements. The force has a quarterly South Yorkshire Firearms Steering Group which is chaired by an ACC. This group oversees the strategic decision-making, based upon the threats and risks identified in the APSTRA. The FSG chief inspector then chairs a monthly Firearms Tactical Governance Group.

Any rise in the national security threat level creates significant demand for armed policing resources, additional to armed policing cover for spontaneous and pre-planned firearms incidents as required.

All of the demand and potential threats which faces armed policing are mapped and assessed in the annual Armed Policing Strategic Threat and Risk Assessment (APSTRA). This document identifies the potential threats and also the force's ability to deal with those threats and to identify any shortcomings in capability.

The bulk of armed policing demand is shouldered by the liveried armed response vehicles. These have been deployed to 19 pre-planned incidents and 191 spontaneous incidents in the six months to June 20. Despite the impact of Covid, this represents only a small decrease in the rates of

	2015	2016	2017	2018	2019	2020 (Jan to June)
Pre-Planned	195	185	165	226	210	91
Spontaneous	357	512	506	530	439	191

Table 9(1)

deployment when compared to previous years. These figures can be seen in *Table 9(1)*.

This compares at a stable volume to the 75 deployments in 2019.

Both the number of identified OCGs, the theft of firearms, and the number of people believed to have access to firearms has increased over the last 12 months. The force's level of firearm-related crime is higher in comparison to peers. Mathematical modelling and intelligence insight leads the force to believe that the current rate of deployments and firearm-related criminality will continue if not tackled. The force has therefore launched an Armed Crime Team (ACT) in an effort to reduce the more serious incidents of armed criminality in the county (*Section 8, Serious and Organised Crime*).

The force area covers five football league clubs with Barnsley and two Sheffield clubs regularly having home attendances in excess of 10,000 people. In a usual year, there are approximately 120 other events in the county which generate attendance over 10,000, be this at arenas, racecourses and town or city centres. The force also polices a number of high profile, pre-planned events or visits involving dignitaries. Such occasions will continue to require resourcing, occasionally involving joint working across the region. Dedicated operations support armed and unarmed policing at other specific events. Armed officers are deployed on a permanent basis to the Meadowhall Shopping Centre, providing public safety reassurance patrols, albeit this is funded by the shopping centre.

While currently the centre is closed and funding paused, the force anticipates this requirement will resume when Covid restrictions are eased.

The use of the Smart Contact deployment system by the force control room has supported the development of analysis on the deployment and response times of the ARVs. This data has been used to improve the default patrol routes of the cars in order to improve response times, demonstrated by increased response times to incidents in the east of the county in 2020/21.

PUBLIC ORDER POLICING

In keeping with the APSTRA which is produced for armed policing, the force produces a Public Order Strategic Threat and Risk Assessment (POSTRA) which assesses the likelihood and impact of various public order scenarios.

It assesses the risk of there being a need for a public order response in the following areas:

- Single issue protests – these include events by far right wing, environmental and far left wing groups. A small number of counter Covid-lockdown protests have been seen in recent months, but these have been low-key and have not required a significant public order response to date. There have also been a small number of assemblies and marches based around the Black Lives Matter movement. These have required a public order response but have been peaceful.



Significant events in country may yet provide a catalyst for activity by a single-issue group. Currently 'fracking' exploration has ceased and HS2 activity has also decreased to a minimum. The issue of the UK exit from the European Union may bring previously unforeseen issues for which the force is closely monitoring the national position. The risks linked to climate change in particular are likely to be an increasing source of motivation for protests.

These single-issue protests can be among the most challenging to police. They can be accompanied by a counter-protest, which will also require policing and efforts will need to be made to keep the two protests apart.

- Lawful public events – these events include matters such as industrial disputes and sporting events. The numbers of industrial disputes has been very low and the STRA anticipated that this would remain the same. However, the ensuing recession as a result of the economic implications of the Covid pandemic is likely to bring about an increase in disputes of this type.

Sporting events generally pose the biggest threats to the force. South Yorkshire has the most Football League clubs within its geographic area aside from West Midlands and the Metropolitan Police. In 2020/21, a problem orientated policing (POP) plan was set up for each football club so that analysis can take place and steps taken to reduce demand. The force is responsible for policing both in and outside the grounds, but funding from the football clubs supports only the policing within the grounds. Consequently, alongside the overarching policing focus on public safety, the planning work aims to reduce the overall demand and costs upon the organisation.

The Covid pandemic has meant that the matches have been held without spectators, thus removing a very significant area of demand for the force. However, following the lifting of restrictions, the policing of football matches will again pose a high level of demand.

Other lawful public events include gatherings such as the Sheffield Tramlines music festival and the Doncaster St Ledger horse races. These events are well-planned in advance with good partnership links, but do require significant support from the police.

- Disorder arising from spontaneous events – these events can occur from a number of different areas. The force continues to be involved with long-term legacy issues, most notably those which arise from the unlawful killing of Liverpool Football Club fans at the Hillsborough Stadium and also from historical child sexual abuse investigations. These issues can lead to a more spontaneous type of protest, as can national issues such as the UK's exit from the European Union. Other events can occur out of unforeseen circumstances, such as those associated more recently with the Extinction Rebellion protests and Black Lives Matter movement. The force is also home to many different communities who have links to different parts of the world, and political events elsewhere in the world can therefore lead to protests and events in South Yorkshire.
- Unlawful public events – these events include counter-lockdown protests and unlicensed music events (raves). At the time of writing the STRA, the likelihood of these types of events was thought to be very low. However, both of the examples mentioned have occurred as circumstances evolve. Unlicensed music events have caused disorder and one person was murdered at such an event in Sheffield in 2020. The two individuals charged in this case are due to attend trial in May 2021.

The force's officers have continued to be drawn upon in order to assist other forces and will continue to be in the future under an arrangement known as mutual aid. The 2020 United Nations Climate Change Conference (COP 26) has been rescheduled to take place in November 2021 and there will also be a G-7 summit in the UK in 2021/22. South Yorkshire Police expect to supply officers to both events.

In the first six months of 2020, officers have been requested on two occasions, both in order to assist different forces with the policing of football matches. South Yorkshire has not needed to request mutual aid from other forces during 2020.

There are also several dates in the calendar, such as 5th November, 'Mad Friday', and New Year's Eve which always require scheduled public order planning. This normally takes place at a district level, for which individual plans are produced to meet the bespoke nature of the local needs.

While some demands are clear and predictable, there are also incidents or events which can pull resources from across the organisation and have an impact at a local, force, and even national level. This does represent a clear challenge for the force, especially at a time when the young-in-service workforce requires mentoring. The relaxation of Covid restrictions is likely to see a very busy resumption of socialising and the re-opening of the night time economy. Both of these events risk being accompanied by a sharp increase in violent crime and drink related disorder.



ROADS POLICING GROUP (RPG)

South Yorkshire Police's RPG is responsible for the enforcement of the law as it relates to the use of the roads. In particular, it has the three following strategic aims, which have been set by the National Police Chief's Council:

1. Keep the roads free from harm.
2. Reduce criminal behaviour which uses the roads.
3. Promote trust and confidence in the police.

The RPG focuses upon policing the major roads network, the investigation of fatal and serious injury road traffic collisions (RTCs) and the enforcement of specialist road traffic law, for instance legislation concerning tachograph records. The training of the

officers, with the capabilities of the vehicles they drive are used to bring pursuits to a safe conclusion.

Chart 9(1) shows the volume of RTCs within the county. In the first six months of 2020, there were 14 fatal RTCs, 243 Serious Injury RTCs and 634 slight injury RTCs. Even by the low volumes recorded in 2019, the projected year end volumes will be significantly lower than in previous years, with the key obvious influence of the pandemic, reducing the volume of traffic on the road networks.

Despite this reduction, recent statistics show that the force has a high rate of fatal or serious injury collisions per distance travelled in comparison to the datasets from peer forces. The force also records a high rate of around 60 vehicle pursuits each month for failure to stop. Pursuits inherently carry a risk, despite appropriate monitoring and supervision, and as such this is an area of demand the force considers can be a priority focus for the coming year.

As would be expected, some RTCs are resource intensive to investigate, and often require a great deal of support for victims

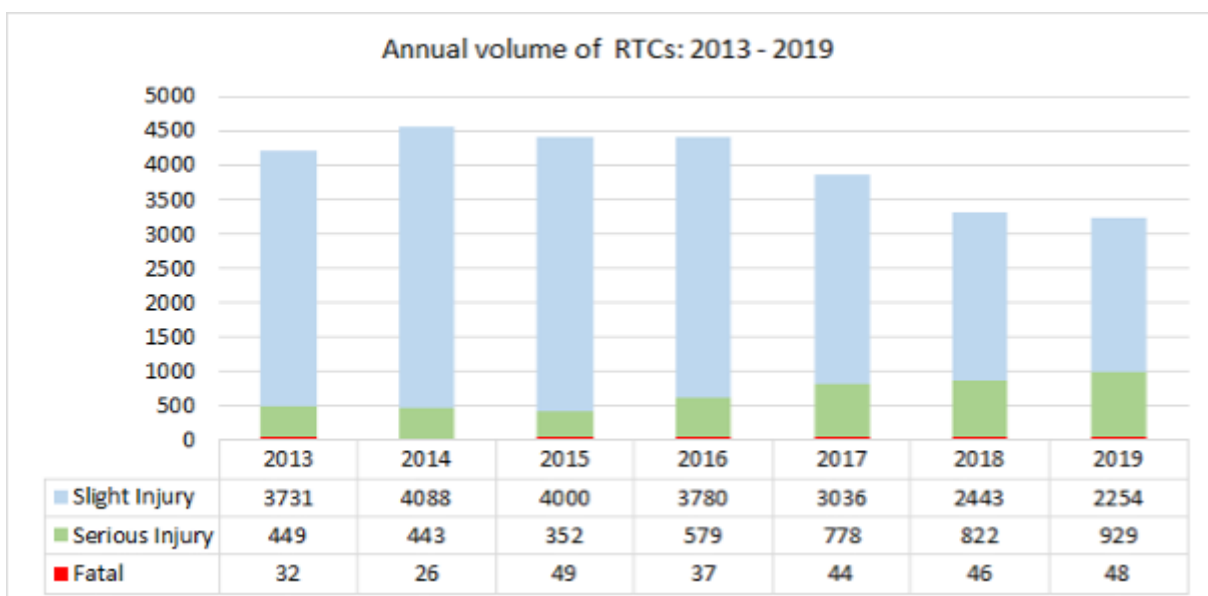


Chart 9(1)

and their families. In the case of a fatal RTC, a family liaison officer (FLO) is assigned to the family of the deceased and the investigation is led by a lead investigation officer. Investigations processes and standards are set out in the Road Death Investigation Manual.

More serious driving offences, such as drug and drink driving and dangerous driving offences have remained at a steady rate until the first six months of 2020. Once again, the reduction in 2020 is due largely to the Covid restrictions in place as shown in *Table 9(2)*.

	2018	2019	6 months to June 2020
Drink / Drugs Driving	938	1023	256
Dangerous Driving	217	252	60
Total	1155	1275	316

Table 9(2)

Drug driving remains prevalent among a small proportion of generally younger drivers, with drink driving continuing to be a problem among a frequently older group, where entrenched attitudes exist. The use of a roadside indicative test for common illicit drugs has proved to be a very useful tool in making the roads safer in recent years.

In the prevention of collisions and pursuit of offenders, the force must undertake a number of pursuits across the county. Over 600 pursuits were recorded in both 2018 and 2019. Despite Covid restrictions, there were 412 pursuits recorded in the six months to June 2020. This is considered potentially to be because while most people did not travel, of those who did, a higher proportion were likely to be doing so for an unlawful purpose.

The force issued 3,619 traffic offence reports in 2018, 4,378 in 2019 and 2,876 in the first six



months of 2020, reflecting that again, while road usage may have been low in the first half of 2020, criminal activity on the roads did not abate.

Based upon trends to date and other trends such as vehicle usage which are monitored internally, the RPG chief inspector expects the demand upon the RPG resources to continue to increase by at least 10 per cent per annum for the next four years.

RPG resources are directed to a number of locations by the monthly Force Tactical Tasking and Coordinating Group (FTTCG). They are normally deployed into areas where there are high levels of acquisitive crime, especially for the theft of vehicles in two in one burglaries. The resources are also directed to certain areas in response to surveys such as Your Voice Counts, which frequently cite issues such as the anti-social use of motor vehicles as a problem.

A more recent demand upon the RPG has been seen in the form of the social 'car cruises' where large numbers of motorists meet up at areas such as larger car parks. While in themselves these are not necessarily problematic, they have frequently led to anti-social use of the vehicles and races taking place on the highway. These have inevitably led to requests for RPG staff to intervene and enforce any legislation.

The force has responsibility for the policing of the motorway network, where their role overlaps with that of Highways England officers. RPG resources find themselves needing to deploy to incidents which could be dealt with by Highways England officers, when their resources are too far away. The introduction of All Lane Running ('smart') motorways in the county has also added to the burden of policing this part of the road network - stranded vehicle in a live lane requires the immediate attendance of a South Yorkshire Police resource, if they are closer than Highways England staff. Coroners in South Yorkshire have raised concerns about the M1 smart motorway, and the Police and Crime Commissioner for South Yorkshire has expressed grave concerns to the Secretary of State for Transport. A stocktake of national findings is being reviewed to support safety improvements, which may lead to changes in 2021/22 and beyond.

The UK exit from the European Union may have an effect on roads policing reducing the volume of drivers from other European countries on the local roads networks. Investigating suspected offences involving these drivers is more complex, but there are currently systems set up to minimise the barriers.

COUNTER TERRORISM

The demands on counter terrorism policing are significantly influenced by the national threat picture and very often unpredictable and spontaneous. The current threat level in the UK is SUBSTANTIAL, meaning an attack is likely.

Through the Prevent programme, the force safeguards vulnerable people who are at risk of been preyed upon by radicalisers, in person or online, by putting community and partner engagement at the heart

of its work. Co-operation between the public, commercial organisations, partner agencies and the police remains the greatest advantage in tackling the challenge the country faces from terrorism.

CIVIL EMERGENCIES

Demand and expected demand for civil emergencies cannot be accurately predicted or measured using historic datasets. Through identification of local risks and the likelihood that they might occur, such occurrences can be best mitigated through contingency planning and preparedness. The force has detailed multi-agency arrangements in place so that it can be as prepared as possible for major incidents and civil contingencies. Business continuity plans tend to be generic and focus more on the consequences of an emergency, rather than the nature of the specific emergency itself. For example, prolonged severe weather may prevent many officers and staff arriving for work, but an effective business continuity plan will be a plan to manage with a reduced workforce, rather than a plan to deal with severe weather.

The South Yorkshire Community Risk Register provides information on emergencies that could occur in South Yorkshire, an assessment of how likely they are to happen and the impact they might have on people, their homes, the environment and local businesses. The highest risks in South Yorkshire assessed in 2020/21 were:

- Pandemic influenza
- Flooding (fluvial and pluvial and the impact of rehousing east coast residents in the event of east coast flooding)

In 2020 with the Covid pandemic, the force's plans for resilience and delivery have been fully tested. With strong partnership arrangements in place alongside the Local Resilience Forum, and ACC Gold Command in place, the force quickly identified the threat and implemented a number of plans in response to Covid:

- An immediate assessment of how the force would be able to respond with various levels of absence.
- A move to home-working for as many non-operational officers and staff as possible, with special contingencies in place for those restricted by shielding measures.
- A series of HR policies which would strike a balance between protecting the public, supporting staff and spending the force's budget wisely.
- A regular means of providing operational and policy updates to the officers and staff, principally by the Back-up Buddy app, which is uploaded to officers' mobile phones.
- A command structure with a gold, silver and several bronzes set up. The bronzes had responsibility for individual issues, such as personal protective equipment, HR policies and police support for the testing sites.
- A Pandemic Multi-Agency Response Team (PMART) who were given further training and enhanced levels of PPE in order to deal with deaths in the community.
- The force participated in the Local Resilience Forum (LRF) in order to ensure efficient partnership working.

The above steps did have implications for other areas of work in the force with several areas of work reduced to accommodate support into the Covid efforts. This was dealt with by pausing non-essential services until resilience into these areas could be gradually re-introduced.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

ARMED POLICING

South Yorkshire Police's armed policing capability is overseen by a chief inspector. There are a number of separate functions:

- Firearms Training and Development Unit (FTDU) overseen by a chief firearms instructor. The unit provides training and development, enabling the force to safely and successfully resolve any incident involving the potential use of firearms. It is licensed by the Home Office to carry out most of the armed policing courses and it is now completely separate from the previous regional collaboration. It is currently operating under an interim licence from the Home Office but the force expects to be granted a full licence in 2021/22. All training records for armed officers are contained on a central registry called Chronicle, which provides the force with accurate and up-to-date figures for which officers are deployable in an armed capacity. The FTDU is also a strategic reserve for armed operations and specialist deployments when required to support operational policing. The force has access to firearms ranges, office-based training accommodation and tactical training areas.
- Firearms Command Training department, run firearms command courses for officers from across the country.
- There are eight strategic firearms commanders (SFCs) in force who maintain an on-call cover. Supporting these posts are 40 tactical firearms commanders (TFCs), 28 tactical advisers and 24 Operational Firearms Commanders (OFCs) who maintain 24-hour cover for all armed



incidents. Within these numbers of staff there are also officers who have other specialist skills and are deployed in more complex operations.

- A Firearms Planning Unit (FPU) carries out a number of functions which are designed to improve the efficiency and smooth running of the armed response vehicles (ARVs). They also assist TFCs with pre-planned operations, tactical advice and by managing existing firearms contingency plans and associated reviews.
- The force has an establishment of 136 officers who are trained to be an armed response vehicle officer (ARVO). These officers are predominantly used to crew the armed response vehicles and work across five shift patterns. Other ARVO-trained officers are used in the FPU and FTDU but can be deployed in ARVs to provide resilience or further capacity if needed. The number of vacancies which the force carries can vary but is kept to between 10 and 20 officers.
- Previously the force has trained a small number of officers to be authorised firearm officers (AFOs), trained in a more limited range of tactics, and restricted to foot patrol activity. However, there is recognition that a larger volume of trained AFOs is required.
- There are around 570 officers in the force trained in the use of a Tasers, an increase from 488 in 2019/20. Of these, approximately 450 are district-based officers and are not armed in any other way. The force is looking to expand the number of specially taser trained officers (STTOs), to provide further support to district officers. This will necessitate the purchase of further weapons, to enable sufficient availability at periods of peak demand.
- The force has greatly increased its number of officers trained to be post incident managers (PIMs), who can carry out post incident procedures (PIPs) in the event of a firearms discharge. A cadre of officers carry out this work on an on-call basis in order to provide 24-hour cover. Two buildings within the South Yorkshire Police estate have been designated as PIP suites. The force has not had to initiate a PIP for a firearms discharge for a number of years, although there was a PIP activated in 2020 for the use of an Attenuating Energy Projectile. PIPs are becoming more commonplace now the authorised professional practice

has widened the criteria to cover other fatalities and serious injuries which have involved the police in some way. The force is well equipped to support this process.

Central government agreed an uplift in armed policing into 2021, and this is now to be continued until 2022. Further work is required to improve the demographic representation within the cohort of armed policing officers, with female officers accounting for four per cent of armed policing strength, and BAME officers accounting for two per cent. The disproportionality within FSG is listed as a risk on the APSTRA. The force has been seeking views from female and BAME officers regarding any hesitancy that they may have regarding joining FSG. Following the ease of Covid restrictions, the force intends to hold a series of familiarisation workshops to allow under-represented groups to experience some of the work that the team does. The force is also part of the regional Diversity and Inclusion in Firearms Working Group, which seeks to share best practice and ideas.

As a result of the public inquiry into the death of Anthony Grainger, in May 2020 the Government published a response, containing a number of recommendations for the wider policing service including NPCC and the College of Policing. The force established a working group to examine any possible implications for SYP following the published recommendations, which are now being progressed. Additionally, the findings of the inquiry were developed into a CPD Firearms Command event to raise awareness of the issues highlighted.

The APSTRA has internally identified capacity / capability threats which pose a risk to South Yorkshire.

Steps are already in place to mitigate and address the above threats. Progress is regularly checked through the governance structures which are in place to support future improvements.

The force has adopted Airbox Mosaic to manage armed deployments and now routinely uses it for both planned and spontaneous work. It allows TFCs and SFCs to monitor complex deployments and increases the safety margin for officers and the public. This force is only the second in the country to deploy Airbox Mosaic on ARVs and is the first in the country to deploy it with surveillance teams. This practice is becoming seen as being the gold standard for deployments.

The armed policing management team are also responsible for the force's small unmanned aircraft (SUA/drone) capability. The force now owns 12 SUAs, which between them have a variety of capabilities. They have proved extremely useful and in the twelve months to May 2020, have been used in over 1000 deployments. They cannot match the speed, range flight-time or capabilities of a helicopter but have been used for open land searches and to assist in firearms deployments. They are currently flown by district officers who have undergone additional training but the force wishes to appoint a dedicated team of officers who can be deployed force-wide.

AIRBOX MOSAIC

Airbox Mosaic has transformed the way that both covert and overt armed resources within South Yorkshire are deployed on spontaneous and pre planned firearms operations. The system allows for all officers involved in deployment to have situational awareness previously unobtainable. It enables the monitoring of armed assets with accuracy up to five metres and is refreshed every second; essentially a live picture of where resources are and are moving to. This also reduces the costs associated with Airwave transmissions, and importantly ensures proximity to threats are known instantly from a visual display across all operational areas, benefitting tactical command roles, force incident manager and critical incident manager at Atlas Court, all those in armed response vehicles, and covert armed resources.

One facility the system offers is that of live streaming from an officers mobile, which informs the decision making for any remotely based commander who was previously reliant on the opinion about operational environment, a subjects demeanour or physical challenges an armed team are facing on the ground delivered via Airwave or unsighted telephone conversation. This enables quicker and more accurately informed decisions to be made – enabling the most proportionate policing response to any firearms operation, reducing the risks to those involved and the associated organisations liabilities.

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PUBLIC ORDER

The force's public order capability is governed by the Specialist Capabilities Board, which is chaired by Assistant Chief Constable Operational Support. Large scale public order events are overseen by a gold commander, and one or more silver and bronze commanders, depending on requirements. Officers are deployed as individual serials (typically six constables and a sergeant), three of which may combine under the command of an inspector to form a police support unit (PSU). All bronze, silver and gold commanders carry out this role in addition to their substantive duties, as is almost entirely the case for the deployed PSU officers. All public order commanders have to demonstrate continuous professional development and attend quarterly training events. There is additionally support from a residual Tactical Support Group (TSG) of 12 officers who have received the highest level

of training. The volume of trained officers and staff are shown in *Table 9(3)*.

Role	Volume of trained officers
Gold Commander	7
Silver Commander	9
Bronze Commander	19
PSU Inspector	36
PSU Sergeant	73
PSU Constable	582
Public Order Tactical Advisor	23
Public Order medic	9

Table 9(3)

The force has a fleet of 41 personnel carriers to draw upon for transportation. Just as the officers perform the public order role in addition to their normal duty, the personnel carriers are used on a daily basis by district staff for other tasks.

For major public order events, the force has its own mounted section to draw upon. They are regularly used at higher-risk football matches. When not deployed on public order duties, they are used for tasks such as town centre patrols, engagement and rural patrols. Public engagement with the mounted section is positive, supporting visible and accessible local engagement.

The force has introduced an Independent Advisory Group with representatives from the fan bases of every major club in the county to support the policing of football matches. This supports the planning of the public order response, and importantly creates a platform for fans to provide feedback to the force and understand the force's intentions for forthcoming matches. The force hopes to widen the membership of these IAGs in order to include younger representatives of the football clubs' fan base.

A small team of officers carry out post-event investigations into incidents of disorder at football matches in order to seek football banning orders for identified perpetrators. Each football club has been assigned a problem oriented policing (POP) plan in order to find ways to reduce disorder and reduce demand upon the force. The structure of the internal team has been enhanced so that it will carry out more of the investigations itself, which is seen as more effective than providing advice to district-based investigation teams. Naturally, due to Covid, the policing of football matches has been dormant for much of 2020 and no banning orders have been issued. However, the force remains ready to use the legislation should there be any further incidents.

Planning for public order events is a time consuming process, and the force's Operational Planning Team undertake this activity. While not always possible with more

spontaneous events, the forward planning for public order events ensures the number of cancelled leave and overtime expenditure is minimised, and this also supports wellbeing across the organisation through ensuring officers' time off-duty. The team also review the future needs for and on mutual aid from other forces.

Following the outbreak of Covid, the Operational Planning Team became the central coordination centre for the force's response. Bringing in support from departments and Covid SPOCS in all areas, the team oversaw the following:

- Dissemination of new information from central government.
- Providing an internal interpretation of new health information to support changes to HR policies.
- The sourcing of personal protective equipment (PPE) and provision of guidance on usage.
- The management of detainees suspected to suffer from Covid.
- The monitoring of absence levels across the force and contact tracing.
- The implementation of home/agile-working and Covid safe workspaces.
- Guidance on the enforcement of Covid legislation and guidance.

The anticipated return to a removal of restrictions has been prepared for. The territorial districts have developed violence reduction and night-time economy plans to deal with the anticipated increase in socialising and drinking, both in homes and licensed premises.

The force carries out its own public order training, which takes place in a large 'film set' facility in a dedicated training site, which allows officers to practice tactics in a realistic setting. The Home Office has required the

force to train a further 120 officers in basic public order tactics (called Level 3 tactics). The department has recently increased its size in order to cope with the increase in required training, due to be completed by March 2021.

Overall, the force is able to meet the majority of demand faced by public order threats, although of course capacity is limited, and it is recognised that the deployable resource may not always be sufficient to meet all large single-issue or multiple requirements, at which point mutual aid resources would be required.

There is also a cadre of CBRN tactical advisors who provide 24-hour on-call cover.

ROADS POLICING GROUP (RPG)

The force's RPG is led by a chief inspector and is accountable to the Specialist Capabilities Board which is chaired by assistant chief constable (Ops Support). The RPG follows the strategy set out in the National Police Chiefs' Council Policing Our Roads Together 2018 – 2021. The force also follows the directions set out in the plan to tackle fatal and serious injury RTCs, Operation Illuminate.

The force records its RTCs on a database called CRASH. This is a stand-alone system which does not enable effective monitoring and summary dataset review. The force has planned to carry out training in order to improve the quality of its data collection from RTCs but unfortunately this training has had to be delayed due to Covid. There is a risk given lack of regular scrutiny to the investigative processes for RTCs, but having considered an option to 'double key' the information across both force systems to support management information provision, this was not considered a cost-effective response. The focus therefore is on the

intrusive management of supervision across the organisation.

The majority of enforcement activity is carried out by four shifts of officers, which have a minimum staffing level of one sergeant and eight constables. Given that each shift must maintain a double-crewed motorway car and an Operation Illuminate car, the aspiration is to uplift and maintain the team capacity to a level of 13 officers.

RPG officers include specialist trained officer roles of:

- Road death lead investigating officer
- Family liaison officer (FLO)
- Pursuit tactical advisor
- Motorcycle trained officers
- Hazardous material (HAZMAT) trained officer

It is the force's ambition that all RPG officers are advanced drivers and are trained in the techniques of tactical pursuit and containment (TPAC), as well as being willing and trained to be a FLO.

The use of TPAC as a tactic requires a minimum number of officers and cars to support it. Another tactic for the safe conclusion of a pursuit is the use of a hollow spike tyre deflation (HOSTYD) device, more commonly known as a 'stop stick', which achieves the safe deflation of car tyres. Most district vehicles contain a HOSTYD and they will deploy to a suitable location and use the device to disable the car. This is deployed in conjunction with RPG resources who lead the pursuit until the car stops.

The role of FLO remains a voluntary one, but to support a balance within the department, new entrants to the department are expected to volunteer. A sergeant has been identified to coordinate the deployment of FLOs and to ensure that inexperienced officers are mentored. The high levels of stress which the



FLO role exerts on officers, coupled with their regular attendance at fatal and serious injury RTCs are major contributors to the reasons why the wellbeing of RPG officers is under severe strain. Furthermore, since the last force management statement was written, the relatively small RPG team has lost two of its members, one through an RTC, which has directly impacted on the wellbeing of the team.

In addition to the teams outlined above, the force maintains its own Serious Collisions Unit, which carries out all of the investigations into fatal RTCs. This consists of a sergeant and seven constables. Working alongside this team is an FLO coordinator who ensures that an FLO is assigned to the family. This unit carries out a detailed investigation into all road deaths, under the direction of the lead investigating officer. There is a small cadre of lead investigating officers who provide 24-hour cover on an on-call basis. The Serious Collisions Unit also has access to the Regional Forensic Collisions Unit, which is run by West Yorkshire Police but is

contributed to by us and other neighbouring forces.

The force's Safety Camera Partnership³⁴ is primarily responsible for speed and red light camera enforcement within the county and comprises an enforcement team supported by an offence-processing unit. Core deployment sites and routes are set against analytical reporting of known injury collision hotspots and community concern sites for reports of speeding vehicles. Community concern sites now account for 25 - 30 per cent of all speed enforcement. Competing demands for roads policing resources, such as tasking to high crime areas and crime reduction initiatives, restrict the capacity and capability of the team to focus purely on road safety. Active promotion of road safety education and engagement is delivered positively through social media platforms and with the wider South Yorkshire Safer Roads Partnership.

The force makes effective use of a number of road safety approaches to support

³⁴ <https://www.safetycamera.org/>



road safety compliance and support the monitoring of criminality on the road networks:

- Automatic number plate recognition (ANPR) technology to target vehicles used in the commission of crime, road safety matters and dealing with vulnerable people. The ANPR team work alongside the force Communications Department and the force incident manager.
- The force now also has access to a warning device which identifies when a driver is using a mobile telephone and it displays a warning on an illuminated screen. This will be used to reduce the prevalence of drivers using mobile telephones while driving.
- A key part of the investigation of road-traffic offending is the use of the intoxilyser machine to provide accurate figures of alcohol levels in driver's bodies. The machines, while still viable and accurate are in need of replacement, and a programme is in place to deliver.

The South Yorkshire Police dog section is also part of the RPG umbrella. The force has increased its number of dogs so that

it now has fifteen general purpose dogs and accompanying handlers. It also has the capability among its specialist dogs to locate drugs, cash, firearms, explosives and deceased people. There is the potential to use dogs more frequently, should they be available and nearer to where they are needed. The force had planned to expand its compliment of dogs and dog handlers but this has been paused due to difficulties in carrying out the training during the Covid pandemic. However, three dog handlers have been trained in 2020, and are now deployed with firearm support dogs. The work of the dog section is also publicised externally via social media, expanding public awareness of this capability and effective use.

The wellbeing of RPG staff has been supported by the force during 2020 due to the premature death of two respected and popular members of their team. One officer sadly died due to natural causes, and the other, PC Matt Lannie was killed while on duty, travelling to an incident on a liveried motorcycle. This dreadful event makes the risks posed to officers who operate on the road network very clear and the loss felt by



his policing family has been challenging to overcome.

COUNTER TERRORISM

The force's response to the evolving threat continues to be managed to ensure that all demands and priorities are effectively and sufficiently resourced.

The force is equipped to prevent or respond to incidents of terrorism and to investigate and prosecute those involved without compromising the force's commitment to day-to-day policing.

Wider advice and awareness products are regularly delivered to front line officers and staff.

The annual Counter Terrorism Local Profile (CTLTP) is prepared with local partners to develop a joint understanding of the threats, risks and vulnerabilities relating to terrorism in the South Yorkshire area. It also provides information on which to base local Prevent Programmes and action plans, support the mainstreaming of Prevent activity into day-to-day policing, local government and partnership work and allow a targeted and proportionate use of shared resources

CIVIL EMERGENCIES

The force's Business Continuity Manager is respected within his field as both the regional and national chair for business continuity management and the police portfolio lead on both the Brexit Strategic Leads Group and the NPCC Civil Contingencies Group.

South Yorkshire Police has four operational contingency planning staff dedicated to civil contingency planning and business continuity and hosts two Local Resilience Forum (LRF) Secretariat staff on behalf of the LRF partnership. The previously fixed-term LRF Secretariat posts were made permanent from April 2020 in support of the future resourcing requirements.

All areas of the force have business continuity plans, which are regularly refreshed. These plans assess the force's ability to deal with mission-critical functions over certain periods of time, varying from the first 24-hours up to 12 months. The plans assess whether the force can still carry out these functions despite scenarios such as a long-term interruption to electricity supply; a shortage of petrol and diesel; reduced available workforce; police buildings being rendered

unusable. The force therefore considers itself to be in a strong position to deal with any civil emergencies in the future.

The force has a dedicated 24-hour command structure, consisting of an accredited cadre and a call-out rota to manage the initial operational response to any civil emergency in line with joint emergency service interoperability principles. The force has on-going training requirements to ensure resilience and succession planning of these command roles. There is access to Multi-Agency Gold Incident Command (MAGIC) training from the College of Policing. All members of the force's Senior Command Team are MAGIC trained. The force has invested in the Continuity2³⁵ messaging system which enables text messages to be sent to officers and collates their availability for specific timeframes. This can be used for both civil emergencies and other deployments, such as public order incidents.

The force and South Yorkshire Fire and Rescue (SYFR) jointly fund two command vehicles and one welfare vehicle for deployment at major incidents and there is a memorandum of understanding in place with SYFR for access to additional 4x4 vehicles.

Strategic Coordination Centres have been identified and resourced to support incident command in the event of a multi-agency emergency requiring strategic coordination. South Yorkshire Police has identified a number of locations for single-agency strategic and tactical coordination, and has sufficient fall-back processes to provide contingency capability.

In order to deal with a potential CBRN incident, the force has planned to take part in training exercises with other local partners during 2020, but partners' commitments

to the Covid response have delayed these exercises to early 2021.

The Covid pandemic has tested the force's contingency plans and they have been found to be effective. HMICFRS has inspected the force's strategic command of its response to the pandemic with positive findings. Some aspects of the force's response have been highlighted as good practice. In order to prepare for the long-term effects of the pandemic and continue to support the wellbeing of employees, the force has put into place a number of ongoing practices. These include:

- Consideration of a long-term move towards home working for many of its support staff.
- An assessment of the force's estate to support Covid-secure work environments. This has involved steps such as one-way systems, removal of furniture from rooms, and transparent screens between different workstations.
- In addition to the provision of PPE, the cleaning regime in the force has been updated to include more cleaning of touch points and the use of more appropriate cleaning materials. Testing of effectiveness is being undertaken across sites.
- The vehicle fleet are being re-assessed to establish if any changes should be made.

The force has also been considering its current security of supply of fuel for its vehicles, generators and buildings, to ensure that it will continue to be able to obtain and safely store sufficient stocks.

The force has been considering its long-term strategy towards climate change and the civil emergencies which may arise from that. The publication of the College of Policing Future Operating Environment 2040 document, and insight from Baroness Brown within the 2020

35 https://continuity2.com/?keyword=continuity2&creative=476953504026&gclid=EAlaIqobChMI3eWQ1qX77gIVw-vtCh0b0g7uEAAAYASAAEgK1OvD_BwE

Excellence in Policing conference, highlighted the implications of climate change. There is recognition that flooding incidents can no longer be regarded as a one-off and need to be seen as a regular part of the force's work, and the existing contingency plans support the eventuality.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

ARMED POLICING

The threats to the force's capacity and capabilities from armed criminality are contained within the annual Armed Policing Strategic Threat and Risk Assessment (APSTRA), which sets out the threats and documents any responses towards it. As a result of this and the strategic threat assessment, the force intends to implement a number of changes to its capabilities in the next twelve months.

In ensuring the assets available for the teams are fit for purpose, there will be an update to the current protective vest provision, and a replacement programme for officers' weapons, as well as a move to digital storage of TFC and SFC decision logs to support the security of storage requirements, within a national pilot.

The force also has a need to cooperate with other forces in contingency preparation for an incident at Doncaster Robin Hood airport. Six local forces have signed a memorandum of understanding and the force will deliver joint training exercises in 2021 with all parties involved.

The force's SUA capacity has been extremely successful, as described within Step 2.

Consideration has been given to forming a full-time team of officers to deploy these devices, to further increase productivity and efficacy. This request has been rejected within the budgetary discussions, although a staff role has been approved to manage the ongoing device maintenance and usage.

The force will also be changing aspects of how it deploys officers with Tasers.

- Taser training has previously been delivered by personal safety trainers based within Learning and Development, but the governance and ultimate responsibility remains within OSU, under the ACC Operational Support. The training for specially trained taser officers (STTO) will now transfer to firearms training so that the training and governance all takes place 'under one roof'.
- The issuing of Tasers to district officers is dependent upon validation of current training records, and the Taser is manually issued by a specific role, usually a sergeant. This system is to be replaced by a locker system which can only be accessed by an STTO if they are in possession of a swipe card which will demonstrate their training currency, enabling a more efficient process.

The armed policing department currently has a number of vacancies which it is seeking to fill, but is mindful of the high attrition rate from the rigorous courses, and not depleting the officer volumes in other departments. Plans are in place to support the AFO volumes by training a further fifteen officers as AFOs, who could then be deployed for example, in high footfall areas in the instance of a terrorist threat.



PUBLIC ORDER POLICING

The force has invested heavily in increasing the numbers of officers who are trained to Level 2 PSU tactics to 36 inspectors, 73 sergeants, and 582 constables. To support the commitment to a continuous programme of training and refresher training to a wider cohort, an investment has also been made in the public order training department, with an additional four members of staff.

The work of the Serious Violent Crime Task Force is to be incorporated into a Tactical Support Group (TSG) of 35 officers, which will be established over the next twelve months. The aim is to provide seven-day cover to late evening, and the group will also be deployable to tasks such as:

- Searches for high risk missing people.
- Evidential searches for major crime investigations.
- Public order patrols for spontaneous incidents.

Training a larger cadre of officers in protestor removal techniques is in response to the changing public order threat, which has seen a growth in single-issue protests requiring the use of such tactics.

The force expects to see this increase in protest (rather than general public disorder) to include issues such as:

- Environment and climate change
- Anti-capitalism
- Extreme political activities
- Covid lockdowns, should further restrictions need to be re-imposed

The expectation that the nature of protests will change is in part due to the College of Policing publication Future Operating Environment 2040, which predicts an increase in such tensions, and has been used within the future planning in assessing the departmental needs.

Much of 2020/21 has seen no crowds at football matches. When the supporters are allowed to return, the force anticipates that they will do so in high numbers. Prior to the pandemic, the force had started to deploy police liaison officers to football matches, to engage with fans in a positive way concerning the policing style used at the matches. This will continue once the policing of football resumes. In order to mitigate against the use of overtime required to support the policing of large-scale events such as football planning,



the force makes maximum use of the Force Events Calendar.

The calendar captures details of leave embargoes and cancelled rest days. All officers are instructed to refer to this before booking any periods of leave. For forward planning purposes, the calendar has already been populated with the below events for 2021 that will have an impact on leave embargos:

- G7 and the Euro Championships has an impact in June and July.
- COP26, Dark Nights, and the Rugby League World all overlap from late October through November.
- Op Blitzen is the force response to the build up towards Christmas.

The force currently has a mounted section and it intends to expand this. These officers and their horses will be deployed at football matches and in town centres. They are also used for engagement and will be able to be deployed to surrounding forces for mutual aid. They will also be able to augment the Rural Crime Team by carrying out patrols of open land and countryside.

ROADS POLICING

Operation Illuminate is aimed at reducing levels of fatal and serious injury collisions on the road network. The force recognises that there is still work to do in this area and it intends to seek academic analytical insight in into tactical effectiveness based on geographic differences. The RCT focus will be in areas of high crime, and this default position will enable the wider RPG teams to support road safety work more effectively, rather than being tasked into these areas on a regular basis.

As already described, the off-road bike team has been extremely successful in tackling off-road bike anti-social behaviour. The team currently consists of a sergeant and nine constables. The force aspires to have a further 21 officers who will be trained in the use of the motorcycles. These officers will continue to carry out their current roles but will be able to be deployed on motorcycles when required. This plan allows the force to build sufficient capacity of riders negating the depletion of other teams, and ensuring when there are no issues reported, officers can be fully employed elsewhere. This will require officers to be released in a timely manner from other duties, and this will be monitored

as the plan is implemented. In order to support the team in being swiftly deployed, the force will also be investing in a van, designated for the transport of motorcycles to equip the team.

The force is currently considering the development of a portal to enable cyclists and other road users the capability to upload footage of other drivers where poor road use is seen, enabling the RPG to take action as appropriate. Cyclists are recognised to be particularly vulnerable road users and there are increasing number of cyclists and drivers who equip themselves with video cameras.

In order to ensure that the CRASH system of recording collisions is properly used, the force has carried out a system of monitoring of long-standing investigations which need to be addressed. The force has also re-invigorated training in the system, with investigators and supervisors both undergoing fresh training during 2021.

COUNTER TERRORISM

Efficiency and funding reviews are currently underway.

CIVIL EMERGENCIES

The contingency planning unit intends to change its focus in the next year and beyond. The force is pleased to be part of a thriving Local Resilience Forum (LRF) and intends to increase future cooperation with the LRF. This would mean that many of the police plans could be incorporated into wider LRF plans, supporting a unified response across the partnership to a variety of circumstances.

Other than for extreme weather events, the intelligence picture has not changed for other contingencies, with the only implication of Covid in testing the force plans being to enable a greater element of agile working for a proportion of the force. Extreme

weather events such as flooding can no longer be seen as unpredictable, and are increasingly an almost annual event. Based on previous delivery, the force does not see a current need to provide additional training or equipment for officers, with existing plans meeting current requirements. A boat is available to the force via the underwater search team (in collaboration with Humberside Police).

There is much to be gained by the structured debriefing of many types of incidents, from major crime investigations to public order incidents. In support of this, the contingency planning unit will be coordinating further training for a number of officers in 2021/22, so they can facilitate debriefing sessions and ensure any lessons are quickly notified and acted upon by the organisation.

The previous FMS outlined exercises which take place to test the responsiveness of the force and other organisations in the event of specific circumstances. This can be by a 'table top' exercise or through officers and staff acting out a scenario. Due to the pandemic response, these have not occurred during 2020 but the force intends to participate in exercises during 2021. The priority will be to test plans at Doncaster Robin Hood Airport.

The resumption of mass participation events, such as football matches and music concerts will bring the existing plans for such events back into use. In a step, which mirrors the incorporation of police plans into LRF plans, it is the force's intention to integrate force and location owner plans into a single source plan. The location plan will become the master plan into which all of the blue-light services will supply their information. While previous processes have worked well, the benefits of closer engagement have been recently apparent, and this development is intended to produce a more coherent and



efficient response to any civil emergency.

A new 'silver' suite will be created, which will be specifically designed to support the effective management of major sporting events or major incidents.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

ARMED POLICING

The current capabilities and capacities within the force's armed policing department allow the force to deal with the majority of armed threats. The current gaps in armed threat capability are specific and narrow. Where they exist, they align with those issues identified at a national level. The force continues to work across the service to identify suitable tactics. Steps in place for

2021/22 are expected to support reductions in armed criminality across the county and all demand will be met.

PUBLIC ORDER POLICING

The force has had the capacity and capability to deal with almost all public order eventualities which occur within the county, and has appropriate processes in place to manage any requests for external support as needed. Advanced planning supports the requirements for multiple events on the same day.

ROADS POLICING

The RPG unit is capable of dealing with all likely eventualities on the road network in South Yorkshire. There is a high casualty rate on the road network, which additional enforcement would be likely to reduce. The force does not have sufficient budget to provide an expansion to the RPG unit. There is also a recognised risk to the management of ongoing RTC investigations with limited

system extraction from the national system – this should not impact on the service offered to victims, but is an area providing limited performance management capability for the organisation, thus any service risks may not be fully understood.

COUNTER TERRORISM

The recent tragic events at Manchester Arena, London Bridge, Finsbury Park, Parson Green, Westminster, London Bridge, HMP Whitemoor and Streatham demonstrate that attacks could occur at any time or place and without warning.

CIVIL EMERGENCIES

The force is satisfied that the contingency planning unit is able to produce relevant and sufficiently useful plans to deal with foreseeable eventualities.



South Yorkshire

POLICE

Section 10

Knowledge management and ICT

SUMMARY

The force acknowledges a stronger delivery within the IT function. The IT department has had a successful year supporting the organisation to deal with rapidly increasing agility requirements in response to the pandemic. Concern remains for longer-term infrastructure and systems requirements of the two-force collaboration, but with a new head of service and IT Strategy close to finalisation, the department is continuing to develop an improved future position.

The rating of **AMBER** reflects the Information Management element of delivery, which reports a reducing compliance with SARs, and the key risk of the data quality held within the internal systems. The work of the unit is currently subject to the business change review programme, but to a large extent the force is reliant upon future system improvements to enable improvements to be made with data quality, which means continued pressure upon a small team for delivery.

This section will focus on the core functions which link strongly to the use and understanding of knowledge management:

- Information Technology
- Information Management

The work with other analytical functions such as Performance Management Unit (PMU), Strategic Delivery Unit (SDU), Audit and Governance Unit (AGU), and Business Change & Innovation (BC&I) are considered within *Section 11: Forcewide Functions*.

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

INFORMATION TECHNOLOGY (IT)

In 2011, the chief constables of Humberside and South Yorkshire Police articulated their vision for collaboration between the two forces, from which point a single IT department has serviced requirements across both forces.

Following the appointment of the new head of IT in March 2020, a new IT Strategy for 2020-2025 is at the point of finalisation. This strategy will support the department to respond to the changing demands across both forces, and ensure future adaptations delivers against the primary objectives of the

strategy:

- Stabilise the current infrastructure platforms and when due for replacement procure with industry standard technologies.
- Reorganise the department to align with the business objectives.
- Provide flexible, cost efficient technology solutions to meet the changing needs of the businesses served.
- Deliver digital solutions to provide innovation in order to support business requirements.
- Provide secure systems and technologies that reduce IT vulnerabilities and risk to comply with the mandating of the ITHC security standards.

A main focus on the new IT Strategy is to implement a 'Shift Left Culture' within

the department. This will involve the implementation of self-service technologies, allowing users to gain access to resolutions in a timely manner, thus reducing demand on the service desk. A redistribution of tasks across the analytical roles will enable greater capacity for project work and more challenging activities.

A number of national programmes are also developing welcome technology advances for which the force is supporting as appropriate. National and local digital technology advances will also be drivers of demand within IT. The force is engaged with all regional and national level meetings to understand progress on national delivery.

- Rollout of NEP solutions such as Microsoft 365 and IAM (Identify and Access Management).

- Digital case files to improve the quality of access to case file information securely and digitally from policing to the criminal justice community.
- Emergency Services Mobile Communication Programme (ESMCP) – the new Emergency Services Network (ESN) critical communications system will replace the current Airwave service used by the emergency services in Great Britain.
- NDQIS – a national programme to improve the access to records of knife crime offending.

A number of internal IT projects are South Yorkshire Police only, a number Humberside Police only and a further number reflect the shared services vision for the joint department. Those linked to South Yorkshire are listed below:

South Yorkshire Police only	<p>Tranman – The force and SYF&RS shared transition to cloud based system.</p> <p>Compact – implementing a new missing from home case management system.</p> <p>KIMS – commissioning a new Evidential Property Management System, including the migration programme from legacy databases.</p>
South Yorkshire / Humberside Police joint delivery	<p>CONNECT Express – upgrade of the existing product supporting functionality for end users, and incorporating the Bail Act changes from 2017..</p> <p>Humberside's data centre facilities changes will form part of the infrastructure resilience for the shared service.</p> <p>Unified Communications – providing a single communication platform for voice, video and chat messaging.</p> <p>Mobility programme (Phase 2) – replacement of laptops and older mobile phones across the frontline service.</p> <p>Contact Management Programme – ongoing functionality improvements to communication channels for the public, within the SmartContact system.</p> <p>Corporate Wi-Fi – a significant project to migrate forces onto a more robust Wi-Fi platform to support an 'anytime, anywhere' approach to access where possible.</p> <p>DAMS – Digital Asset Management System to support the storage, retrieval and sharing of digital content, providing officers with improved access to evidential material, and sharing with criminal justice partner agencies.</p> <p>Oracle Cloud – cloud based enterprise resource planning suite which incorporates finance, HR and procurement capability.</p>



South Yorkshire Police is committed to delivering the Policing Vision 2025 and the continued delivery of the National Enabling Programmes is as a driver of future demand in this area. As cloud-based services are delivered, there are greater opportunities for new technological advances, but security assurance is required to support the process; demand for the IT and Information Compliance departments is expected to increase.

The IT business specific teams work alongside the IT Security Team in order to fulfil the obligation for IT Health Check annual assessments, to retain force compliance. ITHC progress is tracked by the IT leadership team, who provide regular updates to the deputy chief constable.

Step 3 outlines the main existing and future projects for the ongoing implementation within the IT department in 2021/22.

Regular resourcing requirements for upgrades to systems, post-implementation is a key area of future demand for the IT department. The CONNECT system (capturing crime, case, custody and intelligence), SmartContact system (incident management) and Pronto application (enables remote frontline reporting) all require regular upgrades and demand is increased given the specialist requirements from the complex interdependencies of these systems.

Understanding system user demands for the IT Service Delivery team remains a concern for the department. Incident management demands remains high within the department, however greater focus has been given to improved problem management techniques and this has seen a significant reduction in the incidents raised in relation to CONNECT, reducing from 9280 in 2019 to 6600 in 2020 (a 29 per cent reduction in incidents). Pronto and SmartContact enquiries have increased over the same period, largely due to the implementation and delivery of additional functionality. Further work to reduce backlogs will be supported by the IT Service Management Toolset improvements, as self-service functionality is anticipated to be released during 2021/22. The appointment of a new Head of IT Service Delivery in January 2021 will focus reducing the incident backlog, and preventing future volume creep.

INFORMATION MANAGEMENT

Within South Yorkshire Police, as seen nationally, the volume of Freedom of Information (FOI) requests and subject access requests (SARs) has increased demand significantly within the Information Compliance Unit (ICU) and additionally for system specialists across the force, such as the necessary FOI crime data extraction within PMU. The force has also seen increases in FOIs for specific issues such as Covid requests and requests around complaint & discipline i.e. officers conduct, complaints, allegations and results. Body worn video is a key issue for SARs, and more recently, internal requests from staff are increasing demands for the unit.

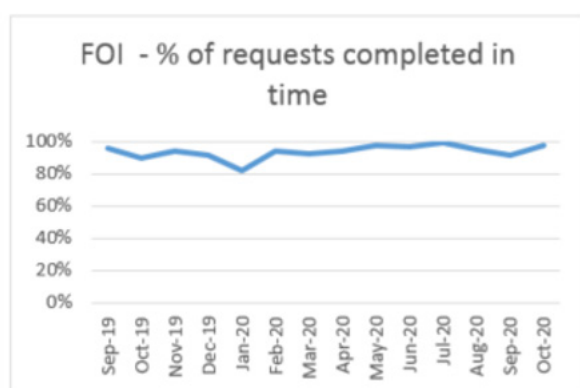


Chart 10(1)

In 2019/20, the force was compliant with FOI timeliness in 92 per cent of cases. *Chart 10(1)* shows the continued high rate of compliance. As of October 2020, there are no FOIs outstanding for over six months.

The demand for SARs has fluctuated and the number of requests throughout the first period of lockdown (March - June 2020) reduced, however timeliness compliance was also seen to reduce, as shown in *Chart 10(2)*.

The volume of SARs and FOIs remain high with a monthly average of 45 SARs and 117 FOI requests, and the demand is expected to continue. Additionally, the observed complexity of the information requested is leading to extended processing times, meaning that the force's ability to meet statutory deadlines for SAR and FOI requests has reduced, and affecting the compliance rating. The force recognises a potential risk of increased monitoring by the Information Commissioner, which could result in future financial penalties and reputational damage for the force.

The force scrutinises all timescale failures through the Information Management Board governance structure.

Work continues in relation to South Yorkshire Police's publication scheme, which will

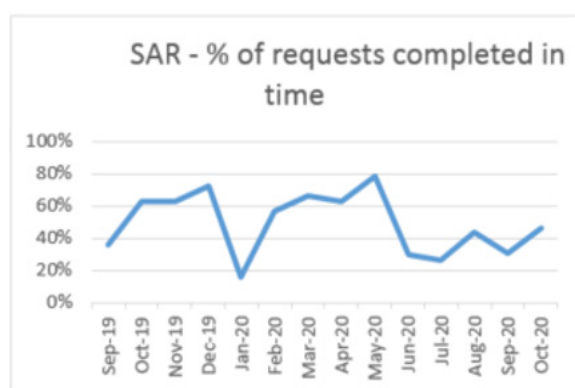


Chart 10(2)

identify future publication needs for the force external website. The commencement of routine disclosure, of certain categories of information on the internet site in 2021 should also potentially reduce the number of FOI requests.

The previous FMS referred to plans to deliver capacity to allow the ICU to be more proactive in information management advice and scheduled reviews. An internal campaign was expected to take place in 2020/21 but this has been delayed due to other priorities.

There remains insufficient capacity to allow the department to undertake scheduled reviews. This is being looked at as part of the Performance & Governance review. This includes the Child Abuse Image Database where a departmental concern has been raised. In response to this, the team have now been assigned an auditor, and work is ongoing to gain access to the relevant areas of the system to carry out future audits.

The Information Management Team, supported by IT, have implemented Aperture Data Studio³⁶. This has enabled the team to identify the volume of duplicate entries and data errors within the CONNECT system and resource has been allocated to priority data issues. Data quality continues to be a

36 <https://www.experian.co.uk/business/data-management/data-processing/aperture/>

significant risk and resourcing is affecting progress. As of October 2020, data quality officers are on average merging 1,800 duplicate nominals, 300 duplicate locations, organisations & vehicles, and correcting 2,500 data quality errors each month. This is a reduction in previous levels due to resourcing within the unit. Automatic merging for locations is averaging around 6,000 per month.

To support the wider data quality improvement plans, the force also needs to develop a plan for SmartContact, which holds valuable and critical data. The Aperture data tool will support the system in profiling the datasets and identifying data quality issues. As such, a request is being processed within IT for this work. In addition, the force's Data Migration Project attracts a significant amount of cleansing and data quality work. While this can be enabled by the data quality tool, to support work in this area, a major project outline business case has been submitted to SCT.

Data quality issues have affected all analytical functions in relation to the force's understanding of demand, requiring increased cleansing of data sets and enhanced scrutiny in the use of data. Work is prioritised based on public need; threat harm and risk to individuals and statutory and organisational requirements, but increases in demand have reduced the analytical capacity to work proactively in all areas of business.

Information sharing agreements, data processing agreements, data processing impact assessments and data access agreements are important elements of the process of partnership delivery. In understanding local or thematic demand, the force looks to obtain a strong evidence base to inform decision-making, and as such, the interaction with partnership agencies and consideration of data sharing and data

access increases. Internship roles, seconded into force require support from ICU, and access to data remains a key function of the unit. It is acknowledged that increased proactivity in this area would improve force assurance, which is being considered as part of the wider review.

Alongside the focus on dataset availability and improving accuracy of information as the quality of available information increases, so does the opportunity to ask more searching questions around force delivery. The Strategic Delivery Unit and Audit & Governance Units play a critical role in supporting the force's understanding of the quality of the force's service delivery (*Section 11: Forcewide Functions*). As within the force's Performance Management Framework, there is a balance of focus between the numerical, quantitative datasets and the qualitative assessment of progress. The focus of this approach to performance management is delivered through a number of meeting structures for which reporting products provide insight:

- Force Performance Day – focus on delivery against the Performance Management Framework.
- District and departmental quarterly performance reviews.
- Strategic groups – for example Investigations Governance Group, Trust & Confidence Board, Strategic Demand Board, Vulnerability Governance Group.
- Thematic leads internal governance meetings – such as the Hate Crime Working Group, Complete Victim Care Group.

Demand within the Performance & Governance department is continuing to increase as the proactive focus on quality process and output naturally identify areas for further growth.

The force's intelligence analysis function works closely with the Performance

Management Unit in the understanding of data, with a focus on the force's operational delivery and local tactical requirements. Currently demand within the intelligence function is high but there is an effective prioritisation process built in for tactical and strategic delivery, built around the core NIM process and governed through the TTCG process, overseen by detective chief superintendent head of crime. The Intelligence team's future focus is on delivery in the following areas:

- APSTRA
- The Force Control Strategy
- The Force Management Statement
- Scheduled Strategic Profiles
- Partnership Analyst delivery
- increased Operational Analyst delivery and resilience
- TT&CG resource allocation
- Problem-solving analysis
- SOC System Tasking (inclusive of Increased management of SOC and OCG threats)
- Demand for evaluation linked to evidence-based policing

With reference to other avenues of knowledge management, the force also engages in research with academic and partnership agencies which support the Evidence Based Policing agenda. Collaborative research involves the sharing of police data for which there is good management and oversight. A number of academic collaborations are currently in place:

- Investigative interviewing project - there are three workstreams, working alongside the University of Sunderland, University of Portsmouth and Aston University.
- DA Matters training. Evaluation to be undertaken by a Sheffield Hallam University PhD student.
- Policing domestic abuse during Covid-19 – a collaborative project with Sheffield Hallam University and the University of Liverpool to explore the policing of DA in the pandemic context, and to assess the impact of three DA initiatives launched during Covid.
- Neighbourhood policing – a PhD project working alongside the force's development of neighbourhood policing.
- Academic support has been provided for thematic leads in the area of burglaries, older people, child abuse, hate crime and drugs.
- Our own staff have been involved in academic research as part of their own studies – a recent Masters dissertation focused on slavery and ILiberation, and another on the use of DVPNs.

Such learning supports the evidential base for decision making and the force commitment in this area is clear, despite it not being a separately funded element of the business.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Information Technology (IT)	Post FTE	Strength FTE	Variance
Infrastructure	57.5	47.57	9.93
Management	1.0	1.0	0.0
Management Team	5.0	4.0	1.0
Programme, Projects & Management Support	37.26	30.2	7.06
Service Delivery	64.19	57.91	6.28
Total	164.95	140.68	24.27

Table 10(1)

Within the IT department, recruitment continues and current vacancies have been evaluated as part of the new IT structure to be implemented in 2021/22.

Following the management structures being established within the department, a training profile has been created for the whole department and submission for funding to support requirements is under review.

Within a complex and high-pressured environment, the force's IT staff continue to cope admirably and, high levels of personal responsibility and productivity are evidenced. Recent changes have supported a vision of an improved future position, with the emphasis on understanding and addressing any skills gaps in order to successfully meet the needs of the business.

INFORMATION MANAGEMENT

The force's information compliance officer, who has been a longstanding and valued member of the organisation, retired in 2020/21. While not unexpected, and replaced by the deputy post-holder, the department has lost significant knowledge and experience.

ICU is largely able to deliver against their core function in terms of capabilities and skills, with a multi-skilled approach to delivery. All staff have attained the foundation level, and most have reached intermediate level of the NPCC training for data protection, linked to the College of Policing APP for information management. A further five staff have undertaken the NPCC Decision Makers course for FOI, and the force has acknowledged the requirement to attend training linked to the 2018 Act, awaiting dates to be released nationally for data protection practitioners. The force's information security officer is accredited as a Police Assured Secured Facility Assessor. The challenges additionally posted by the increase in agile working may also impact on the compliance checks, and will inform part of the continued review.

The previous FMS reported that staffing levels in ICU had not increased in line with growing demand and temporary posts were identified to support immediate requirements. While delayed due to the project team supporting Covid requirements elsewhere, the review team are continuing to work on long-term staffing and process requirements to support legal requirements within the ICU and Information Management Unit (IMU) functions.

The Aperture Tool has enabled access to management information to understand the organisational performance in CONNECT from a data quality perspective, determining

the number of errors and duplications within the system, which has been in place since 2018. As such, this sets the work requirement for the team on a daily basis, and currently for the long-term future.

In dealing with current backlogs, the data quality manager recognises the importance of preventing future duplicate nominals and data quality errors. Work is ongoing with the Joint Systems Team (JST) to create validation rules at the point of entry on the Pronto application. Although this has not yet come into effect it is being managed through the Joint Systems Board (JSB). The implementation of CONNECT Express v6.10 also provides an opportunity to create validation rules in the system for inputters, and the data quality manager is working with JST, JSB and IT to support this. The additional validation capability, which will be configurable by the force, is due to go live in the next version of CONNECT in April 2022.

The data quality and CONNECT audit functionality continues to prove challenging but the team are using the Aperture Data Quality Tool and Oracle BI to good effect to more accurately assess performance data. Weekly reports are currently being developed from Aperture identifying duplicate nominal creation, and in liaison with the relevant Information Asset Owners, this work will continue in 2021/22.

Power BI training has taken place for the majority of the analytical areas in force. The training of a new platform and replacement of numerous performance reports is a major demand for PMU, which is working currently to deliver reporting from Oracle BI via dashboard self-serve reporting. However, all those involved in the extraction and delivery of datasets need to understand the capability within the Power BI suite of reporting, and IT have dedicated a systems expert to support organisational needs.

PMU and BC&I analytical functions' resourcing considered within *Section 11: Forcewide Functions*.

Future focus for the intelligence analysts in 2021/22 is in the finalisation of recruitment, training pathway, delivery of the new structure and IPP accreditation. The initial phase of recruitment is complete, with 11 intelligence analysts and seven researchers having started in March/April 2020 as cohort one. Their training plan was revised due to Covid, and as a result, their development in role was delayed. They are however all now a deployable intelligence resource for both strategic and tactical work, with some operational work also being serviced by these staff.

Cohort two (12 x intelligence analysts) commenced employment in January 2021. As at March 2021, the department is at 99.80 per cent FTE strength (57 FTE posts, 56.89 filled), although 58 per cent of the staff have less than 12 months service in their current role. Accounting for all outstanding training requirements (inclusive of delays associated with Covid), the first iteration of a final intelligence function model is estimated December 2021 – January 2022.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

INFORMATION TECHNOLOGY (IT)

As detailed within Step 1, demand within the IT department is high, and Step 2 details current issues with capacity and skills to meet the demand. The new IT structure has been proposed which has projected staffing numbers to manage all project and programme demands.

The appointment of a new head of IT service delivery in January 2021 will drive a reduction in the Incident backlog. Skills analysis is also being undertaken to identify skills gaps, which will be followed up by a plan to address these. The department is also looking at alternative recruitment paths, for example the use of specialist agencies. Further work to reduce the backlog will be delivered in response to the recent IT service management toolset improvements as self-service functionality will be released during 2021.

Making best use of new and existing IT technologies is a challenge for the force in the recognition of benefits, training needs and continuous support to enable the end user to realise the potential of the systems. Ongoing delivery continues in the following areas:

- The rollout and use of Microsoft Teams – delivery in March 2021.
- Apple Macs usage within the Corporate Communications department.
- Agile working across the organisation - in the last FMS, the force discussed the proposed delivery of laptops and android phones, following a review of frontline

needs and it was expected that this would be fully delivered by the end of March 2020. The deployment of laptops and mobiles was greatly impacted by Covid, and the requirement to work from home. A completely new deployment process was introduced to ensure that the right equipment could be deployed quickly.

- Body worn video (BWV) - there are now over 1900 officers and staff trained in BWV including close to 100 per cent of uniformed officers, in spite of the impact of Covid on reducing training opportunities. The force has 1340 cameras, however there are plans to increase this number to over 1600. This will allow the cameras to be used in student officer training and also increase their availability as force numbers grow.
- The KIM Property Management system was introduced in 2020. E-Archive, which is an additional application, is being procured to manage paperwork and property in the archive, this will include a barcode tracking system for all items. Go-live is expected in October 2021.
- Implementing Power BI capability and usage across the force.
- Rollout of fingerprint readers.

The force's lack of capability to deliver cloud-based services is a challenge. With the introduction of any new technology requiring access to staff who have the appropriate skills set to support its introduction and ongoing implementation, access to such staff is not always available in a limited market stock. This does not present risk to existing system usage, but more to the force's ambition for future delivery of innovative and efficient processes.

HMICFRS has previously criticised South Yorkshire Police for its inability to provide meaningful datasets in respect of workforce planning and welfare. The new Duties

Desktop system, being rolled out across the force in a phased supported process, will support supervisors, with greater capacity to capture their local resourcing decisions and support succession planning and training / skills needs in a single platform.

The staggered approach to the rollout of Duties Desktop successfully brought non-operational employees onto the system in 2020, and operational colleagues in January 2021. Duties Desktop will work alongside the transition to Human Capital Management (HCM) in 2021, with an interim solution to allow duties to link to Oracle Cloud, enabling the long-term reporting solution. Time Management will also be introduced to handle electronic submission of overtime forms and allow an even greater recording of actual times being worked by officers and staff. This will aid reporting, financial expenditure and allow the force to monitor the wellbeing of its overall workforce. While the project to implement Oracle Cloud has taken a longer time than anticipated, and much of the supporting workforce was diverted to support Covid requirements, the system is expected to be fully implemented in 2021/22.

The IT Department also provides the technical and commercial support arrangements for the DFU. The support mechanisms are established, and the IT Department performs an active role in supporting the DFU infrastructure needs. IT are leading on the implementation of a major DFU transformation program through the use of technology. The newly acquired hardware and software will be housed within the force data centre. In taking the approach of housing the equipment within the force data centre, it will allow for the management and ongoing maintenance of the equipment by the IT Department in line with the IT Strategy.

One significant change in 2020/21 is the decision made by Humberside Police to commission the NICHE Records Management System. Moving away from the existing CONNECT system, for Humberside, this will replace all current functionality from CONNECT, and also include a pillar which can encompass other elements such as property management, missing from home, forensics management and mobile solutions. For South Yorkshire Police, who are continuing to utilise the CONNECT system, this will reduce the requirement for joint decision on internal system changes in the future. Importantly this will significantly increase the demand on the shared IT department, not just in the transition to implement the new system, but in the ongoing maintenance required to support both force systems with separate requirements.

INFORMATION MANAGEMENT

The ICU team is in the process of recruiting two additional temporary posts for a 12-month period to support the current resources in responding to SAR requests. These posts were identified in 2020 as part of the Enabling Services review. The posts will remain temporary until the review is completed. Covid has impacted on recruitment processes and once filled, training will be required. As a result, the benefits will not be realised until summer 2021.

The Data Quality Manager has worked with the Joint Systems Team to implement validation rules at the point of entry on the mobile Pronto application to support a 'right first time' approach, and will continue to drive these rules to be mirrored for direct input into Connect. The next version of Connect, which is due to go live in October 2021, will enable scope for additional validation,

and is configurable by the force. The Data quality manager will work closely with the Joint Systems Team and IT to ensure that the appropriate validation is implemented to tackle data quality issues at source. This is expected to deliver significant improvements in data quality for the force.

As cited in Step 1, the force has plans to install the Aperture system over SmartContact and legacy systems, for which IT resource will be required. Once the tool is installed over legacy systems, the force will better understand the requirements to support MoPI, to link data and identify data for disposal, further to previous data migration plans failing to deliver a successful solution. Specialist Data Migration Consultants are undertaking a planning assessment for the force, which will support the next steps for 2021/22. Force archive capital funding has been agreed to support this work - following the feasibility study, the most appropriate option will be selected. In the interim, a temporary archive project is being established until the full project begins. The scope of this four-year project is to profile data, match, analyse and make archive business decisions based on data findings. This project will be established by September 2021, and the ongoing work will engage the team into the 2025/6 financial year.

It is currently assessed that following this project, compliance with APP (physical material) will be centralised, and will become the responsibility of a force archive manager. Data Migration Project (electronic material) will enable bulk deletion of MoPI 3 and scheduled reviews of MoPI 1 & 2 which will be carried out centrally. Both are significant projects, which are expected to take between one to four years to deliver.

The force welcomes the Information Commissioner's Office toolkit for data analytics. Aligned with the work of the force's

Independent Ethics Panel, in consideration of artificial intelligence within policing datasets, the force has established a Strategic Insights Delivery Group to ensure all analytical areas in force are cognisant of national developments in this area. The group has established a terms of reference with an overarching vision that *'Effective decision-making for the future service delivery of the force is informed through quality insights and strong analytical capability'*. This group will continue to work as a cross-departmental support to the analytical proposition.

The force has committed to the use of Power BI for future performance reporting requirements, and is finalising security processes to deliver the product for internal use. The demand now shifts to business users to engage with the implementation of the new system. Proof of concept has been delivered through the Covid partnership dashboard delivery, and there has been an IT supported governance project to ensure rollout of the software incorporates appropriate rules for usage and future delivery. Work in all analytical functions are expected to benefit from the new software, and external training has been provided to 47 analytical roles across the force.

All analytical functions are keen to develop usage of Power BI for general reporting requirements and to support the use of algorithms to inform local decision-making, such as in offender dashboards, repeat and vulnerable victim indices and suspect management reporting. Power BI will create opportunities in this respect, with work to review the ESRE mapping system's full functionality, and links with Power BI ongoing and continuing into 2021/22.

Future focus for the intelligence analysts in 2021/22 is in the recruitment, training pathway, delivery of the new structure and IPP accreditation. As stated, the final

intelligence function model is estimated to be fully implemented by January 2022. However, cohort one analysts have now had some exposure to departmental products, and are a deployable intelligence resource for both strategic and tactical work, with some operational work also being serviced by these staff.

STEP 4 Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The force has provided an open and transparent account of the current IT developments and wider concerns around data quality and information compliance. All areas cited are either embedded within existing reviews or direct action is being taken to support delivery. As seen by its response to data quality issues, the force is thorough in its approach, seeking to deliver a long-term solution. This does mean the current concern with data quality cannot be mitigated in 2021/22, although the steps being taken will identify the key areas where short-term improvements can be made. Data quality will continue to be a priority area for the force in the next five years.

South Yorkshire Police looks to national developments for support to meet its long-term policing needs in an efficient and collective way and will internally find resourcing solutions to meet ad hoc needs, according to the shared IT priorities of both forces.



South Yorkshire

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Section 11

Forcewide functions

SUMMARY

This section will focus on the departments and functions, which support frontline delivery across the organisation.

The force's focus for 2021 and future years, is to deliver the infrastructure for future programmes, alongside improving the quality of public service in support of the POAP delivery. The review programmes have been delayed due to Covid, and will continue into 2021/22 for a number of Forcewide Functions. Change programmes may require a shift in focus to reflect the shifting national funding picture, and anticipated economic downturn. This raises a concern for the organisation in the desire to invest in improvement of services, with an awareness of limited financial capacity to do so; be this in staffing and resources, IT infrastructure, collaborative opportunities, or facilities and assets.

The departments working within the forcewide functions have a strong clarity of purpose and work streams in a number of areas are identifying closer alignment. Some of this is a natural progression of the force's planning cycle, now integral to the FMS delivery; all areas of the organisation are engaged within the process. Other links have been made through the investments made in areas such as P&OD, BC&I and Legal Services, to support the proactivity of these areas of work. Confidence in delivery plans are high, with skills, capabilities and wellbeing of the existing workforce showing a positive picture.

Despite this, the rating of **AMBER** for this section largely reflects the areas of Legal Services and Professional Standards.

Business Change and Innovation		Despite the delays in change programmes due to Covid abstractions, the department continues to deliver against force priorities. Capacity investments ensure there are no concerns for future demands.
Citizens in Policing		Current Covid restrictions have paused many of the CiP activities and a question remains for the future volunteer volumes. Despite this the long-term future remains positive.
Corporate Communications		Minor amendments to align resource to demand have proved beneficial, and despite the challenges in 2020, business continuity plans have proved successful.
Corporate Finance		Responding to the pandemic, supporting the Oracle Cloud Project and the embedding of roles following structural changes are a concern. These demands should reduce in 2022/23.
Estates and Facilities Management		Following a decoupling review, the department is expected to be in a strong position to deliver all force estates and facilities requirements in the foreseeable future.
Joint Community Safety Department		Despite the impact of Covid slowing down some key workstreams within the department, there are no issues or risks identified.
Joint Vehicle Fleet Management		Growth plans have now been approved to progress, taking the department to a strong position for service delivery. Concerns are national and industry-based.

Legal Services		The team continues to be a strong collaboration, with Lexcel Accreditation. Concerns continue to exist linked to Hillsborough legacy matters.
People & Organisational Development		Demands of PEQF, officer uplift, Covid support and system implementation are high, but confidence is strong for the supporting delivery plans.
Performance and Governance		Concern exists for capacity, but proactivity and confidence in delivery remains high. To be supported by the P&G review. (IMU/ICU within <i>Section 10: Knowledge Management and ICT</i>)
Professional Standards		Proactive activity within the unit, new reforms, and two IOPC reports foresee increased demand in 2021/22, delayed by Covid in 2020.
Regional Procurement		Despite challenges from the BLC, transfer of resources, Covid, and officer uplift, the regional team is prepared to manage this effectively.
Sustainability		The unit is on track in terms of strategy implementation and resourcing with no future concerns identified.

BUSINESS CHANGE AND INNOVATION (BC&I)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

Since the inception of the Business Change and Innovation Service (BC&I), and the development of the Safer South Yorkshire Change Programme in 2017, there have been multiple changes in context in which the force is working. In the early stages of the change programme, the emphasis was on transformational structural change within the organisation, setting out a Target Operating Model for the force, and through controlled change, delivering projects. Following on from this change, the focus was to ensure that the force was working as efficiently and effectively as possible, and if cashable savings were made these would be directly invested in an increase in police officer numbers to directly serve the people of South Yorkshire. With the introduction of the National Uplift Programme, the change programme embarked on the next phase; to ensure the force is fit for purpose, able to

deliver the best service possible, and making best use of the additional resources.

The Covid pandemic is expected to impact substantially on future government spending, and it is expected that there will be a future reduction in funding for policing services. If, as anticipated this is the case, the change programme will need to be part of the solution in making the force effective, efficient and sustainable moving forward; focusing largely on cashable savings as well as improving efficiency and effectiveness, and maximising the use of existing assets.

At the beginning of 2020, the change programme continued to progress along the same direction as in 2019. Since March however, due to the pandemic, the change programme was partially paused to enable BC&I to support Operation Artful Mike (Covid response) at a force level.

BC&I have been fundamental to supporting both silver and gold command in the force's response to Covid. Project management resource was utilised to directly support

silver command during March and April 2020, alongside project support who have assisted throughout the response and continue to do so. The Data Analysis Team have provided the force's link in to the Local Resilience Forum (LRF) data cell, and developed a range of data products to silver and gold command on a daily and weekly basis, in order to inform decision-making in real time.

The majority of the change programmes have since recommenced, acknowledging a delay of around six months to the activity. The department is still supporting the Covid response with approximately two and a half FTE support continuing each week. This does present a challenge around resourcing, but is being managed through the resourcing meeting on a weekly basis.

Since the last FMS, it has been identified that increased resources were required to deliver technological solutions effectively to frontline users in force. As a result, the force commissioned a Technology Enabled Change Programme in BC&I, which seeks to implement IT solutions to enable more efficient operational policing business processes. This involves improving communication channels, ensuring efficiency and safety for police officers and staff, alongside an improved service to the public and victims of crime. The programme's initial focus is on Office 365 delivery, aligned with the National Enabling Programmes. The team is also responsible for the Emergency Services Network (ESN) joint project; to deliver next generation integrated critical voice broadband data services, and replace the current Airwave radio technology. This will be undertaken as a joint project with Humberside Police (*Section 10: Knowledge Management & ICT*). The department envisages high demand in this area, firstly in delivering the national programme

requirements into the organisation, and secondly as an internal desire to ensure all possible benefits of the technology are realised across the organisation.

The other investment made within the department was the installation of a Data Analysis Team, building on the work of the department's business analysts. The focus on data analysis and data science is intended to deliver the maximum value from the available datasets, and to utilise partner or "open source" data in order to inform accurate and high quality decision-making. Software such as Simul8³⁷ and R-studio, are being used by the team as part of this process, supporting the analytical capabilities of the force. The work of the team is largely in supporting two key areas; demand understanding within the change programmes; and activities commissioned directly from the Strategic Demand Board. This work can range from informing the optimum staffing levels for response, to developing understanding of the demand from older persons.

The work of the Collaboration & Innovation team in BC&I is to identify new funding opportunities, develop bids for funding and manage compliance with existing external funding arrangements. The enhanced scrutiny provided by the Collaboration Effectiveness Framework, which is now being implemented within the regional arena, has enabled the force to support changes to collaborative programmes (*Section 12: Collaboration*). It is envisaged that the demand for work in this area will continue to be high but relative to the resource assigned to it, as the force manages its current collaborations, and considers the future for new or existing collaborations. This is not an area where the force anticipates an active growth in demand.

The team has also recently launched the

³⁷ <https://www.simul8.com/>



Image 11(1)

force's Innovation Station, replacing the former Colleague Panel. The innovation station has been very successful in supporting and facilitating the generation of ideas from across the force. The administration linked to delivery sits within the individual business areas, with BC&I providing a facilitation role, therefore, demand is not considered to increase within this area beyond the current resourcing structure.

The Business Benefits team work closely with the change programmes to support projects from the planning stages, through implementation into business as usual. A benefits dashboard has been created which maps the delivery of benefits through each stage of the change programme. It specifically captures baseline data for each prioritised benefit, forecasts when each benefit is likely to be realised and data plots the progress of each one. The benefits team chair the National Benefits Working Group. Good practice is being shared through this growing network, and the internal benefits roadmap is being shared with partners to support the conversation for national delivery. It is envisaged that the demand in this area will continue to grow given the increasing interest in benefits from a national perspective, as well as the need to demonstrate effective and efficient process management.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Business Change and Innovation	58.00	39.64	18.36

Table 11(1)

BC&I operates with a substantive FTE headcount of 56 posts, including seconded and funded posts, remitting one agency and one volunteer post. The department includes roles of finance business partner, POD business partner and communications officer, to enable consistent support across the change programmes to ensure that those under review and those delivering the reviews are supported with appropriate timely information.

In 2019, the substantive BC&I head of service moved to cover the vacancy as head of the Joint IS service with Humberside Police, and has subsequently been successful in obtaining the substantive post of SCT director of resources. The substantive programme and portfolio lead has been temporarily heading the department during this period.

The core BC&I team currently have members seconded internally to three temporarily-funded teams within the same department:

- A project team delivering activity on behalf of the National Safer Streets Fund (formally the Demand Reduction Through Problem Solving Team, led by a Superintendent)
- Technology Enabled Team
- Data Analysis Team

The new teams focused on enhancing demand delivery and technology enabled support, were originally short-term solutions, funded for 18-months delivery. Longer-term resourcing implications have been considered, and the funding for the teams have been extended to 2021/22.

As a result of secondments, some new, less experienced staff have joined BC&I and the focus is in the development of skills and experience. Training opportunities have been provided for existing and new staff in Prince 2, Managing Successful Programmes, Lean 6 Sigma, Statistical Analysis, N8 Policing Research Partnership CPD programme, Collaboration, Simul8, Power BI and RStudio, as well as more general training around powerful presentations. Each member of the team has a personal training development plan, with two staff members also being supported for academic qualifications; consequently future capability is expected to increase.

There are three areas that the department recognises as barriers to delivery in 2020/21:

- Access to relevant datasets from internal and external sources. Work of the demand team is in identifying and unlocking the potential information needed to support long-term decision-making. This involves the extraction and data cleansing of information, which is an issue for all analytical departments in force.
- Access to expertise internally to support

change projects. The department focus is to be business and frontline delivery-led, the projects often need business expertise on hand but the force does not always have sufficient capacity to release those with specialist knowledge in full-time support of a project.

- The needs of the force are immediate, sometimes conflicting with the change programme requirements to allow appropriate scoping, engagement and consultation within the programme.

There are currently no specific wellbeing issues within the department, despite the high level of demand subsumed within the existing structure.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

There are no major concerns over the BC&I ability to meet demand currently or in the foreseeable future subject to the recruitment into vacant posts. Management of resources takes place on a weekly basis through the departmental resourcing meeting chaired by the head of department, with decisions and changes being tracked through the BC&I resource tracker. This includes monitoring the continued requirements in support of Op Artful Mike.

As the department works in an agile way to deliver a number of change programmes and demand commissioned activities, the prioritisation of resources is under constant scrutiny. As part of the resourcing assessment for the department, a process is in place for dynamically assessing the forward plan for the force, and the future in order to foresee requirements on the

department. The major workstreams for the department within the change programme are outlined in *Table 11(2)*.

BC&I Projects	Delivery in 2020
Oracle Cloud	The Oracle Cloud project continues to progress. Implementation dates have changed slightly from the original plan of early 2021, to later in the same year. The team are working closely with colleagues within Humberside Police and the implementation partner Namos.
Criminal Justice file build project	The file build project is due to be implemented on a rolling basis from January 2021. Work starts in Barnsley, moving to Rotherham, Doncaster and Sheffield by the middle of 2021.
Atlas Court review implementation	The implementation of the core functions element of the review has taken place, and benefits are being measured. The middle management section of the review is due to start in early 2021.
National Uplift Programme	The National Uplift Programme continues at pace. The force is on track to hit recruitment targets and in the process of identifying and measuring the benefits of the uplift programme for the public.
Neighbourhood policing / PCSO review	The PCSO review closed in December 2020, with the benefits to be measured as part of the wider neighbourhoods review. All officer posts enabled by the reduction in PCSOs will be implemented in early 2021. Current estimates are that the force will have reduced to the final level of PCSOs by March 2022.
Business Support & Transactional Services	This review was paused to release staff to Op Artful Mike, and has not yet been restarted; recognising the cross-cutting impact Oracle Cloud may have on the transaction services business area. There are plans to revisit this review following the implementation of Oracle Cloud.
Performance & Governance*	This review was paused to release staff to Op Artful Mike, restarting in in October 2020. The project team are currently working with the business lead to review the prioritisation for the programme delivery.
Crime Management Review	This review was paused to release staff to Op Artful Mike, restarting in September 2020. Phase 1 – Intelligence analysts, management structure - implementing Phase 2 – Comms, FIB, intelligence cells - ongoing Phase 3 – Human trafficking, major crime and management of foreign nationals. Phase 4 – Use of ANPR
Atlas Court middle-management review	This review was paused to release staff to Op Artful Mike. The implementation is now due to start in early 2021.
Criminal Justice review	This review was paused to release staff to Op Artful Mike. The review of the remainder of the CJ department will start early 2021. The focus is for the project team to hand over the file build to the implementation manager and move into the rest of the departmental review. .

Table 11(2)

**Previously known as the Enabling Services review*

The prioritisation of work for the Data Analysis Team will continue to be set by the Strategic Demand Board, under the SCT portfolio lead of assistant chief constable, local policing. The Board is also attended by the force's Head of Resources, and Head of Performance and Governance, ensuring the future direction and delivery monitoring aligns to the key areas identified within the annual planning cycle and articulated within the Force Management Statement.

In order to address future possible shortfall in budget in future years, BC&I are in the process of scoping an efficiency and savings programme for the force. Some of the projects that will make up this programme are already underway, such as work to look at the force's under £50,000 spending, in order to ensure that the force is adhering to good procurement practice. A further ongoing project is the Smarter Ways of Working project, which will look to bring both benefit to the workforce in addition to capital and revenue savings for the organisation.

Now that funding for BC&I has been confirmed into 2021/22, the department will move forward with recruitment into vacant posts, and making permanent temporary posts, within the first quarter of the financial year. Although the interviews and selection process will take place during this time, there is a concern over the length of time this process will take. Recruitment will be monitored at the bi-weekly management team meeting, in conjunction with colleagues from P&OD and Finance.

During 2020/21, BC&I embarked on a training programme, which has been completed in order to bring staff up to an appropriate base level for their particular role. For 2021/22, the training requirement is substantially reduced. Alongside personal development requirements, demands have dictated the required training to date, but plans are in

place to support further training in MSP Practitioner, Prince2 and the use of RStudio software.

BC&I also look to utilise the BC&I people plan, which is facilitated by colleagues within P&OD. The people plan covers areas such as wellbeing, performance management, talent and succession, workforce planning, leadership and culture and diversity and inclusion. This plan will be used and monitored to inform smaller day-to-day changes as well as longer-term change. This will be a living document monitored and updated on a regular basis,

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

There are no concerns about the department's ability to meet future demands, having been approved the requested funding and training costs to support all gaps previously identified.

CITIZENS IN POLICING (CIP)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

There are four main types of citizen support to the organisation: special constables ('specials'), cadets, Mini-Police and volunteers.

The Special Constabulary is seen as a vital part of delivery of local services in South Yorkshire, and contributed over 44,000 hours of policing between July 2019 and June 2020. The expectation is of 16 hours a month availability by a special constable, but the force has an average deployment of 25 hours a month, demonstrating the commitment displayed in post. As a result of the pandemic, and some Specials furloughed from their day jobs, an increase in monthly hours was seen between April and August 2020, which peaked in June with over 5000 hours volunteered (an average of 39 hours per special constable). As more volunteers return to their full time occupations, a reduction to pre-Covid levels is expected.

It is never a question of the demand for Specials, as they are a vital additional resource in the support of operational frontline activity, but it is about the force's capacity and capability to recruit and train specials for operational deployment on an ongoing basis. The force has recently seen a reduction in the number of Specials, to 110, although the main reason has been internal recruitment, with a number of special constables becoming police officers.

Cadets are a cohort of 106 young people aged 15-17, who live or attend school within South Yorkshire, and come into force for



two hours every week outside of school hours. Cadet recruitment has been targeted to focus on children from deprived areas with more turbulent backgrounds, some of whom are already known to the police or partner agencies in some capacity. This was a supportive mechanism to demonstrate to the force's young people the positive nature of engagement with the police, and to provide some useful skills to the cadets to benefit their future decision-making. When candidates are vetted, a more risk-based approach is given to support flexibility under the scheme, enabling progression for some young people who may not otherwise be afforded such an opportunity due to their background or associations. This has increased demand in terms of support from the force vetting unit and management support for some cadets, but the positive effect for individuals in broadening the demographic of the cohort, and increasing diversionary capacity outweighs any such demand. The cadet programme focuses on topics such as citizenship, policing powers, personal safety, personal development, crime prevention and, more recently, adventure training, following benchmarking with other cadet-type groups within the community. Cadets also undertake a range of activities in support of operational policing, such as

at public events, Operation Duxford days of action, and delivery of crime prevention leaflets. Tasking for the cadets in their operational work is effective, with a wide range of activities available. Districts can submit requests for support on an ad-hoc basis, based on seasonal activity or specific local demands. As a result of the pandemic, the cadet programme was temporarily suspended. Those recruited in September 2020 will start the programme in September 2021. For those cadets who will be too old to participate in September 2021, there are plans to run a condensed programme from April 2021, into the summer, to provide some cadets activities to this cohort.

The Mini-Police is funded through the national Volunteer Police Cadets. The two-year project is managed within Joint Community Safety Department, and delivered by project officers and PCSOs. The project gives Year 5 pupils an insight into the impact of crime and ASB within their local communities, supports local engagement schemes and empowers young people to influence friends, family and others in their communities. The Mini-Police programme has also targeted deprived areas and currently has 17 schools engaged across South Yorkshire with a further school in the pipeline. This is an area of community engagement that the force sees as extremely beneficial and plans to continue to support as part of longer-term neighbourhood policing delivery. Inputs into schools supporting mini police was cancelled due to the pandemic, but delivery is restarting online with some schools. The difficulty has been with the home schooling requirements, and finding slots to deliver has been challenging. With the return of children to schools, the department is looking to deliver Mini-Police online for the foreseeable future.

Covid has seen a number of the force's volunteers remove their services, as the force has not been able to use them for some considerable time. There are currently 93 volunteers in post ranging from community support volunteers, vehicle maintenance, Lifewise volunteers, band members, and dog walkers. The plan is to work with P&OD to have a force policy regarding recruitment, training and retention. In addition a programme is underway to determine how many will return as Covid restrictions ease and districts will be asked to bring new roles to the CiP Board as well as look at ways of integrating current volunteers into the NH Engagement strategy.

There is currently no overarching Neighbourhood Watch (NHW) umbrella organisation in South Yorkshire, however, each respective neighbourhood chief inspector meets quarterly with the key NHW coordinators in their district to discuss current intelligence requirements, key issues and support required to develop NHW coverage. This will be strengthened by the addition of a trained volunteer in each area who will be able to interrogate NHW databases to produce mapping of NHW coverage, assisting in linking coverage with local acquisitive crime and ASB issues. In addition they will be able to add and manage the NHW schemes, invite newly registered users to NHW schemes, produce reports, and send messages to NHW members and others who wish to receive information.

More locally, each neighbourhood inspector is required to meet with their local NHW coordinators on a regular basis, to assist in the crime and disorder agenda; improve community cohesion; and to develop community wellbeing.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The Citizens in Policing strategy direction is managed by a superintendent, although the delivery oversight for the individuals themselves sits locally within districts and departments.

While the numbers of Specials fluctuates, there are currently 110 in force:

SC Strength - June 2020	
Barnsley	17
Rotherham	26
Doncaster	21
SCOPT	5
Community Safety	9
Sheffield	32
Total	110

Table 11(3)

The Specials programme has a cohort of experienced trainer Specials, who provide oversight support in the training of new recruits. Despite the focus on the internal uplift programme, a further training course for Specials is scheduled for January 2021, with a further three courses identified for 2021/22.

There is concern that applications for these posts will reduce as leavers have identified that there is no longer a developmental benefit for a police officer application associated with being a special constable. The force is working to mitigate this concern through its partnership with SHU, supporting better engagement with the wider student population, encouraging a career in policing and interest in voluntary roles.

NPCC work in redefining the role of special constables (SC), and links to PEQF will support future understanding and ambition in this area. The force is one of a small number trialling SC PEQF, and work is underway with the College of Policing (CoP) to allow PEQF SCs to transfer elements of their training into recruitment processes for the police officer posts. South Yorkshire Police Specials have supported the CoP by conducting events for CoP Ambassadors, and are assisting six other forces with their Special Constable Learning Programmes (SCLP).

The force's SCLP delivery currently consists of one cohort on assisted patrol, a further cohort in initial training and a third cohort due to start in May 2021. The CoP PEQF team have provided positive feedback on the progress to date:

- Early feedback from students is that the programme is very in-depth including the operational competence portfolio (OCP).
- Feedback from existing officers (regular and specials) is that the students are more knowledgeable when they arrive on district compared to previous cohorts.
- To facilitate the assessment process, the force has upskilled some of their more experienced SCs to assess the OCP. There is a robust quality assurance process in place, in line with the PCDA and DHEP, where the OCPs are assessed by regular officers and the SC Deputy Officer, who is leading on the SCLP, to ensure standardisation.
- The implementation of the SCLP has not been as difficult as initially thought, and having the PCDA in place, the force have been able to adopt practices in to this new training for their SCs.

The force Specials will continue to support the national delivery of SCLP programmes in 2021/22.

The work demands of Specials are largely associated with the response function, meeting organisational priorities for timeliness of service to the public and focus on the greatest areas of risk. For those who are long-term 'career' Specials, there is a current lack of supervisory rank structure, but this is being reviewed with potential lateral pathways for career progression. It is also important to the organisation when considering the workforce that the demographic diversity is reflective of the communities it serves. The current demographic split for Specials is 77 per cent male, 23 per cent female, which is not reflective and future recruitment will look to address this. The ethnicity proportions are categorised as 91.9 per cent white and eight point one (8.1) per cent Black and ethnic minority, an improvement from a level of three per cent Black and ethnic minority representation in previous years.

The SC Operational Police Training (OPT) team have now been issued with laptops to assist them in delivering specials training, and the force is hoping to support the district SC ranks in the wider provision of laptops in the future. In 2020/21, 60 mobile phones have been assigned for those who have completed all MIP training but with no prior mobile support.

The safeguarding policy for the cadet programme has now been updated in line with national guidance. No other issues are noted.

When considering the use of volunteers for specific roles, the force always works with staff associations to seek scrutiny and guidance in order to strengthen future delivery. This process was implemented in 2019/20 and to date is delivering the required assurance. The force is anticipating increased volumes in future. As volunteers are not tied to specific hours or days of work, they tend to hold a positive work-life

balance as a result, and concerns in this area are minimal. Volunteers have now been issued with personal safety alarms, providing reassurance and reducing the need for deployment with constables / PCSOs in low risk situations (such as in delivering crime prevention surveys).

The force's workforce planning focus on skills understanding will be considered in future for application within the CiP arena. Given the prioritised focus on the officer uplift training programme, this may take time to implement.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

South Yorkshire Police plans to deliver increased support to Specials by planning and delivering training and work experience within specialisms and interest areas. The force's future strategies for workforce planning will support a greater understanding of skills and abilities across all employees, and this approach will be considered for application across the CiP arena. Given the focus on the officer uplift training programme, this may take time to implement. The volumes of Specials are being monitored, and the aforementioned training programme is in place to address the decline.

In the last FMS, the force referred to a shortage of cadet leaders, who are usually volunteers from within force or experienced cadets who have come through the programme and sign up as cadet volunteer leaders at 18 years of age. This is no longer an issue as PC support from all districts is now being used, meaning there are now ample numbers to cater for the uplift. An increase to the cadet numbers has been

approved by the Senior Leadership Team.

The Mini-Police programme is now into its second year and is seeking delivery opportunities, and similar schemes. Future funding opportunities to support post implementation evaluation of the programme is also being explored. This is an area where the force is wanting to engage with academic colleagues, albeit this is not considered to be a priority for the organisation. Again, an increase in numbers has been approved to support the Mini-Polic programme.

The force is seeking to develop its volunteers not solely linked to capacity, but is also focussing on improving processes for the force's deployment of volunteers, making their time in force more effective.

It is acknowledged more can be done to review effective deployment of the wider CiP function, but this will be achieved within a business as usual setting as the longer term implications of Covid are increasingly understood.

future funding opportunities in the use of citizens in policing. Although there is no direct risk within the department, current Covid restrictions have paused many of the CiP activities, and a question mark exists over how many volunteers will return post restrictions. As volumes become known, new roles will be brought to the CiP Board, and the force will look at ways of integrating current volunteers into supporting the neighbourhood engagement delivery.

There is no consequence of unmet demand in this area identified as a risk to delivery, with the main benefits of the CiP agenda being the maintenance of links into South Yorkshire communities, and the support offered to the force by the SC posts. While the engagement with the cohorts have been negatively impacted by Covid, this is not considered to be a long-term concern for future delivery.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The activities detailed in this section highlight the ways that proactive engagement work with local communities can bring benefits to the force. The force has continued to support opportunities for development of the CiP agenda.

Work within the younger community and more widely across community networks, are considered worthy of continued investment, and the force recognises the value of a strengthened evidence base in support of

CORPORATE COMMUNICATIONS

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The vision for the department is articulated in the force Communications Strategy 2019-2022: *“Engender and facilitate effective communications engagement to improve and instil public trust and confidence in South Yorkshire Police”*

Corporate Communications deliver work in three distinct areas:

- Communications – the communications officers and assistants work to enhance and develop the way in which the force communicates with the public, highlighting the proactive work undertaken across South Yorkshire. The team also delivers internal communications with staff across the force and advises managers on how best to communicate messages internally to meet audience needs. The team oversees the content management of the external South Yorkshire Police website and advises on the use of social media for public engagement, as well governing the use of the force brand. They also deliver a ‘Forward Planner’, providing a single source from which to review recent public interest and an alert to upcoming events and areas of interest.
- Reactive media desk – dealing with all enquiries from local, regional and national outlets. The media staff support officers with statements, public appeals for information, external publications, impact assessments, investigative support, counter-terrorism advice and pre- and post-trial guidance for court cases.

- Design Team – providing bespoke support for campaigns, projects, videos, artwork ideas solutions and ensuring the consistency professionalism of the force’s corporate brand.

While the force’s campaigns calendar is influenced by national campaigns, seasonally predicted increases, the force’ Control Strategy, the Performance Management Framework and emerging threats, some demand cannot be foreseen.

The last FMS referred to a campaign around knife crime, which is now being delivered in schools across the county. The focus for the next campaign is around domestic abuse, with the design concepts being reviewed, including by domestic abuse victims (both male and female) and representatives from the LGBT+ charity ‘Say It’³⁹, to ensure the messaging is appropriate for the target audience.

Incoming demand can be more varied and difficult to quantify, but demand from the media desk is now being collated and tracked. This details the number of media enquiries, missing person appeals, wanted appeals and stories receiving the most enquiries. There is some variation on a monthly basis, but approximately 12 enquiries are received on a daily basis into the unit, a total of 4,379 enquiries in the 12 months to October 2020. The force is also tracking the volume of engaged users who follow corporate media accounts, providing long-term trends for unit demand. There is an ongoing steady increase in engagement, and this has become far more positive and productive in recent years. While media accounts provide a regular interface for public engagement, continued demands

³⁹ <https://sayit.org.uk/>

exist in developing further engagement with communities less willing to engage through these methods.

In response to the new Police (Complaints and Misconduct) Regulations 2020 linked to a focus on learning lessons, there is a requirement to record any 'expression of dissatisfaction' with a view to local resolution. In response to this requirement, the team has begun to record sentiment (positive and negative) within the system, which is reviewed for appropriate action in the weekly managers' meeting.

A large volume of enquiries link to recent incidents, and the demand for the team is in the management preparation of appropriate timely updates. There are also some areas of demand, which can provide a more sustained focus for the department:

- The Covid pandemic
- The UK exit from the European Union
- Major incidents contingency planning, from biological warfare, to cyber-attacks to power outages.
- IOPC reports for legacy issues of Hillsborough and CSE
- NCA ongoing CSE investigations
- Protests
- Paedophile-hunter groups
- Football

While resilience in the unit is considered strong, there are capacity demands associated with major events. An important element in crisis management for police forces is communication with those it wants to inform and influence. The department head attends the Local Resilience Forum where a variety of incidents are planned for, and some are also tested out in live play to support partnership learning around effective

response. One such event involves Northern Power in testing for a power outage and the communications response brings together engagement across 22 different agencies. While major incidents such as these are rare, the department plays a critical supporting role, of which scenario testing is a useful element. The department recently assisted in co-ordinating the Channel 4 series '999 What's Your Emergency' which provides an insight into the reality of policing for the public. The force is due to start filming for the BBC 'Reported Missing' in March 2021, which is a four-part series and will take around 30 weeks to create. The team have also tested many scenarios relating to Covid in the last year, particularly around public disorder.

The increase in 'citizen journalism'⁴⁰ can be difficult to prepare and respond to in the timeliness expected via social media, with the Corporate Communications team bound by media law. The Association of Police Communicators is reviewing the challenges facing the service, such as the changes to Police.uk, and working with growing media forums such as TikTok and Snapchat.

The force's recruitment programme has increased demand for the department management team as they play an active role in the strategic narrative associated with recruitment, induction and training plans, supported by others within the wider team. An external creative team developed the recruitment campaign, which is now being delivered via Corporate Communications across various channels.

The development and embedding of SYP Alerts⁴¹ has increased demand for the department. By registering with SYP Alerts, a member of the public can choose to receive specific news appeals, local crime

⁴⁰ the collection, dissemination and analysis of news information by the general public, often via Web sites, blogs, and social media.

⁴¹ <https://www.sypalerts.co.uk/>

information and crime prevention advice, by email, text or voice message. As well as continually delivering and reviewing the output, the force is wanting to increase the number of subscribers, which may impact on expectation from a wider user profile.

The department's media desk plays an important role in delivering the tone for the force's conversation with the public and this will continue to be a priority for the management team in 2020. Work continues in the provision of training to officers and staff in public-facing roles in the use of the SYP Alerts app. One criticism from the public is the breadth of geographic area covered within the local groups, meaning that residents of one village may receive information about the neighbouring town or village and question the relevance. Acting on this feedback, the department has since reviewed the geographic boundaries within the system to support more localised distribution of key messages and increase the opportunities in for teams to send targeted messages to residents within specific areas via SYP Alerts.

In addition to developing two-way engagement channels with SYP Alerts, the force has an active Twitter and Facebook reach, and the online crime reporting platform enabled web-chat function is supporting ongoing accessibility. The force's Your Voice Counts survey continues to provide regular feedback from the public and the force is widening the survey reach, with additional circulation via SYP Alerts and social media. The User Satisfaction Survey specifically focuses on the experience of victims and since the last FMS, the force has expanded the profile of victims surveyed to support service improvements, and consider innovative ways to obtain more representative feedback from the public to understand their local needs. The department is also scoping

links to academic partners such as CENTRIC to provide future support in this area, however, this has experienced delays due to Covid, and is unlikely to be prioritised in the coming months.

Social media app messaging is not the only focus of public engagement and the team face continued demand supporting the publicising of local meetings, drop-in sessions and events where neighbourhood teams regularly make themselves available to engage with communities. Some of the NPTs have been able to move effectively to digital options and the team have supported in a facilitation capacity to these teams as required, supporting the promotion of this activity.

All districts have engagement plans at the local level and some communities are actively engaged in supporting policing activity. Other communities or groups are harder to engage with and further work is planned in 2020/21 to drive understanding of South Yorkshire Police's communities and proactively deliver engagement opportunities, particularly those linked to the force's campaign delivery.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Corporate Communications	16.00	14.42	-1.58

Table 11(4)

The department's management team consists of the head of Corporate Communications, the deputy head and the communications hub manager who work closely alongside a team of 14.42 FTE staff. The majority of the staff cover

the communications team and the reactive media desk on a rotation basis; the remaining two staff are full time designers in the force Design Team. While the communications officers provide a force-wide function, some are also allocated specifically to support a combination of districts and departments. The department is considered to be appropriately funded to fulfil the requirements of the communications strategy.

The force's head of Corporate Communications has recently completed a final assignment for the International Certificate in Measurement Evaluation, delivered by the International Association for the Measurement and Evaluation of Communication (AMEC). The learning from this course has enabled support within the wider team, providing a guided methodology and framework for delivery of future campaigns. Within the next two years it is envisaged that greater understanding of campaign impact will be evidenced and use of marketing products such as the force's investment in the MOSAIC area segmentation tool will support this process. Two of the team have started to use MOSAIC in more depth in 2020 to support some of the force's campaign plans. This will be evaluated internally to support effective continued usage and embed the learning across the department.

All staff are issued with laptops and phones, supporting agile working and the requirement for 24-hour cover for incidents. This flexibility has enabled all of the team to work from home during the pandemic, and anecdotally the team considers productivity to have increased. Despite this, wellbeing for some has suffered, and the team will be introducing a rota system for office availability in April 2021.

All filming equipment and software is reviewed within the department's budget with no concerns identified. The only departmental barrier exists for the designers' specialist software, which is not aligned with other force computer systems and this has been raised for IT support. This has been a longstanding issue and has been escalated for prioritisation.

All of the team continue to work from home at this time and it is felt anecdotally that productivity has increased. Wellbeing for some has suffered so the team will be looking to make the office available to some on a rota basis from 12 April 2021.

The current team has been recruited to provide a strong mix of skills and experience. All communication officers have attended the National Police Press Officer's course and there are no current training gaps identified.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

One of the aims of the unit is to deliver targeted and relevant campaigns, which influence attitudes and engender real challenge. Using effective evaluation techniques, the force is keen to build an evidence-base upon which it can have increased confidence in the efficient and effective use of its campaign resources.

The previous FMS referred to the force's head of Corporate Communications having completed an International Certificate in Measurement Evaluation, delivered by the International Association for the Measurement and Evaluation of Communication (AMEC). The learning from this course has enabled support within the wider team, providing

a guided methodology and framework for delivery of future campaigns. Within the next two years it is envisaged that greater understanding of campaign impact will be evidenced and the continued and developing of marketing products such as the MOSAIC area segmentation tool will support this process. The full Corporate Communications team will be taking part in a campaigns workshop in 2021, from which future working processes can be established.

The department is also focused on the effective use of its resources in all areas, aligned to the force Plan on a Page. When incidents necessitate high profile coverage, officers are asked to deliver media messages to the public. Generally, such messages are delivered successfully, but the importance of delivering a message and not distracting the observer with individual nuances, such as voice fluctuation, nerves or speed of speech, is considered a teachable skill. Following interest from officers, courses have since been delivered to 20 senior officers, with communication officers observing, taking advantage of an additional learning opportunity. While postponed during the pandemic, plans are in place to provide this training to a further 12 senior officers, which should be completed by the end of the 2020/21 financial year.

The force's head of Corporate Communications has previously voiced concerns over the force's methods of internal engagement, with an over-reliance on email and intranet messaging. The department has recently reviewed the channels of engagement, to support forcewide messaging via the SYP news app which is installed on all force issue phones. Additionally the Backup Buddy App (*Section 2: Wellbeing*) which can also be downloaded onto personal devices was updated daily during the height of the pandemic lockdown

and seen to be a successful channel for key messages. P&OD have also acknowledged a gap in internal engagement linked to the wellbeing and culture project, and the communication of organisational change. A new role, funded by and recruited to from the pool of existing communications assistants within Corporate Communications, will support the delivery in this area in 2021/22, and enabling strong links between the two departments.

The department has also submitted a funding bid to the force's Innovation Station for the development of a front facing engagement channel, or 'Digi Screens', which the department intends to use to further develop internal engagement.

Work continues in Corporate Communications to provide training to officers and staff in public-facing roles in the use of the SYP Alerts app. One criticism from the public is the breadth of geographic area covered within the local groups, meaning that residents of one village may receive information about the neighbouring town or village and question the relevance. Acting on this feedback, the department has since reviewed the geographic boundaries within the system to support more localised distribution of key messages and increase the opportunities in for teams to send targeted messages to residents within specific areas via SYP Alerts. The intention has been for SYP Alerts to link directly to the force's incident management system, but this is now looking less likely as the provider feels unable to achieve these aspirations. This is considered to be a setback in generating public interest, with SYP Alerts subscriptions currently standing at 36,000. Instead, the department intends to launch a sizable campaign to generate interest and subscriptions from Black and ethnic minority communities and those who have more

limited contact with the police.

The force's Your Voice Counts (YVC) survey continues to provide regular feedback from the public and the force is developing complimentary methods to widen its reach. Surveys have been sent via SYP Alerts and social media to encourage additional responses and enhance the current sampling methods. The team will consider the variance in responses between the channels and demographic engagement to support future direction.

In addition to developing two-way engagement channels with SYP Alerts, the force has an active Twitter and Facebook reach. The new contact channel of web chat functionality (implemented in November 2020) will enable the force to identify key themes of public interest. This will allow the department to take a more proactive stance in the key messaging sent out based on public interest areas.

The force's survey to victims of crime provides the organisation with feedback on the experience of victims with different elements of the service provided. In 2020, the force has expanded the profile of victims surveyed to support service improvements. This included the commission of an ad-

hoc ASB Victim Satisfaction Survey which consisted of 600 telephone interviews.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The department does not expect any area of delivery to be unmet in the forthcoming year. The structure and capacity of the team is seen to be sufficient to meet the demand but should workloads increase further, departmental work will be prioritised across the team.

Risk is therefore not around external delivery for the public, which will always be prioritised. Any potential risk would be likely to be centred around capacity to deliver proactive work in improving the force's internal engagement delivery, should unforeseen demands arise elsewhere. This will be monitored closely by the management team to ensure mitigation where required. The internal engagement improvements are likely to extend into 2022 to be fully embedded.

CORPORATE FINANCE

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

Corporate Finance supports the chief constable in his day-to-day responsibility for the financial management of the force. The vision for the department, the Finance Plan on a Page, is to: *"Seek to achieve finance excellence putting finance at the heart*

of decision making to ensure efficiency, effectiveness and value for money to support the force on its journey to outstanding"

In support of the vision for Corporate Finance, acknowledging a cultural change and reskilling of staff, force's accountancy functions and processes were reviewed and restructured in 2019. Corporate Finance consists of the following teams: Accountancy, Finance Business Partnering, Exchequer (including Payroll and Pensions), Insurance and Risk.

There is a significant statutory element to the services that Corporate Finance deliver including the preparation and publication of the statement of accounts, Medium Term Resource Strategy and Capital Programme, paying staff, suppliers and pensioners and statutory returns. The department also supports financial management across the force and is committed to continuous improvement, having undertaken the CIPFA Financial Management Model self-assessment exercise and implementing an action plan. In addition to this, work is ongoing to ensure compliance with the CIPFA Financial Management Code from April 2021.

Demand in areas such as payroll and exchequer is usually static and understood and changes tend to be planned and regulated, allowing adequate time to respond to this. However, the impact of the officer uplift on pensions and payroll has been significant and delivery will continue into 2021/22.

Demands on the wider department are:

- The department is engaged in the Oracle Cloud Project, which will deliver significant benefits. This will provide an ERP system with greater functionality, improved access to business information, simplified processes and will enforce business change. Dedicated experienced resources have been aligned to this project to ensure that it is delivered effectively, which is subsumed within the current establishment of the department, increasing demand for other areas.
- The impact of Covid – the long-term impact of the pandemic will influence the strategic financial management plans for the force, raising concerns around uncertainty on funding settlements. The department provides monthly returns to the Home Office on Covid-related spend and have quarterly returns to submit to

the Income Loss Recovery Scheme. The force has submitted a claim to the Home Office / DHSC to recover PPE costs and the department supported the Covid Surge funding for enforcement activity submission.

- A large piece of work was ongoing supporting the Covid Coordination Centre (CCC) earlier in the year around Covid-related overtime for SCT. The department captures and reports on Covid related costs / lost income through the monthly monitoring report to SCT and PCC and this supports the external returns.
- The OPCC elections may result in change for the organisation for which the department will play a significant role.
- It is anticipated that there will be a significant increase in demand within the Pensions Team due to the McCloud Judgment. This is being addressed through additional resourcing.

Although some demand can fluctuate, it is understood. The level of current demand which has not been previously predicted has impacted upon the department, and there is currently little expectation of a reduction in demand in the coming year. From 2022 it is hoped the financial business area will realign to a period of relative stability in comparison with 2020.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Corporate Finance	46.65	44.77	-1.88

Table 11(5)

The finance review merged management and financial accounting into an Accountancy Team and introduced a Finance Business Partnering Team. The updated structure separates the remits of reporting and supporting and aims to put finance at the heart of decision-making to better meet the needs of the organisation. The Finance Business Partner Team are dedicated to value-added activity, supporting change, innovation and ensuring that the force is achieving value for money and is operating efficiently and effectively.

The department is suitably skilled and sufficiently staffed with a strong commitment to training and development. A high proportion of the department have some form of professional qualification suitable for their role and are required to undertake CPD. Any training or development needs are addressed through the PDR process and staff are encouraged to engage in internal and external CPD opportunities. Biannual CPD events are arranged for all AAT (Association of Accounting Technicians) and CCAB (Consultative Committee of Accountancy Bodies) members to encourage continued professional development. In addition to this, the revised finance structure affords more opportunities for progression to higher grades, to create potential career paths for staff wanting to progress.

Resources within Corporate Finance are currently dedicated to the Oracle Cloud Project. There are a number of backfill arrangements in place that have provided developmental opportunities for existing staff and three new staff have been recruited to fill gaps.

For Exchequer and Payroll there are no issues with supply of suitably qualified staff, although staff in the two most senior roles are eligible to retire.

Corporate Finance has a relatively low turnover of staff, but in the Pensions unit, there is a risk in terms of future access to a suitable pool of people with the necessary skills and knowledge. This is due to the national requirements of the McCloud judgement. The Pensions team now have an additional member of staff to meet the demand expected. Further resources will be recruited when there is clarity around the exact resourcing requirement.

Pressures exist in the department from the high demands in 2020 - the change and embedding of the new structure; the implementation of Oracle Cloud which has been delayed in delivery and therefore continued resourcing requirement; and the pandemic requirements serving to further exacerbate demand. Departmental concern has been raised for the pressures within the department leading to issues of wellbeing. These are being appropriately supported, but accrued annual leave and flexible working hours are increasing, with committed staff keen to meet the demands working beyond their working remits. The management team is carefully monitoring this and are working to address the issues, although the demands largely remain.

Approximately two-thirds of the department have personal issue laptops and a bid has been submitted for the remaining third as part of the extended rollout. The department experienced some issues with some of the laptops not being compatible with regularly used systems, this needs to be resolved by IT in order for the full benefits of the laptops to be realised.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

The department is reviewing the structures to try to be more flexible and responsive to changes in demands placed on the department, however it is recognised that more needs to be done in this area.

The gaps in meeting future demand to support the implications of the McCloud Judgement are currently being addressed through the recruitment of additional resources.

The impact of the National Uplift Programme has also resulted in additional posts being requested for funding in payroll, pensions and accountancy – these posts will deal with the additional volume of joiners and the monitoring and reporting of spend.

In other areas of the department it is difficult to assess whether the gaps are due to short-term additional demands; embedding of the new structure requiring some minor modifications and training to overcome inexperience; and the complexity of work due to current finance systems not being fit for purpose.

The implementation of Oracle Cloud should deliver efficiencies and process improvements and could lead a reduction in demand upon existing staff, negating further growth posts. Until the new structure is embedded and the system is implemented, it is difficult to assess. It is considered likely to be 12 months before the benefits of the Oracle Cloud project are to be fully realised, which is a delay to the original planned delivery timescales. At this point, the force considers it will have the appropriate

technology to support the force for the foreseeable future, and the cashable and non-cashable efficiency savings identified can be realised.

Some conflicting demands are thought to be short-lived. The demands from supporting the Oracle Cloud implementation and the demands from the Covid pandemic should reduce in 2021/22. With this, the department will be in a stronger position to deliver the organisational requirements and realise the benefits of the structural review.

The department are investing time into staff training and developing capability, not only within finance but also in the wider organisation to increase financial capability and accountability. The force is seeking to understand and react to likely future demands and ensure that leaders across the organisation are able to rise to these challenges.

A recent internal audit of Local Procurement raised the concept of the benefits of a Commercial Team with the aim to maximise value for money through effective procurement arrangements for under £50,000 activity in compliance with legislative and regulatory requirements. It is anticipated that this will be an invest-to-save programme, and will be self-financing over time. This is being progressed through the force change programme and will be a Finance led project.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The impact of the unmet demand will be minimal to the public. The main consequence for the organisation, should the demand

exceed the capacity, is the risk of not effectively supporting financial planning and decision making for the organisation. This in turn could impact on operational delivery in the decision-making for funding priorities.

Despite concerns raised for the current capacity, the organisation considers the risk of demands not being met to a consequential

extent to be low. This is due to the dedication of the existing staffing in extra mile behaviour, although this is not a long-term sustainable solution. The risk is also assessed on the basis of the current volume of short-term demands which are expected to reduce in 2021. At this point the department will be in a position to better assess future requirements.

ESTATES AND FACILITIES MANAGEMENT (EFM)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The Estates and Facilities Management (EFM) department provides the strategic direction and delivery capability for the occupation, management, development, planning and procurement of all South Yorkshire Police property assets. In addition to this, the team incorporates forcewide vehicle recovery, dangerous and stray dogs and boarding up services.

The force estate currently comprises 92 freehold and leasehold assets with an estimated book value of over £82m. All property assets are owned by the Police and Crime Commissioner, and occupied by the force to enable the delivery of policing services throughout South Yorkshire. The assets are maintained through a range of contracts and internal arrangements, ensuring that they remain fit for purpose, compliant with all relevant legislation, and meet user needs. While the force had previously been undertaking a programme of asset disposals, the introduction of the National Officer Uplift Programme required estate growth to accommodate. This has proved fortunate as the impact of Covid has required additional space to be provided in assets to allow teams that can't work from

home to operate in a Covid-secure way. Operational teams cannot always implement smarter ways of working as successfully as support staff, if at all, and as a result, much work has been undertaken in supporting the needs of those that cannot work from home in particular.

Following decisions made in 2020/21, the future programme of estates collaboration with SYFR is not continuing and instead the force has de-coupled the management team from the planned collaboration in this area. This presents short-term resource implications in the delivery of current work streams and the development of a future wholly non-collaborative strategy, and also the changing focus now that collaboration is not to continue.

The Estates Plan (Strategy) is to be revised to reflect the changes due to the pandemic in particular, the uplift in officers and also the accelerated move to Smarter Ways of Working. The current plan is based on four key principles:

- Enabling operational policing.
- Supporting efficiency and effectiveness throughout the force.
- Maximising partnership and collaboration opportunities – including estates collaboration with SYFR and the One Public Estate programme and Sheffield City Region work to explore co-location opportunities.

- Promoting modern methods of working, including agile working.

It is not expected these will change other than the removal of the specific reference to collaboration with SYFR and a refocusing on in-house, unilateral estates activities.

EFM has responded to expected and unexpected changes at pace in 2020/21 and this has necessarily paused the ongoing progression of some less urgent work-streams. The future requirements for Covid remain an ongoing reactive area of work. The accelerated agile programme, which has enabled employees to work from home in quick-time, is expected to have lasting implications for several areas of business, including the future estates plan. A survey is currently being delivered across the force to assess the workforce views on the long-term potential for home working for those who can do so. Suffice to say, anticipated demand remains high for 2021/22 in terms of ongoing fluid changes to the estate, including any appropriate eventual reduction as a result of the implementation of Smarter Ways of Working.

In support of future demands, the force has a significant repairs and maintenance contract with J Tomlinson to ensure the consistent management of assets and compliance assurance. The works under the contract and the resultant responsive repairs will support delivery of an improved force estate. Demand for the 24/7 call-out service presently provided by the team is not expected to change and it is considered that this service will be in a position to provide full cover at all times.

The capital programme includes works to provide refreshed training facilities for all officers, additional accommodation for increased numbers of officers and enhancement of a number of facilities to

allow new ways of working. Inevitably, the level of this activity will reduce as the uplift in numbers is delivered and smarter ways of working are further embedded, resulting in a business as usual position, albeit with an estate designed to house all the additional officers into 2024 and beyond.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply

Department	Post FTE	Strength FTE	Variance
Estates and Facilities Management	116.34	97.36	18.98

Table 11(6)

The head of service and deputy head of service, have actively supported the decoupling from SYFR and returned to the force on a full time basis from early April 2021. Ongoing support will however be provided to SYFR as needed, as they take steps to install their own replacement management team.

The existing estates and facilities team at SYP comprises 160 (116.34 FTE) staff covering:

- Building surveying
- Construction
- Contract management
- Facilities management
- Estates management
- General property administration
- Accommodation management
- Technical surveying
- In-house mechanical and electrical engineering service
- Focused work on sustainability

- A dedicated management team and operatives for catering and cleaning services

The interim EFM structure put in place while collaboration was progressed has now been fully implemented. The structure introduced a number of specialist roles to cover additional identified workstreams, including estates work, capital and revenue programme management, a clerk of works function to ensure that work is undertaken correctly and to allow the building surveying team to manage projects effectively, accommodation support, facilities support, strategic asset management, and additional capacity for the increasingly important sustainability function. Recruitment to some of the roles has proved problematic, both due to Covid and the continued demand for property professionals despite the current situation, however, all roles have now been successfully filled.

The only exception to this is in the cleaning function where recruitment continues to prove problematic.

Demand upon the in-house cleaning service has been exacerbated by the requirements for additional cleaning during the pandemic, however, this has been covered successfully through support from existing staff members and also links to external providers able to supply either cover or specialist support when needed. The crucial nature of the provision of additional cleaning services during the pandemic has made clear the ongoing pressures upon this key part of the EFM service, prompting work to ensure that the service can provide all that is needed by the force in future.

The current interim structure has supported the improvement and professionalisation of the service, ensuring that functions are managed and carried out in ways which reflect best practice in estates and facilities management, focusing on the user's needs

as paramount. This is being underpinned already by the upskilling of the existing team through the Royal Institution of Chartered Surveyors (RICS) Assessment of Professional Competence (APC), and a focus on business-need training, as well as continuing professional development for all within the PDR process.

The team have responded well to changes in the ways of working, meeting the challenges presented by Covid in a largely positive way, and there has been a marked and noticeable improvement in delivery in 2020/21 despite unusually challenging circumstances. The majority of team members regularly exceed what is expected of them and are committed to delivering an outstanding service for the force.

The area for continued improvement is in customer service and customer management. The addressing of this formally has been delayed due to the pandemic, however, the senior management team within the service all understand customer service expectations and have taken further steps to embed such principles throughout the service during this unprecedented time. A renewed emphasis on the best customer experience is expected to create capacity in several areas, with a reduction in failure demand and improvements in communication across business areas.

The estate as a whole is in a good to reasonable condition, however the results from condition surveys currently being finalised will enable the team to newly establish the exact condition of the portfolio and its component parts. A planned improvement and planned maintenance programme will be further developed subsequent to this, to ensure the assets to be retained longer term remain in a good and fit for purpose condition for their expected required life.

A number of changes in occupation in the estate to support the Officer Uplift Programme are currently being planned and availability of contractors to undertake the required works and the premises needed to provide sufficient accommodation has so far been adequate, despite the pandemic and the changes due to the exit from the EU.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

The interim structure change has been timely, and now the management team has returned to the force on a full-time basis, a further review will be necessary to ensure all areas are accounted for following the decoupling. Any future changes will provide the capacity needed to deliver all force estates and facilities requirements in the foreseeable future.

The capital programme for 2021/22 and beyond provides a programme of work designed to deliver on priorities within the estate. This was devised following consultation with all key stakeholders and reflects customer needs, ensuring the asset base remains fit for purpose. The Stock Condition Surveys are now almost complete. These will inform and support any necessary adjustment to the capital and planned maintenance programmes.

The introduction of Technology Forge, a comprehensive asset management system, will provide integration with all force systems together with the ability to provide increasingly useful performance management data. This will provide additional information to supplement that already supplied to CIPFA in the collation and presenting of benchmarking information. This is undertaken at both a

force level and at an inter-force level so that performance against a further 33 participating forces can be assessed and the results used to drive continuous improvement.

The following areas of delivery, currently approved through the business and budget planning process for the forthcoming year and beyond, are listed below:

- Ongoing support to Operation Uplift.
- Estates review to assess the post-pandemic requirements.
- Asset refurbishment and/or replacement (following the condition survey outcomes).
- Analysis of planned preventative maintenance (PPM) data.
- Covid-recovery support across the organisational estate as required.
- Improvements to the Snig Hill Enquiry desk
- Extension of Churchfields to accommodate staffing and increase locker and property space.
- Refurbishment of Ecclesfield station
- Remodelling of Wombwell station.
- New district headquarters and custody suite in Doncaster.
- Refurbishment of Rotherham Main Street station.
- Replacement of air conditioning and general refurbishment works at the force call centre at Atlas Court.
- Refurbishment and Reconfiguration of the force training centre at Robert Dyson House.
- Forcewide security programme – gates and fences, CCTV, intruder alarms.
- Sourcing community bases for the Sheffield North West NPT and Sheffield South East NPT.
- Creation or refurbishment of Vulnerable Witness Suites.
- Creation of an SCS building to bring all units together, and increase space in the training building.

- Creation and relocation of interim force archive store pending delivery of permanent archive.
- Refurbishment of Ring Farm to support the arrival of the Rural Crime Team.
- Enlarged Public Order Training facility.
- Sourcing the appropriate building to accommodate the increased TSG function.
- Finalise the refurbishment of the dog training centre.
- Delivery of Decarbonisation Fund projects at Wombwell and Rotherham (if successful).

It is considered that the above can be delivered as profiled in-year, however as part of the decoupling and a wider force assessment, the whole capital programme is being scrutinised and, if necessary, the priority list for the above will be agreed in conjunction with the OPCC.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Acknowledging the changing demands through the current de-coupling programme, the department's delivery has progressed at pace. The pandemic has brought significant challenge to the department, and caused delays on non-urgent projects, but none of these issues have led to a reduction in service for the public. Enhancing the estate to support the uplift in officers, facilities for existing employees or meeting legislative requirements are delivered on a prioritised basis.

It is expected that in the short to medium term, demand will continue to increase as the team continue to respond to ongoing Covid requirements and also focus on the delivery of the estates part of the uplift programme. Further to this, the department will play an integral part in the design and delivery of Smarter Ways of Working for the force, not least in adapting the estate to meet requirements of changed ways of operating and changed expectations of what it means to work for South Yorkshire Police. The revised Estates Strategy will articulate this, ensuring that plans for the estate match the wider requirements of the whole force and those who work there.

The interim structure has provided the expertise to deliver an increasingly complex and diverse workload, however this now needs review following decoupling, as some areas can no longer be cross-supported through the two teams being joined together.

The department is confident that, following a further structure review following decoupling, it will have the correct capacity and capability needed to deliver all force estates and facilities requirements in the foreseeable future.

JOINT COMMUNITY SAFETY DEPARTMENT (JCSD)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The Joint Community Safety Department is a collaboration between South Yorkshire Police and South Yorkshire Fire and Rescue (SYFR). The department's aim is to collaboratively provide an efficient and effective approach to engagement, prevention and early intervention, in order to reduce vulnerability and demand and keep the communities of South Yorkshire safe. Demand is not quantifiable as the work fluctuates based upon resource, but the force investment in this area recognises the importance of this engagement activity in reducing crime and ASB.

Key areas of work in 2020/21 are:

- The Crucial Crew partnership initiative. In the last academic year more than 16,000 children from across South Yorkshire attended Crucial Crew (*Section 11: Forcewide Functions - CiP*)
- Co-ordination of volunteering opportunities across South Yorkshire involving recruitment, vetting and induction for the force and SYFR (*Section 11: Forcewide Functions - CiP*)
- Special Constabulary management and recruitment (*Section 11: Forcewide Functions - CiP*)
- Police cadets programme (*Section 11: Forcewide Functions - CiP*)
- Mini Police project (*Section 11: Forcewide Functions - CiP*)
- The Travel Safe Partnership – a partnership between SYP, transport-operating companies and the South Yorkshire Passenger Transport Executive, with an externally funded sergeant post. The

partnership aims to increase the safety of passengers and staff, reduce crime and anti-social behaviour and facilitate any police enquiries, which feature public transport usage.

- The Prince's Trust programme is delivered in Barnsley, Rotherham and Sheffield and co-ordinated by SYFR with support from SYP. PCSOs are seconded to assist in delivering the programme.
- Guns and Knives Take Lives Programme – working with South Yorkshire secondary schools, colleges and alternative learning centres, the programme gives young people the knowledge to understand the effect and consequences that carrying a weapon can have on themselves, their friends, their family and the wider community. Currently more than 50,000 children have received this input. There has been a pause in the programme delivery due to the pandemic, but the department is hopeful to resume delivery shortly.
- Internet Safety Programme – the programme can be tailored, but largely covers topics such as online bullying, social media security, and “sexting”. Currently more than 42,000 children have received this input in South Yorkshire. Again, this programme will resume with the ease of pandemic restrictions.
- Bespoke interventions take place throughout the year with community groups and range from specialist intervention to education and rehabilitation. The department works in partnership with a number of other organisations to promote community cohesion and safety within South Yorkshire. Examples include:

- ▶ Get Lifewise Days – crime prevention sessions for older people.
- ▶ Online Basics – sessions aimed at computer use and keeping safe online
- ▶ Working with newly arrived EU nationals and asylum seekers with the aim of providing them with the skills and knowledge to remain safe and integrate into the local communities.
- ▶ Other areas including crime prevention, alcohol and drug awareness, healthy relationships and domestic abuse.

Covid has had an adverse effect on engagement with schools and other vulnerable groups as well as the use of cadets and volunteers. Work is underway in the form of risk assessments and recovery plans to assess new methods of working within the department to ensure work can continue. As a result of the pandemic some usual work streams were diverted to assist other functions within the force, such as supporting the Local Resilience Forum (LRF) PPE Cell and the Humanitarian Assistance Cell. In addition to this, the team has completed victim satisfaction work for districts, assisted with delivery of PPE across the force and provided staff to assist in resourcing for Custody where required.

In the last FMS, the prioritisation and decision-making process for activities undertaken within the department was noted as an area for improvement. There is now a quarterly Community Safety Assurance Board, which is planning for pre-Covid activity to resume.

Potential areas of increased demand in 2020/21 and beyond are:

- An increase in referrals for assistance with engagement and prevention interventions to address issues such as Youth Created Sexual Imagery (“Sexting”) and the increased use of Cream Chargers/Nitrous Oxide.
- A particular focus for the department is age-related vulnerability. With an increasingly ageing population, the demand for support services for the elderly is expected to increase, but interventions planned for 2020 have been suspended. Work will continue in this area once it is safe to do so.
- As the force seeks to increase the use of alternatives to court prosecutions, including increased use of community resolution, combined with the changing nature of offending linked to social media, the demand will increase for those activities aimed at reducing re-offending for first time offenders, especially young people.
- The department is keen to work with academic partners to best understand the impact of prevention delivery strands. While delayed by Covid, and acknowledging increasing uncertainty of future academic funding, opportunities will be reviewed in 2021/22.

The department is supportive to operational needs and in this respect has limited control over demands for service. The demands in the main are led by the force and fire service current themes, concentrating on areas of key vulnerabilities and risk, often influenced by social and environmental changes. The department has a willingness and flexibility to adapt to meet these demands and at this time expects to meet all requirements in 2021/22.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Joint Community Safety Department	11.40	11.40	0.00

Table 11(7)

JCSD is led by an area manager from the SYFR. The joint management team is supported within the force by a police inspector and a community safety manager, with a number of support staff and project officers delivering specialist skills and support to the running of the department, working within number of sites across both organisations.

The Lifewise Centre is a specially adapted building which consists of office space, a number of classrooms and also a 'street set' area, which contains areas such as a shop, a park, a house, a pedestrian crossing, court room, police and fire stations and an A&E Department. Many of the project officers in the department have an education and learning accreditation, which they use to design and deliver interventions, lessons and packages to certain audiences. Expertise is also sought from officers and staff across the force, such as by PCSOs delivering sessions for the Crucial Crew programme.

In last year's FMS the force discussed plans to increase the level of training for the project officers. Due to the pandemic, this has not yet taken place. Training the officers to Level 4 in education is not essential to the role, so plans for this will be reviewed in 2021/22.

There are no current long-term absence or health and wellbeing issues identified within the department.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

This department does not fulfil a legislative requirement or deal with immediate risk to individuals. Consequently, the prioritisation of activities is not business critical and the department can triage any requests for service and respond accordingly. There is now an emphasis on effective prioritisation of work streams through the Community Safety Assurance Board. Within this is the opportunity to ensure that priority areas are planned for and supported by the department.

One opportunity, which is currently under consideration, is a change in the level of training offered to project officers. By increasing the training level from a Level 3 award in education and training to a Level 4 award, the department could fulfil a wider number of requests by enabling the project officers to be more effective in their delivery of interventions. However, due to Covid restrictions this has not yet progressed but will be considered in 2021/22.

The main asset for the department is the building in which they are based. This 'street-set' facility is unique in the region and it provides an excellent environment in which to educate and train. It generates a small income for the force as other organisations, such as Sheffield Hallam University hire the space to carry out their own training. The lease on the building has recently been renewed, assuring continued use in the medium-term.

Work to further embed the collaboration will focus on the efficiencies and effectiveness of internal processes. This work includes:

- Potential for training to be delivered by the force to SYFR Fire Community Safety Officers (FCSOs). This will mean crime prevention advice can be delivered to the public by FCSOs, when on home visits to those vulnerable from fire risks.
- Sharing high demand locations with SYFR, so that when FCSOs undertake home visits, they can provide alternative visibility in those areas.
- A review of the departmental administrative function to provide efficiencies and effective delivery.

The work streams identified in Step 1 continue to be the key areas for the department in 2021/22. The Community Safety Assurance Board has identified the Mini-Police programme as an area for increased investment. As such plans are in place to develop the programme into more primary schools in the coming year. Considering the impact of the pandemic, the team are currently scoping other areas of vulnerability, to consider future programmes within the department's portfolio.

The preventative work of the department, such as knife crime input with young people, is difficult to evaluate. Through engagement with the evidence-based policing group, the department is keen to ensure that it is effective in reducing future offending and victimisation. Opportunities to explore and

understand academic research on the prevention delivery strands will be considered in 2021/22.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

There is no predicted demand that the department will not be able to meet, and as a prioritisation process develops in 2021/22, this will support the governance of delivery within the department.

The department demands for service, are predominantly based on areas of key demand and vulnerability, which will develop over time for which opportunities exist within the collaborative approach to further develop in the future. The department has a willingness and flexibility to adapt to meet a variety of demands, and again, the implementation of a robust process to identify key themes and areas of demand will assure the appropriate focus.

Despite the impact of Covid in delaying or preventing some key workstreams within the department, there are no issues or risks identified.

JOINT VEHICLE FLEET MANAGEMENT (VFM)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The force collaborates with South Yorkshire Fire and Rescue Services for a joint vehicle fleet management (VFM) function.

The collaboration is beneficial to both organisations, sharing resources, knowledge and expertise across the specialist function.

The force's fleet management system, Tranman, enables analysis of the availability and productivity of vehicles and workshops and allows users to raise and submit vehicle defect records and check and book out

vehicles, as well as providing summaries on fleet data. Tranman is currently being upgraded and once the upgrade is concluded, key indicators will be available to monitor performance.

There is a significant improvement in the understanding of demand due to the introduction of telematics data. The initial baseline data from vehicle usage has already led to a review in 2020/21 resulting in a reduction of the number of hire vehicles in use across the force. The force is also aiming to improve and increase utilisation of the existing fleet. The introduction of a data dashboard will mean that VFM and local management teams are better able to plan and meet demand more effectively. This will be a continued area of focus in 2021/22.

In the last FMS, the force was experiencing complications acquiring new vehicles due to the following concerns, these comments remains valid;

- **Vehicle conversion** - nationally there is concern given that vehicle conversion companies are saturated and unable to accept as many vehicles. This situation is expected to worsen and as a result, the joint function may not be equipped to accommodate the demand for the full fleet delivery.
- **Worldwide-Harmonised Light Vehicle Testing Procedure (WLTP)** - the new WLTP (laboratory test to measure fuel consumption and CO2 emissions) remains problematic. The introduction of WLTP has caused significant delays in the production of vehicles, as manufacturers have tried to ensure that their vehicles pass the new emissions test. This has caused delays in new vehicles being delivered for the force.
- **National Airwaves replacement** - the national Airwaves replacement is expected to increase demand on the vehicle fleet team. While preparations have been made,

delays to the programme mean the future demands remain uncertain.

- **Sustainability** - the force has 11 hybrid plug-in vehicles, 11 pure electric vans and 22 electrical charging points across the estate. The fleet strategy outlines the department's intention to increase the number of Ultra Low Emissions Vehicles within the joint fleet wherever possible. The plan to introduce a Clean Air Zone in Sheffield could have an impact on the department.

Additional demand exists in the form of requests for data on fleet, including telematics data, as well as research requests for new vehicles and costings, but there is a plan in place to meet all demand in the forthcoming year.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Joint VFM is a collaborative function with a headcount of 47.11 police employees and 13 SYFR employees, with the number of staff funded by South Yorkshire Police shown in *Table 11(8)*.

Department	Post FTE	Strength FTE	Variance
Joint Vehicle Fleet Management	47.11	42.32	-4.79

Table 11(8)

Productivity within the team is excellent, which is apparent from the average 90 per cent availability for all vehicles, supporting an officer to vehicle ratio of 3:39 against a national average of 4:89.

The Covid pandemic has led to some absence and agile working. As a result, minor wellbeing issues have been identified

within the team, as remaining staff become overstretched. The department is attempting to alleviate the under-resourcing through the recruitment of additional staff. In addition, a business case has been put forward for additional laptops, which will support the future agility within the team.

The main challenge the team face has been in recruiting skilled technicians and body repairers. Some of the staff currently employed in these roles are nearing retirement. Despite the use of flexible working and retirement policies to support retention of the experienced staff members, further recruitment will be required. The department has an apprenticeship programme in place and a strategy to improve the programme with a view to attracting the best candidates. Three apprentice technicians have joined the organisation in 2020/21. The recent apprentice-level adverts have delivered a high calibre of applicants.

The department has also recruited a fleet systems officer, a post which will ultimately be shared with SYFR.

If the team is unable to maintain servicing levels of vehicles, vehicles will be sent to external vehicle maintenance companies, which is more costly for the organisation. Since 2017, VFM has continued to overspend on external vehicle maintenance by approximately 20k per annum.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

To ensure the current fleet is utilised effectively to support both operational demands and the National Uplift Programme, it has been recognised that the VFM team

needs to expand in capacity in order to meet the organisational priorities. A paper for growth within VFM was submitted and approved by SCT in February 2021.

The following posts will be progressed for recruitment in 2021/22:

- One x Band D Mechanical Technician.
- One x Band D Body Repairer
- Two x Band D Auto Electrician
- One x Band E Fleet Manager (Commissioning)
- Zero point two zero (0.20) x Band B Fleet Assistant (seven point five (7.5) hours to add to 29.5 and make one FTE)

This resourcing uplift will also mitigate some of the costs in using external vehicle maintenance companies.

In order to support business continuity within the department and deliver objectives of the Fleet Strategy to enable operational policing, the asset plan and replacement programme is now in place.

VFM are involved in the consultation on the Clean Air Zone proposals in Sheffield, and will continue to monitor progress, however, it should be noted that the force is in a good position to meet requirements, as the majority of the fleet is already compliant. A joint project with Estates and Facilities Management has commenced to review the force's charging infrastructure and relevant policies.

The force currently uses a combination of bunkered and forecourt fuel to service the fleet and benefits from reduced fuel prices through bulk purchase, providing the advantage of business continuity, should there be a fuel strike. There are future plans for the department to review the existing estate of bunkered fuel sites, ensuring compliance and future proofing. This is expected to be completed in 2021/22.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

With an increased resource into the unit, there is confidence in the department's capability to meet future demands.

There remain some risks for the department, which cannot be fully mitigated against – these are issues of national concern:

- The National Uplift Programme may increase the saturation of external vehicle convertors and if they are unable to meet the current demand this may prevent new vehicles on the road.

- Covid has also had a negative impact on dealers, with staff being furloughed or made redundant, which affects their ability to support the force - uncertainty currently exists within the industry.

The force has confidence, through the leadership team in JVFM, that ongoing issues can be addressed and there will be minimal disruption to the support provided by the team to the wider workforce. There would be an impact on the organisation and public if the department were unable to meet demand, as this would ultimately mean that the availability of vehicles would be reduced.

LEGAL SERVICES

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

South Yorkshire Police and Humberside Police have a collaborative Legal Services department providing legal advice on all subject matters affecting both forces across both geographical areas. The staff collectively cater for the full range of legal services to the Chief Officer Groups and all police officers and staff as well as the OPCCs. The variety of expertise allows specialist advice to be given, regardless of where the officer or member of the legal team is based or where the client instruction is received from.

In 2020, following a successful inspection, the collaborative Legal Services department

was awarded Lexcel, the Law Society's legal practice quality mark for client care, compliance and practice management. In essence, Lexcel sets the standard for client care, risk management, people management, structure and strategy, financial management, information management and file and case management.

The department can demonstrate a strong understanding of demands. The 2018 implementation of IKEN⁴³, the case management system across both forces, has proven valuable in the administrative processing support required to manage caseloads across two geographic bases and distinct force areas.

The introduction of the Client Care Model was seen as a key element of the focus for the new Legal Services function and the

<https://www.iken.co.uk/>

Case Type	2018	2019	2020
Civil Litigation	223	353	318
Employment	35	84	39
General Disclosure	852	1255	1593
Operational Policing Orders	182	241	502
Child Care / Family Disclosures	718	695	714
Contracts / Agreements / Commercials	39	48	38
Professional Standards	11	28	34
SPOC	533	465	434
Other Subject Specialisms	55	84	61
Case Types Under Review	1	1	0
Triage	0	0	39
Grand Total	2649	3254	3772

Table 11(9)

team has continued to build on the four pillars of legal work, training, communication and feedback across the organisations. The first two years of the departmental strategy related to the implementation of the collaboration and the final years to 2021 were to support increased proactivity and income generation opportunities for both forces.

The collaboration across the two forces has been successfully delivered and the Legal Services team have reported to the North East Delivery Board on the savings achieved to date. The overarching strategy is for the department to provide specialist advice to both police forces, including their Police and Crime Commissioners, subject to any conflict of interest, regardless of where the request for advice originates or where the solicitor or legal officer is based. The approach has led to increased resilience, learning and expertise and is seen internally and regionally as a highly successful collaboration.

Table 11(9) shows the number of matters handled within the department for the Chief Constable of South Yorkshire Police only; this demand continues to increase with each calendar year. From 2018 to 2020 there has been an increase in demand of 42.4

per cent (1123 cases). Across both forces, the demand has increased by 37 per cent. Particularly high demand increases have been seen in the areas of operational policing orders, professional standards and general disclosure.

The force is committed to using the breadth of policing powers in the protection of the public. The Legal Services department is a critical support to this delivery, with increases recorded in the force's use of powers, directly supporting vulnerable and high risk victims. Legal Services support other key areas of policing orders, with fact sheets and workshops being held to encourage effective use of policing powers. These factsheet have been shared nationally to the benefit of the policing community across England.

Advice is also provided by the legal function in a number of areas:

- Gold group commanders are provided with specialist advice and support for delivery of key projects and critical incidents.
- Pre-hearing notes are provided two weeks in advance of hearings to portfolio leads and Corporate Communications to support any required preparation.

- Post hearing reports are provided in support of local and organisational learning.
- Supporting compliance with GDPR for IT development programmes and use of communications.
- Legal surgeries held in operational bases to provide support and advice to frontline officers.
- Sharing of information across the force via a mobile-friendly internal website with a portal to enable online requests to be serviced. The department also uses LinkedIn to reach frontline officers with key communications.
- General support in an advisory capacity across all functions.
- Information sharing across the legal services using Microsoft Teams and SharePoint applications.
- Cases of strategic interest are directly and regularly discussed with the deputy chief constable.
- Any cases with the potential for significant financial consequences are shared with the Finance department at the earliest opportunity to support budgetary discussions.

It is anticipated that demand will continue to increase as a result of increases in the incoming enquiries, and the range of legal work. As the team has gradually embedded, and positive relationships have been formed, officers are more inclined to ask for advice, thus increasing the capacity need.

It is expected that the following areas will see a significant increase in demand in 2021/22 and beyond:

- **Operational policing orders** – Since 2018 the force has increased the volume of operational orders by 176 per cent in South Yorkshire (from 182 to 502 orders), a demand which has only been met due

to the collaborative and flexible working structures in place. With the operational lawyers providing more specific and targeted training to officers (which is already resulting in an increase in new applications) and new orders are being introduced, such as stalking protection orders, this number is expected to continue to rise.

- **Civil litigation** – from 2018 to 2020 in South Yorkshire there has been an increase in demand of 43 per cent (from 223 to 318 cases). This is the area of work where the departments has also been able to make the most efficiencies in terms of savings referred to above.
- **Professional Standards** – ongoing demands are anticipated with the volume of work increasing by 209 per cent since 2018 (from 11 to 34 cases).
- **Disclosure** – demand continues to be high with short turnarounds demanded by the courts. Wellbeing of those dealing with these matters is a concern in Legal Services due to the demand and sensitivities involved.
- **Commercial** – around 40 matters per year are currently undertaken, primarily via arrangement with an external law firm who has gone through a national procurement exercise and therefore able to provide commercial legal advice to the collaboration. These matters do still require management and oversight internally within the department. The head of legal also provides internal commercial assistance concerning collaborations and MOUs.
- **Data Protection Act 2019** – a major area of development in law generally and therefore demand for the department, is the misuse of personal data linked to the Data Protection Act 2019 and the general increase in public awareness of the existing legislation.

Further demand over the next four years will be dependent on changes in legislation, case law and how the force prioritises their operational capabilities.

Legacy issues around Hillsborough are due to involve litigation matters for the department. While resources have been applied to manage the litigation on a temporary basis, any impact on these resources will have an adverse effect on the rest of the department.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Legal Services as a collaborative function has a headcount of 33 staff, the volumes funded within South Yorkshire budgets are:

Department	Post FTE	Strength FTE	Variance
Legal Services	19.62	18.46	-1.16

Table 11(10)

The Legal Services team is based across both South Yorkshire and Humberside, within their respective headquarter locations. The team continues to work towards the collaborative commitment to deliver a paperless environment. Providing the assets for the team to work on an agile basis supports individual wellbeing, but also recognises the multi-base requirements of the department, ensuring that staff have the flexibility to work in the methods most conducive to their delivery.

Following the success of the Client Care Model, Legal Services have created a new business model; Lawyers on Demand. The model creates a flexible working environment which suits the needs of either force, enabling the team to deal dynamically with an ever

increasing demand for legal advice, and provide a healthy and balanced working environment for the staff.

Accurate and comprehensive file and work type lists kept centrally on IKEN allows the monitoring of the quantity of work per work type, and to ensure there are adequate numbers of staff working on the files, and support the wider understanding of demand trends. Time recording of staff is actively monitored at monthly meetings, with the leadership team afforded a clear understanding of how long each matter takes of a fee earners time. Where staff are not working to their optimum capacity, training and support is given, utilising HR policies.

The department is acutely aware of the need to provide an efficient and effective service. All staff contribute to this in a variety of ways, which has culminated in costs savings for South Yorkshire Police of £2,574,790 from June 2017. These efficiencies have occurred as a result of continuous improvement and strong active management of fees and claims settlements. While the majority of these savings are not cashable savings in terms of or ability to return the monies to the force, they do represent monies which would have needed to be paid out of budget and / or insurance budget year-on-year.

Oversight of the department is delivered through fortnightly meetings, where the management team comprising the head of legal services, the practice manager and three principal lawyers, actively analyse the case management datasets, staff welfare and review the work that is being carried out. The detailed records management process enables comprehensive analysis of the individual workloads, volumes of cases, trends and efficiency assessments to be made, providing a good evidence base to support the allocation and subsequent movement of work, using a skills matrix. The

flexibility of the workload across the teams is designed to increase knowledge and skills in building up the team's working knowledge of the policing world and operational requirements within both forces.

All members of the department have training plans in place, and on a monthly basis training support is available to support the team learning. The department also supports internal students, with a member of the team due to complete a Masters in Business Management at Durham University focused on organisation learning. Learning from this course will be shared within the force to support any improvements in delivery. One advantage of the existing outsourced support the department can benefit from is the access to training through partnerships.

Welfare within the department is closely monitored as the information reviewed in support of legal requirements, especially those relating to disclosure, can be traumatic for the team. The head of Legal Services has allocated funds to employ an external psychiatrist to deliver sessions across the whole team and to offer any individual support as required in recognition of the specific pressures. The team also provides a 'buddy system' and colleagues regularly review the work of their peers. The movement of cases within the team thus enables learning to be shared and transparency in a positive environment, as well as supporting individual wellbeing.

Wellbeing issues have been raised during the pandemic, linked to isolation and stress, which have been, and continue to be appropriately supported. Two weekly sessions of one hour in duration are available where staff can skype in and talk. As part of these sessions the team have arranged breathing sessions to help staff to have time for themselves and focus on their wellbeing. Subject to volume restrictions, the choice

to work in the office rather than at home is also supported. It has been recognised that additional mobile phones and laptops are required for staff to provide a fully agile workforce, which is being progressed with the IT department.

When necessary, Legal Services will outsource delivery, but this is closely monitored and will not be undertaken as a product of under-resourcing, but a decision based on a requirement for immediate specialism. The function also employs the services of a commercial lawyer based in West Yorkshire dealing with all procurement legal requirements, funded together with North Yorkshire Police. While there may be future potential to increase this area of collaboration across the wider commercial law piece, as it currently stands, only the non-procurement element sits with Legal Services.

Staff retention has been varied over the past several years; with a number of solicitors moving to the Crown Prosecution Service where the salary bracket is higher. While there have been no specific concerns in 2020/21 the management team considered that more could be done to support resilience and succession planning. A career grading scheme therefore been implemented to retain specialist resources, which has been welcomed by all. Additionally, the collaborative approach allows recruitment gaps to be mitigated - for example by extending the recruiting to the South Yorkshire area to support Humberside posts.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

In terms of demand evaluation, allocation of work and support to the individuals within the team, the force is fully confident in the department delivery. The team utilises a specialism matrix for allocation of new matters to provide more resilience to ensure that the right file is allocated to the right individual. This also supports an understanding of individual development needs and across the team. Plans are in place to introduce KPIs to review the time and productivity of the teams, supporting a further aspect of demand understanding.

A new organisational learning initiative will be adopted over the course of the next four years. This will focus on ensuring the unit is genuinely committed to learning, that staff are committed to their own learning, that there are clear processes and practices in place to deliver effective organisational learning and the overall leadership of Legal Services is one which embraces and encourages learning. Fundamentally, staff will be further encouraged to challenge current practices and processes with a view to consider new ways of working, ensuring the department works as efficiently and effectively as possible.

In respect of the demands described in Step 1, there are concerns raised from a resourcing perspective.

- **Operational policing orders** – The current staffing within the department's operational policing function is considered insufficient to meet the increasing demands in the longer term, but the department will monitor this demand and when appropriate

utilise external counsel to cover any shortfall in demand.

- **Civil litigation** – this increase in demand, together with the change in the complexity of the claims and the need for more senior expertise to provide training, guidance and supervision may result in an additional Senior Solicitor being required across the Collaboration.
- **Professional Standards** – the ongoing demands have been met by the appointment of a Trainee solicitor who works alongside a principal lawyer, however this is a short-term fix as the Trainee is fixed-term for two years and the principal lawyer has other significant commitments. There is currently one Solicitor position allocated to this area of work. It is expected that further resource will be needed in this area to meet both the current and future demand.
- **Disclosure** – the department is considering a centralised function to provide a holistic service in this area, this would likely be a growth area for a department.

To date no business review has been undertaken in respect of the demands and future capacity requirements. The expectation is that some of the increase in future demand will be met by current staff within the teams by ensuring that staff work to their optimum capacity, the new organisational learning model is implemented and that practices and policies are reviewed by all to ensure that the team is working as efficiently and effectively as possible. However, even with these changes are successfully implemented, it is expected that there will be a resource gap in operational policing, civil litigation and professional standards. These gaps will be monitored closely and when necessary and appropriate, business cases will be made for the increase in staffing numbers in 2021/22 and beyond.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

Legal Services has a good understanding of demand and has to date been able to support all requirements through the effective management practices in place.

Further demand is dependent on new legislation, case law and how the force priorities their operational capabilities. If a surge in unforeseen or complex demand cannot be met, the department can revert to the option of outsourcing through the National Framework, which provides competitive rates.

While resources exist to handle legacy matters, final costs are unknown and continue to be realised.

PEOPLE AND ORGANISATIONAL DEVELOPMENT (P&OD)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The force previously reported an expectation of increased demand due to the internal and National Uplift Programmes, which will provide a substantial increase to the force establishment. This delivery was also at a time when the department restructure was being finalised, and implementation of a new model to recruit and train student officers (PEQF) was being embedded. In addition to this, the department has taken a key role

in supporting a Covid secure environment across the force in 2020.

In the next five years there are several notable areas of demand within P&OD, which are largely aligned to the challenges nationally, and while providing real opportunities for the service, these bring short-term demand challenges.

- **Recruitment** - the force's recruitment plans for police officers is forecast to 2023, with 12-month plans for recruitment into supporting police staff roles. Table 11(11) outlines projected student officer recruitment into the force to 2023.

Recruitment type	To March 2020	To March 2021	To March 2022	To March 2023	Total
Assumed National Allocation	2,000	4,000	6,000	8,000	20,000
BAU (i.e. to replace leavers)	154	218	170	237	779
Precept Uplift	50	73	79	18	220
National Uplift	30	121	142 (+7)	185	485
Total in year	234	412	398	440	1,484

Table 11(11)

Resource distribution will be across a wide range of functions, including neighbourhoods, PVP, incident and investigation management, Custody, off-road bikes, PEQF assessors, as well as a small number of posts previously committed to within the MTRS. Post allocation has been finalised through strategic oversight of district and departmental business plans and supported by the Force Management Statement findings.

The volume of uplift officers is a key metric for both the force and the Home Office, with the recruitment profile and plan being regularly reviewed to meet the changing need. The Special Board for Recruitment chaired by the director of resources meets monthly and its attendees are key stakeholders in the current recruitment programme. The board agenda allows for a monthly strategic overview of delivery and of the numbers and infrastructure needed to support delivery and to ensure successful assimilation of the students into the organisation. The board is presented with a monthly written narrative and a financial update against plans to ensure governance of these aspects of the process. The force has consistently rated as green for accuracy with workforce planning, and is projecting to be over-target for 2021/22 recruitment activity.

The force has recently introduced a 'returners scheme' aimed at attracting officers who have retired within the last 24 months to re-join the organisation. This provides increased numbers while benefitting from the retention of corporate knowledge. In addition, the force has recruited 48 Police Now officers to neighbourhood policing in September 2020 and a further confirmed 22 Detective Now officers will commence in early 2021. Police Now officers undergo external training prior to joining the organisation and, as such, officers are deployable faster than PEQF or IPLDP recruits. This fast track approach supports

the immediate needs of the organisation. Additional resources were sought to aid anticipated demand due to Covid, however, positively low abstraction rates to date have meant the level of resource was not required.

Any delayed recruitment creates underspend as vacancies take longer to be filled than notice periods, partly linked to lengthy pre-employment processes (i.e. vetting/medicals). To reduce the length of time taken to vet preferred candidates before confirming successful applications, the Force Vetting Unit's has seen recent growth within the team in order to meet projected demand.

- **Retention** - HMICFRS Value for Money profiles report South Yorkshire Police with a higher than average proportion of officers leaving the organisation. The majority of these are due to normal retirement, but while planning for future distribution of resources, a review of leavers in 2016-2019 was undertaken. This review reported that response officers were exiting the organisation approximately 11 years earlier than expected. The talent and acquisition business partner is exploring this disproportionality further, and ongoing work continues to ensure that uplift numbers are distributed through a long-term programme of rotation. An intern has been engaged to analyse leavers data, and the exit interview process. Recommendations have been reviewed and the exit interview process is being reviewed in order to try and increase participation. The force's reward strategy is being developed using employee value proposition insight data obtained by Penna⁴⁴ for the forces recruitment campaigns. The force is now experiencing lower attrition rates and is reviewing the expected 'other leaver' profile; this is likely to reduce the forecasted figure from 11 to nine as retention improves.

44 <https://www.penna.com/>

As previously recognised, the new recruitment pathway brings the potential for transferrable skills to be recognised by the wider employment market and the impact this will have on retention is yet to be established. The degree entry programme is expected to bring a cohort of officers who do not all envisage a 'job for life' within policing. As a result, the P&OD management team will be carefully monitoring the workforce volumes in support of the force's future resourcing strategy in coming years. In doing so, the force recognises that the external operating conditions have changed in light of Covid and job opportunities may be limited in future, which should lead to reduced attrition. It may be that the force now has to plan for a fairly static workforce in the next three to five years and therefore consider the shift in departmental challenges.

- **Learning and development** - the force has recently implemented the PEQF entry routes in partnership with Sheffield Hallam University commencing with the PCDA (apprenticeship) in September 2020, and DHEP (degree holder) in October 2020. These routes are running concurrently with the 2020 IPLDP intakes until November 2020 for initial training, and to August 2022 for completion of the full award / probation period. The needs of these cohorts of officers will vary and to accommodate this (along with the significant increase in numbers) within the existing operational policing context adds an enhanced level of organisational requirements for the training team and district-based tutors. Working in partnership with Sheffield Hallam University has enabled the force to develop a bespoke initial training programme, and offer increased support to student officers via a number of different roles including trainers, lecturers, academic advisors, practice educators and tutors. The new curriculum offers enhanced development

that is anticipated to result in productivity and quality improvement. Development of the new curriculum will also be transferred into CPD for existing officers and staff.

Considerable focus has been placed on preparing the force for PEQF implementation; including PCDA and DHEP programme validation, and successful registration as an employer provider of apprenticeships. This has resulted in a requirement to be Ofsted compliant, which creates another source of internal demand, albeit offset by improvements in quality and the ability to draw down the apprenticeship levy. This process has resulted in a quality improvement plan identifying the need to improve areas, such as longer-term evaluations of business impact.

The principal drivers behind the P&OD restructure were to optimise digital learning delivery and create a performance unit within the Organisational Development and Learning (ODL) team to respond to evaluation and assure quality. ODL are part of a national virtual learning group that is driving forward the transformation of police learning and development, including the procurement of a national digital learning platform. Virtual reality technology and growth of the Hydra immersive learning suite has been implemented in 2020 and the force anticipate the availability of, and access to, digital learning to reshape demand, as much as being driven by it. This ongoing shift will create additional internal demand in the short term, however, it is anticipated this will stabilise in 2021/22.

- **Complaints** - the new complaints and misconduct regulations in February 2020 have shaped the distribution of misconduct cases, supported by the Professional Standards Department. There will be a demand on P&OD in the delivery of support services and a focus on empowering local management teams in their internal

decision-making. PSD has submitted a growth bid to support early triage of low-level cases and impact within both functions and at districts continues to be closely monitored. (Section 11: Forcewide Functions - PSD)

- **Health and Safety** – Demand in the health and safety function has been higher than anticipated. Covid has created considerable additional demand on the small unit, who are resourced efficiently to manage business as usual activity, with little capacity for the additional significant pressures arising from the pandemic. The strong response from the department has supported the force compliance with Covid protection and restrictions, but has led to a delay in other business within the unit. Ongoing Covid delivery is supported across the organisation by local Covid leads, who are reviewing their work areas to ensure compliance. The force has responded well to Covid challenges with one of the lowest abstraction rates in UK forces.

Other demands remain, and many are dependent upon other areas of the force, such as Estates and Facilities Management, or Regional Procurement for implementation of decisions based on health and safety requirements. Governance processes are strong and the force aligns to the NPCC guidance.

The NPCC Officer Safety recommendations were released in 2020/21 and the force is working through the 50 recommendations for all forces, which will be tracked in 2021/22.

Future health and safety demand may still also be dependent upon:

- The long term legislative implications of the UK exit from the European Union are not yet known.
- The recommendations from the Grenfell enquiry are awaited to inform future requirements.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
People and Organisational Development	254.27	174.32	79.95

Table 11(12)

P&OD resourced the new structure to incorporate the local and National Uplift Programme. Naturally, Covid was not foreseen, and as such the team has sought additional resource to support the training delivery where capacity has been reduced, due to combinations of social distancing, trainer shielding and student / trainer abstraction.

The final department structure for P&OD was approved for implementation in 2020, with the de-collaboration in April 2020 of the previous collaborative human resources service with Humberside Police. Covid led to a delay in recruitment in some areas as the department focused on the immediate requirements for the wider organisation, and the full department structure was therefore not fully implemented until October 2020.

The Duty Management System has been successfully rolled out across the force incrementally in 2020/21. The new HR and Payroll system (Oracle Cloud) has created demand within P&OD at a greater level than initially expected in terms of specialist support required. As a result, an implementation manager has been appointed with support from BC&I for the broader delivery. Preparing the data for migration, understanding how internal processes will have to adapt to the new system, and

providing extensive business rules to support implementation has led to some staff being abstracted to exclusively work on the project. This has created a short-term gap in some areas of policy development, workforce planning and training support. There have however been a number of policies generated in support of Covid requirements, which have been managed through the department in conjunction with the Covid silver team.

The physical environment for P&OD future services was implemented as part of the new department structure, but due to the refurbishment of the training facilities to support the uplift programme, the work is expected to conclude in 2021. The refurbishment of Robert Dyson House (RDH) is principally to accommodate the uplift requirements, but also to enhance the digital learning space. The team have all utilised agile working in 2020, but access to laptops has taken time to address, with an interim plan of sharing in place. As such, the department has retained office presence throughout the pandemic. There is an ambition to upgrade Nunnery Square in 2021/22, but this will be subject to a planning exercise, and cognisant of the Estates Plan capacity.

The new department has had a challenging year in its inception but has performed well in delivering the level of recruitment progress and training delivery, while supporting multiple elements of Covid compliance across the wider force. The lack of resources in some areas has created work pressures on colleagues, and some planned activities have not been fully implemented, but these amount to manageable delays only, and no significant wellbeing concerns have been identified. This has been evidenced within the wellbeing dashboard attendance figures.

P&OD implementation has included a review of the department's internal skills and experience, with the training budget profiled for 2020/21. This will be managed through the implementation of the review, and those recruited into posts will have any additional development and training needs identified as part of their probationary period. This is also replicated across business areas in force, and from this, longer-term training requirements will be identified. Training course attendance is monitored and reported into local and strategic management meetings. P&OD have invested in digital training, business partnering (CIPD), organisational design and change management training. More training will be delivered in 2021/22, with a requirement for all managers and staff to review their role and development needs for the future.

The force has successfully registered earlier this year to become an Employee Apprenticeship Provider, delivering elements of the PCDA for which the force charge Sheffield Hallam University. This ensures that the force operates efficiently by recouping levy costs for existing delivery, and supporting budgetary investment in other areas. Successfully achieving employer provider status also offers the opportunity to explore conversion of other delivery programmes into apprenticeship standards.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

P&OD has undergone a lengthy process of infrastructure review and an assessment of the workforce and assets required to meet expected demand for the department has been included within this. Organisational changes take time to implement – the balance of the needs of new starters, returning retirees, work-based support for those with ill-health, and the wider workforce is acknowledged to require additional support, which has been factored within the employee relations portfolio. As a result, the department is prepared to meet the demand challenges outlined in a number of ways:

- **Policy** – a dedicated policy role was created in 2020 to support the myriad of force personnel policies. The People Portal provides access to all policy documentation for P&OD with search functionality. As detailed in Step 2, the policy lead is working to support the Oracle Cloud project, but is expected to return to review policies in mid-2021. In the interim policies are supported on a risk basis. The aim for the 2021 review of policies, is to support empowerment and greater management discretion within the workplace.
- **Training** – the force's vision is for training programmes to be practitioner led and in support of the local needs of the public. The PEQF training programme, delivered in partnership with Sheffield Hallam University is a unique course designed to meet the specific training requirements for officers starting within South Yorkshire Police. SHU Law and Criminology Department was awarded winner of The National

Award in Teaching and Excellence in Criminology and Criminal Justice at the British Society of Criminology Conference 2018, and the partnership recognises their strengths in this area. P&OD has focused upon the initial planning of training requirements, to ensure future needs can be accommodated through an increasingly developed partnership with SHU. This is seen as an important part of the force's Employee Value Proposition. In acknowledging the spread of intake cohorts across the organisation, protected learning and skills delivery will be closely monitored within P&OD to ensure appropriate support for any new officers coming into the organisation. In response to Covid, the PEQF model is centred on distance and on-line learning for the academic/knowledge based aspects which reduces the requirement for physical attendance to first aid and personal safety instruction, practical scenarios, seminar tutorials and the immersive and on-the-job rotations. To support the training requirement and agile working delivery all new recruits are given laptops and mobile phones on their first day of service.

- **Facilities** – the force's Digital Learning roadmap clearly outlines the future ambitions for digital learning, which includes the implementation of the force's Virtual Reality (VR) software and Hydra immersive learning update. The refurbishment of the current training facility will create a contemporary learning centre with dedicated VR and webinar rooms, which will not only support demand management, minimising abstraction costs, but also support and future-proof the force's pandemic response.

- **People Development** - the People Development Strategy makes reference to the prioritisation of deployable and mandatory skills delivery, increasing skills in digital investigation, professional accreditation opportunities in a number of areas, and supporting the development of colleagues with internally and externally sourced CPD opportunities. The Strategy is to be reviewed in 2021/22 alongside the Workforce Strategy, informed by the wider work of the culture project. All areas of the organisation will be actively encouraged to participate in the review of this strategy, led by the People Partners. A draft Organisational Development and Learning strategy has been developed, based upon emerging needs identified through the culture programme and national strategies.
- **Talent and Leadership** – delivery of this is considered to be a growing strength for the force, with robust governance in place to ensure that this demand can be met. The department also holds a review after each Organisational Business Day to consider the breadth and depth of the police leadership pipeline, identifying areas for future focus. The force's internal leadership development programme includes a planning, assessment and managing performance module, supporting managers locally in their understanding of how to undertake and manage their performance assessments. This is mandatory for all new supervisors, as well as being made available for aspirational and existing managers. All guidance and support documents are also available on the Development Portal.
- **Chief Constable's Pledge** – leadership expectation is clearly outlined within the pledge, which provides a commitment between the force and all sergeants, Inspectors, chief inspectors and equivalent supervisory staff levels, in their remit to support the organisational leadership aims, ensuring that the ethics and culture of the organisation are upheld to the highest standards. As part of this, recognition of the importance of diversity and inclusion is growing in local practice. The force covers critical elements of unconscious bias, fair treatment and communication skills to support organisational growth across the training piece, from basic crime training, and stop and search module delivery, to family liaison officer training for homicides. Integration of the force's core values and ethics throughout the recruitment, training, leadership and operational programmes will be a continued focus in coming years, and is something the force is in a strong position to deliver.
- **Cultural programme** – the force invested in an organisational development and culture partner, funded by P&OD, and working across the organisation to support the strategic vision for the culture of the organisation. The resultant cultural programme focuses on three dimensions of ethical service delivery; health and wellbeing; and equality, diversity and inclusion. The project is being delivered by a multidisciplinary team lead by OD&L and comprising Performance and Governance, Corporate Communications, Professional Standards, BC&I and staff associations. This programme will be underpinned and supported by a number of ongoing, concurrent workstreams / projects including:
 - Consultation and planning for a refreshed Equality, Diversity and Inclusion Strategy, including positive action and the outcomes from the force's Listening Project launched during the focus on the BLM movement, as an opportunity for the workforce to share their experiences of working for SYP.

- Wellbeing strategy and programme of work (work of the Wellbeing Partner is detailed in *Section 2: Wellbeing*).

The timing for the work is seen as critical for the organisation, with the 'new wave' of officers starting their policing careers, in learning the high standards of behaviour expected by the organisation, colleagues, and the wider public.

- **Data analytics** – the review of P&OD identified the lack of available, timely and user-focused information to support the provision of management information to inform key issues and understanding of trends. The department has now invested in a move to Oracle Cloud services in 2021, and will be in a position to support organisational needs in future. While investment in two analyst posts has already delivered improvements in management reporting in 2020/21, their abstraction to the project has delayed some areas of further development. The skills investment into the project is expected to support the stakeholder needs of managers across the organisation, as well as supporting the strategic understanding of workforce planning and needs.
- **Workforce planning** - while specific change and strategic planning programmes are afforded the in depth analytical insights into a range of roles, P&OD looks to the implementation of the workforce planning module within Oracle Cloud to address the current gaps in knowledge of local skills requirements. The new system is also expected to provide more flexible reporting options, and the department is currently working on recording against the skills requirements for response posts in preparation for this development in 2021/22.
- **Duties management** - the force has now moved the people information into Duties Desktop, which brings benefits for team managers in the information available through a self-serve portal. Oracle Cloud will deliver the long-awaited link between Finance and HR services, and the initial delivery is of integration for payroll and people management. This is a critical element of delivery for the department in 2021, with efficiencies in process and accuracy identified, specifically around overtime collation and records management. It will also support the People Partners to gain a clear understanding of the overarching issues within their districts / departments. System improvements will also improve notification of the force's delivery of trigger points in reporting, such as against the EU worktime directive.
- **People Partners** – these roles are now embedded within local management teams, working alongside business partners and supporting the accountability around people issues. People Plans are currently being formulated for local areas, underpinned by relevant datasets. These plans support the accountability and assurance processes within the Quarterly Performance Reviews, providing a greater understanding of context and prioritisation of issues to the previously delivered datasets.
- **Job evaluation** – for some time the organisation has recognised the need to review the force's Job Evaluation System which has been in place for a number of years. A project is currently underway, supported by ACAS. It is expected that the project will conclude in autumn 2021.
- **Promotion processes** – the force leadership development offer is regularly reviewed: 2021 will see the launch of a refreshed development framework to directly align with and support the culture programme, including a sergeant technical programme aligned to the NPPF. In support

of the force's investigative resilience, a new model for surveillance training with practitioner-trainers and a central co-ordinator will be implemented in 2021. Increased capacity for SCAIDP, PIP 2 and interview training has been built in to 2021/22 delivery plans. This is additional to the programme of bite-sized CPD which was launched for investigation in 2020/21, offering short, tailored videos to support wider development across this portfolio.

All approved growth bids, including full costings, business benefits, timings and any risk to the implementation of the posts are being reviewed in a coordinated approach between the people and finance business partners.

- **Agile working** – the agile working programme was delivered in support of the crime review implementation. Since this time, the pandemic requirements expanded the demands for agile working almost overnight, and P&OD worked to ensure the appropriate guidance and processes were in place to support this expansion on a wider scale. A new 'Smarter Ways of Working' project has delivered a programme of consultation across the force to understand the organisational gains from the agility required within the pandemic. Academic interest in the impact of the pandemic has been widespread, and the force is also taking part in the research project '*Policing beyond the pandemic: the transformation of police work practices in response to the crisis*' which is being conducted in a collaboration of the Leeds University Business School and West Yorkshire Police, supported by the N8 Policing Research Partnership and College of Policing.
- **Health and safety** – Covid has had an impact on the team's provision in this area, with reprioritisation to support the working practices on a daily basis. As

such the force has been confident around the appropriate rigour in management and learning in this regard. The force has recognised the backlog of work which now exists, and anticipate it can be resolved in 2021/22. However, this will likely delay the full delivery of the current H&S strategy, which will need to be extended to 2023 to facilitate delivery.

As a result of the numerous strands of activity, the force expects improvements in the results of the next staff survey and growing confidence in policing services from the public as new officer numbers gradually increase workforce capacity over the next three years. The department is in a strong position to achieve the delivery required.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

P&OD is a relatively young department within the force following de-collaboration of services with Humberside Police in 2020. However, the head of P&OD is confident the department is sufficiently developed to withstand the all the challenges of the coming year, and their full programme of proactive work will support the development of the long-term strategic focus.

The priorities for 2021/22 are to continue to deliver the uplift programme and associated training, implement the new Oracle Cloud system and associated benefits, and support improvements to the business as usual service across the rest of the organisation. There are significant challenges for the department in the short-term with skills and resilience, which will naturally grow over

time, but the timing of the de-collaboration has been advantageous to building a strong understanding of future needs.

Despite all mitigation, the main demands the force cannot fully prepare for are the health and safety legislation and the Grenfell enquiry recommendations. No clear outcomes have yet been provided, but the team continue to horizon scan for these eventualities. Given these elements link to employee safety they will always be dealt with as a priority and as a result, while exact requirements are not

known, there are no demands expected to be unmet.

PERFORMANCE AND GOVERNANCE (P&G)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

The Performance and Governance (P&G) department reports to the deputy chief constable and performs a number of key functions for the organisation:

- Audit and Governance Unit (AGU)
- Performance Management Unit (PMU)
- Strategic Delivery Unit (SDU)
- Business Support Unit (BSU)
- PVP Governance
- Custody function
- Disclosure Barring Service
- Information Compliance Unit (ICU)

The departmental focus is to support the force in decision-making through the use of accurate and timely information, with a governance structure delivering assurance across the organisation. The function has a strong knowledge of incoming demand in all areas, and is flexible to support the areas of force delivery that require scrutiny and governance. Force Performance Day and Quarterly Performance Reviews (QPRs)

provide the regular mechanisms by which delivery against the Force Performance Framework and the Plan on a Page is assured. The department then additionally support multiple meetings and governance processes linked to specialisms of work across the force. The department is also anticipating the impact of the officer uplift in forthcoming years, and the requirements throughout the force to deliver support to internal measurements and the national outcomes framework, which remain under consideration in 2021/22.

The head of P&G is also involved in the culture-focused People Project alongside P&OD, with a focus on supporting an informed leadership approach to performance management. This aligns to the direction of the NPCC PMCC Performance Management Framework Guidance for Forces, which the force's strategic performance manager is working to embed within the various linked workstreams. Other work for this post-holder includes responsibility for the management of PMU and SDU, supporting the Public Accountability Board assurance of the OPCC plan delivery in force, Force Management Statement oversight, and development

of the forces' Performance Management Framework, which is to be reviewed in 2021/22.

Audit and Governance Unit (AGU) - The unit is responsible for ensuring the correct application of the Home Office Counting Rules (HOCR) for crime and incidents. In order to assure compliance, the unit undertakes a programme of audits, which are determined by public and organisational risk. The expertise within the department also provides counsel for amendments and testing of the crime recording system, training to frontline officers and advisory support to colleagues in Atlas Court and analytical functions across the force. Demand on the unit is high with audit proactivity determined through capacity.

Performance Management Unit (PMU) – The unit leads on a wide range of areas:

- Performance dashboard reporting for the force.
- Home Office and external data returns
- Responding to increasing freedom of information requests for crime data.
- Facilitating Force Performance Day delivery.
- Delivering in depth reporting for district and department Quarterly Performance Reviews (QPR) and other governance meetings.
- Providing the force survey function for internal and external consultation
- Delivering a policy and research function with support into the evidence based policing area.

The Performance Management Framework provides the objectives for force delivery, aligned to the Plan on a Page. The delivery of these areas is supported through the governance processes, and the unit works closely with analysts across the organisation.

Demand is high, with a fast pace of enquiries influenced by national and local concern areas, scrutiny of processes, thematic lead requirements and any SCT portfolio support that may be required.

Changes to force systems in recent years have increased the demand on the unit given the additional functionality available. The performance reporting datasets have become increasingly widespread in nature, and the implementation of Microsoft Power BI as a reporting tool is being developed as a major project for the department in 2021. There is a relentless requirement for information, but the capacity of the unit means prioritisation is required on a daily basis, with work focused on victim and public service delivery taking precedence.

The volume of FOI requests remains high with 312 requests into the FOI officer in 2020. Working across the old and new crime management systems, and responding to the variety of requests is time consuming, and to meet demand there is often support required from analytical roles within the team.

The ADR support required has not diminished, and national leads also submit data requests from forces, adding to the total demand. In terms of the ADRs, there are 18 annual, 23 quarterly, six monthly and one weekly that are currently required. The ongoing requirements for Covid datasets are now considered business as usual given the weekly submissions that need to be made. The annual amendments to data requirements adds additional work in the scoping and delivering of any changing datasets. Support to the Home Office Data Hub delivery is seen as important to the force in minimising future demands.

The force's intranet based 'Governance Portal' has been launched in 2021, to house information for force thematic

leads for their individual areas of business including benchmarking and research, horizon scanning, policy and strategy, to name but a few. This supports the force review of thematic leads, which is realigning responsibilities within the SCT portfolio areas. The capacity to deliver this sits within the policy and research function, who maintain a strong grasp of all non-P&OD policies across the organisation.

The force previously acknowledged the lack of capacity for QPRs to be delivered across all departments, with no change to this position in 2020/21.

Strategic Delivery Unit (SDU) – the unit is responsible for the facilitation of all inspections by HMICFRS and other external scrutiny bodies, and the governance for any subsequent recommendations and action plans. Any changes to HMICFRS inspection regimes or FMS guidance decisions impact directly on the work of the team, and aligning the scanning and analysing of required information to support the wider planning cycle, remains an area of ongoing delivery. The team also undertakes benchmarking and considers good practice across the national picture, supporting a variety of portfolio leads in governance meetings to ensure scrutiny in key areas.

The team also conduct regular ‘reality’ checks across the force, to ensure that policy and guidance reaches the intended audience and that processes are robust in delivering the intended outcomes. The team’s focus on the impact of force processes and practices on victims and the wider public aligns the assessment process to delivering the aims of the Plan on a Page. It has been an area of growth for the team in 2020 and quality assessment reports are referenced within the existing force governance structures. Analytical delivery has enabled a greater understanding of datasets in 2019/20

and 2020/21, and questions being asked within force are increasingly concerned with the quality of delivery. Demand in this area cannot be fully met through existing resources; the unit’s prioritisation is through assessment of public, victim and organisational risk.

The SDU inspector also supports the delivery of the force’s evidence based policing (EBP) agenda, on behalf of the chief superintendent head of P&G who holds the force lead. The benefits of EBP are clear and supported by the Senior Command Team and throughout the organisation. The work of the EBP group brings together officers and staff who work with academic colleagues such as those at the University of Sheffield, Sheffield Hallam University, Sheffield Methods Institute, CENTRIC, N8 Policing Research Partnership; the links are growing in strength across the partnership. It is an area of increased demand for the department, but largely in the initial networking, agreement of priority areas for research and ongoing administrative support and facilitation to a number of key projects. One concern in this area is the future research funding and capacity within the academic institutions, given the impact of the pandemic.

PVP Governance – the unit reviews national good practice in relation to protecting the most vulnerable in the force’s communities, conducting reviews of working practices, to ensure they are consistent and meet national standards. The Domestic Abuse Risk Assessment (DARA) team sits within this department, as does the DVPN team (set up in 2020), MAPPA and ViSOR administration and the force’s polygraph officers.

There may be increased demand due to the reporting of historic and current CSE, as the IOPC report into CSE is expected to be released in early 2021/22. This is however seen as a positive demand, and continued

encouragement of under-reported offences is a key priority for the force.

The current capacity within the team to undertake quality assessment reviews is not sufficient, so the unit works closely with SDU for the delivery of some PVP related audits. This is an area of growth as the force reviews not only consider the internal processes of delivery, but considers the whole system approach to victim service, with a view to widen the conversation across the partnership arena.

Information Compliance Unit (ICU) – the work of the ICU is discussed within *Section 10: Knowledge Management and ICT*.

Disclosure Barring Service – as part of the Enabling Services review, the Disclosure team was moved to sit under the umbrella of P&G. The Disclosure & Barring Service deals with a variety of disclosure enquiries for the force, working in partnership with Disclosure & Barring, social services, Cafcass, housing authorities, probation and other outside agencies. Demand is understood through an annual forecast of volumes, from which future resources are determined. DBS predictions assess approximately 55,000 EDBL applications and 230 barring applications will be required in 2021. From this, the disclosure manager establishes the resources required to process the volume of applications predicted by the Disclosure & Barring Unit for enhanced disclosures and barring requests. Funding is then agreed between the disclosure manager and the DBS for resources, accommodation costs and any other requirements such as IT equipment.

Custody – from 2020/21, the Custody function has also been brought within the remit of P&G. The work of the function is discussed within *Section 5: Investigations*.

The Custody performance team is relatively new (established January 2020), and has

been responsible for Covid-related issues within Custody since February 2020. As such, demand has been much higher than initially planned for during the past 12 months. This is likely to continue for some time, but it is anticipated that should restrictions ease, the demand is likely to reduce over the next 12 months. The lack of capacity within PMU, and increased expectations of internal performance management within Custody requires additional resourcing in 2020/21. The governance unit currently supports the data requirements, although plans are for long-term delivery to be considered within the wider review of the department.

Business Support Unit (BSU) – the team provides administrative support and advice to P&G, Criminal Justice Unit, BC&I (including the Police Transformation Fund), Corporate Communications, Corporate Finance and Legal Services. The team provides support to managers and staff in the usual areas of business administration, and they also deal with interpreter contract issues, process drugs testing data, deliver health and safety inspections, advise on financial matters, prepare bids for external and core funding and process the payment of invoices. The business manager also supports the management of health and safety and assets across the department, as well as providing support to the Estates and Facilities Management department. Demand is high, and the governance of organisational infrastructure and health and safety has caused concerns regarding the capacity of the team.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Performance & Governance	149.86	129.03	-20.83

Table 11(13)

The department welcomes the P&G Review as an opportunity for the business to fully understand and prioritise the future requirements of the units. This review will also be cognisant of anticipated increases in demand from the officer uplift, increased requirements from technology advances and innovative approaches and the impact of change programmes on the reporting requirements for the force.

The force acknowledges the department is under capacity to meet overall demand, and the initial review in 2019 prioritised the highest demand risks areas. The review team is currently supporting the review of existing structures, and focus on immediate needs around Power BI, Custody datasets and CJAD. So far, the review has highlighted areas that are not being met, with subsequent resourcing requirements recommended. It is anticipated once the review is complete, any required changes can be made with additional staff becoming embedded, and P&G units will be able to meet all demands.

The impending implications of the national funding will of course have an impact on the BC&I review, and as such there is uncertainty as to how the reviews will progress and conclude. Despite this, the teams within P&G continue to perform critical organisational functions, and delivery in all areas is strong. Individual unit assessments are:

- **Audit & Governance Unit (AGU)** - demand within AGU was reviewed within the initial phase of the Enabling Services Review. The review found that previous staffing reductions had left a gap in the

management structure, and posts for a deputy force crime registrar and dedicated decision maker (DDM) / analyst role were created. However, the dedicated decision maker (DDM) / analyst role remains vacant due to being unable to provide the appropriate training required during the current restrictions. A recent retirement of a longstanding auditor has also left a gap in the current capacity of the unit although the post has been filled and in house training is underway.

- **Performance Management Unit (PMU)** - the teams were initially notified in 2018 of the future review, but several delays and the department's inability to backfill vacancies has caused issues of overloading work onto the existing team members in an area of consistently high demand. PMU has implemented a number of temporary and seconded posts, which require finalised decisions in the coming months. A member of PMU staff is seconded to the Violent Crime Task Force, another to the Violence Reduction Unit and the learning which will be brought back into the central team is considered a worthwhile investment, and is supportive of personal development. Power BI training has taken place for all force users, and reports are currently being developed, which should provide greater capability in the form of time efficiency, although this is yet to be realised.

The P&G review of PMU/SDU will provide clarity to staff on their future role security and development, acknowledging the secondment of four members of the department who have been temporary for over 12 months, currently extended further into 2021. Clarity of the management requirements of the team are also to be determined in the early stages of the project. A Band D file build analyst was also recruited on a temporary contract to

support the CJU file build project.

- **Strategic Delivery Unit (SDU)** - the officer roles within SDU are seen as a developmental role, meaning that officers normally remain within the department for 12-24 months before being promoted to other areas within the force. As a result of this, several postings will be changing at the end of 2020/21 and the department capacity will reduce, removing a full audit functionality in the short term. Any deficit will be overcome by June 2021, and the department has approved funding for 2021/22 in the recruitment of a constable and detective constable post to ensure the audit functionality can sustain the drive for assessment of quality service, with a focus on striking a balance between qualitative and quantitative performance monitoring.
- **Business Support Unit (BSU)** - the BSU is included within the Business Support and Transactional Services Review, and it is proposed that in 2020/21 the business case will outline the requirements for business managers, administration support officers, business support officers, operational support officers, team leaders, property clerks, enquiry desk clerks, BSU, crime support and the secretariat. Plans were submitted for the recruitment of a substantive team leader post, but this was not supported in budgetary decisions, with the anticipation of any capacity concerns being addressed within the forthcoming review. Temporary arrangements have been extended to support the interim period.
- **Custody** - the team has been supported by short-term secondments to provide additional capacity to meet Covid demand. As previously stated, there is insufficient capacity elsewhere to support the data analytical requirements of the department, but one sergeant with the requisite skills has been recruited on the 30+ scheme, and is currently undertaking this function.

The unit is currently operating below establishment of two inspectors.

- **Disclosure and Barring Service (DBS)** - within the DBS, should forecasts fluctuate throughout the year, the unit has the option to submit a budget adjustment request to employ more resources if required. The agreed budget is then shared with the PCC. A Live Productivity Model exists within the unit whereby staff input closed cases, which supports reporting on the unit's delivery against monthly targets. Due to the robust monitoring of workflow, the unit always met the yearly targets set by the DBS and the current model for managing workflow will continue to be utilised. Should the department not meet the demand for any reason, then under the service level agreement, this is highlighted to the chief constable who would then address with the disclosure manager.
- **PVP Governance** - the unit has increased establishment by one DCI post to support the thematic lead area of child abuse and CSE/A. While adding resilience to the team, this also ensures clear lines of reporting and management across the portfolio. Two additional posts have also been approved for staff audit roles, to build knowledge and experience of audit delivery within PVP and support future focus and resilience. Once these posts are recruited, it will release the PVP requirements which currently sit with the detective posts in SDU. This recruitment will be progressed in early 2021/22.

Polygraph assessors within PVP Governance have enabled Covid compliant measures, and testing to resume. While awaiting further PPE in order that the assessors can complete agile assessments and thereby increase capacity, this is a relatively new concept within the PVP Governance structure, and it is acknowledged it will increase future demand within the team once the processes are embedded.

There are issues of individual sickness, which reduce the capacity of the small team, but the delivery is managed and work prioritised to support force requirements. There are no wider concerns over welfare or training, and ongoing professional development is supported.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

Where appropriate, business plans to include resourcing and capacity support requests were submitted. With several areas of uplift approved, the department is in a strong position to deliver the majority of services to meet demand. Where there remains risk, the P&G review is working to capture the future demands and establish the priorities for delivery.

AGU is delivering audits to improve the crime data accuracy in force recording within the incident and crime management systems, with a 'right first time' principle. Accurate recording of crime is a priority for the force, as it enables us to provide a quality service bespoke to the victim's needs, but also allows us to obtain an improved analytical picture of demand and understanding of criminality which supports crime prevention and safeguarding activities. The team will be developing training and guidance material, supporting access and learning from across the organisation. Future planned integration of systems will allow the automated creation of crime investigations from incident data, and at this point the unit will be in a position to incorporate a wider remit of audits. In the interim, the focus is to train the newer unit members to support current requirements.

Once complete, the P&G review of PMU is expected to provide a clear remit for the unit's delivery against the rapidly increasing demands. The management structure is to be set up in 2021/22, but there are concerns for staffing linked to the workload demands and ongoing uncertainty. The force is reliant on the delivery of accurate and timely information, and the team works to support a self-serve functionality wherever possible within the suite of reporting. Additionally to the continued focus on data returns and policy oversight, the future unit is in the process of learning and developing reporting within Power BI, supporting the governance for the information asset owner, and ensuring the system benefits are fully understood and exploited. The demands on the unit provide little scope for proactivity in performance management delivery, given the range of reporting requirements for governance meetings, and the skills of the unit are not being developed to keep apace of new technologies. Despite this, the quality of information produced and benefits of analytical hypothesis testing are valued. The team is also working with P&OD, SDU and Finance to ensure that appropriate quality information is used within the QPR process, providing a holistic view of performance. Strengthening these links across the teams to support product development can be achieved in the forthcoming year.

The Policy and Research team have worked with the IT department in the creation of a new Governance Portal, which has been recently launched and will be embedded in 2021/22.

This will assist the force by having a 'go-to' place for information around thematic areas of operational business. Information about a number of areas is captured within this, namely policies and guidance, strategy, performance framework measures, future

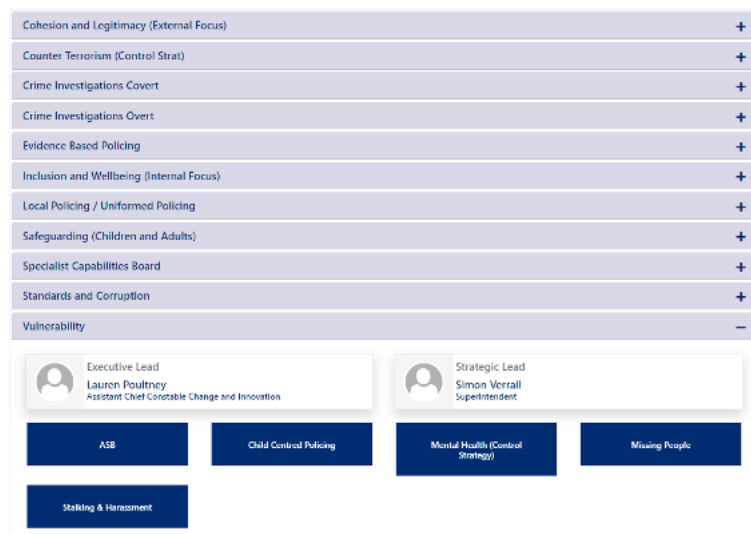


Image 11(2)

planning areas (FMS), SIA intelligence requirements, any HMICFRS findings, horizon scanning, analytical reports, and performance products.

The individual strand areas will have a strategic lead as well as an SCT Executive Lead (as shown in *Image 11(2)* for Vulnerability).

Within SDU, the two constable posts approved for 2021/22 will increase capacity within the team and will improve the ability to manage increasing demands within the unit. It will also enable greater proactivity in areas such as quality assessment monitoring, organisational learning, evidence based policing as well as the capacity to support the implementation of recommendations, such as to support training needs or guidance.

The creation of an Audit Calendar, and the Organisational Learning Tracker in 2020 will assist the team in managing and meeting future demands in 2021/22. No concerns exist around the capacity of the team to meet the HMICFRS inspection requirements and FMS delivery, as these are prioritised above the non-mandatory areas of business.

PVP Governance has ongoing plans to

support the existing RASSO gatekeeper role, with the additional recruitment of a further member of staff in 2021/22, which will increase RASSO capacity and provide improved resilience. An additional member of staff will provide enhanced service delivery and scrutiny around cases where there are shortfalls in the evidence presented to CPS, additional support for officers dealing with such offences, and improved outcomes for victims.

The ViSOR admin team within the department carry an extremely high workload; ensuring compliance with ViSOR standards, and removing administrative work from operational officers. Looking ahead, the current demand brought about by the increase in RSO numbers, together with the audit capability that the team are seeking to achieve, may necessitate consideration of an additional member of staff in the near future. This will be monitored by the PVP Governance Management Team.

The PVP Governance unit will also be focused on the implementation of the new audit posts (which will enable the SDU audit posts to widen their delivery); developing a full assurance focus on child abuse and

rollout of forcewide training; while continuing to support the force's response to DA, including supporting the academic research interests.

As Covid demand reduces, the temporary staff seconded into Custody can be released. Custody remains two inspectors short of full establishment, for which recruitment will take place in 2021. One of the posts will work within the performance element, driving the forcewide issues and liaising with district and departments to deliver improvements in areas linked to Custody.

In 2021/22, the Business Support and Transactional Services Review will establish the future requirement for BSU, and make any recommendations in terms of changes to structures and workstreams as required. All elements of resourcing will be captured and implemented as part of this review. In the interim, the unit will continue to operate with the temporary post structure with no concerns for existing demands being met.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The main concern for AGU is the system integration of incidents to crime management, which will support the data accuracy for the organisation and the audit capacity of the team. This is not within the unit's control, but should it not be delivered, the department has concerns that the crime data accuracy within crime recording may not improve to the levels required.

Ongoing reviews will work to mitigate any demand risks for PMU, SDU and BSU, albeit demands not being met would largely be

those that are proactive and would not in themselves be of a concern for the force. Although PMU have shown resilience in coping with the delays associated within the review, the length of time it is taking does raise concerns around staff wellbeing and retention of staffing.

PROFESSIONAL STANDARDS DEPARTMENT (PSD)

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

Within the Professional Standards Department, work streams are categorised into the following areas:

- Public complaints
- Conduct matters
- Force Vetting Unit
- Legacy
- PSD admin

Internally the force holds itself to the scrutiny of its employees, and the Independent Ethics Panel (IEP) for fair process and ethical decision-making. The IEP was launched in South Yorkshire in 2015 to provide independent, and effective challenge and assurance about the integrity, standards and ethics of decision making in policing. South Yorkshire's IEP is one of only three in the country to have had continuous fully independent membership since its inception.

The force's Internal Ethics Committee is currently subject of a review and reinvigoration; accountability and progress is delivered through oversight by the IEP.

Public complaints – In February 2020, Police Integrity Reforms came into effect, introducing the Police (Complaints and Misconduct) Regulations 2020, the Police (Conduct) Regulations 2020, and new statutory guidance documents. The force was well placed to adapt to the cultural shift, having embedded the Organisational Justice Model in 2018, as a framework for decision making for both appropriate authorities and local managers (PSD Champions), when

deciding whether to refer matters to PSD.

The triage team, known as the Complaint Resolution Team (CRT), is now in place and is making a significant impact upon dealing with lower level dissatisfaction in a timely and consistent manner, reducing demand on front line supervisors who previously dealt with the majority of lower level cases. The continued effectiveness of the department balanced against existing resources is currently subject of an operational review. The future structure of the team will need to be reviewed to ensure effective service delivery

The complaints recording database, Centurion, was amended to support the new suite of categories to capture complaint information, which does not align to the previous datasets, and therefore comparison with previous datasets is limited. Under the revised recording categories, the five key categories of allegations from recorded complaints are:

Top Five Key Category Allegations recorded from 1 February 2020 to 30 September 2020	
Delivery of duties and service	561
Police powers, policies and procedures	363
Individual behaviours	206
Discriminatory behaviour	50
Access and /or disclosure of information	35
Total	1215

Table 11(14)

While a baseline is being established, it is expected that there has been a rise in the total number of recorded allegations due to the recording changes, which will be likely replicated nationally. As these are new categories, work continues to detail emerging trends; the force invested in an analyst post in

2019/20 in preparation for this change.

The ongoing uplift in police officer resources will inevitably bring about increases in public complaints, which will increase demand upon complaint recording, handling and administrative functions. PSD staff will continue to provide training and awareness to all new recruits to outline the organisation's key priorities and expectations.

Conduct matters – in 2019, HMICFRS graded the force as 'outstanding' for legitimacy, and the work to ensure this remains its baseline will continue. In 2020, the department have been proactive in promoting confidence to report and enable accessibility of reporting.

Inevitably, a rise in serious conduct investigations is illustrated through the unprecedented increase in gross misconduct hearings currently being processed and planned for the forthcoming year. It is however acknowledged that some of these are a result of backlogs from the previous year, and the delays caused by Covid.

It is anticipated that, over the next three years, workforce growth, together with continued advances in monitoring technology, will increase the volume of internal conduct matters reported to PSD. Events such as the multi-agency seminar that the department held in September 2020, are expected to impact further, as external partners understand the mechanism for reporting and feel confident and supported by the organisation in doing so. This creates further demand for the department, as will the investment in delivery of early intervention, learning and training across the organisation to try to prevent the requirement for conduct proceedings.

The increased number of notifiable associations requires monitoring, and each individual on the abuse of position for a sexual purpose (APSP) 'Watchlist' is recognised as a priority, given the APSP priority on the national threat assessment. The department are introducing internal governance structures to ensure reviews are undertaken in a structured and timely manner.

The 2020 Regional Strategic Threat Assessment, which will inform priorities at a local level, is currently being delivered and finalised. Both of these products are supported by the PSD analyst.

Force Vetting Unit (FVU) - vetting unit officers are responsible for the full process of vetting applications, conducting checks and open-source research, and conducting enquiries into discrepancies between the results of systems searches and information provided by the applicant. In the complete absence of any adverse traces against the applicant or associates, vetting unit officers are authorised to grant clearance at every level, except national security cases. Any application containing an adverse trace prompts referral to the force vetting manager (FVM) for a clearance decision.

The FVU processes applications for security vetting clearance under the following categories:

National Security Vetting (NSV)*	Includes the higher Developed Vetting (DV) and standard Security Check Vetting (SC)
Police Management Vetting (MV)*	The higher level of police security vetting clearance for regular officers, members of the Special Constabulary and members of police staff (including PCSO)
Recruitment Vetting (RV)*	The standard police security vetting clearance for regular officers, members of the Special Constabulary and members of police staff (including PCSO)
Non-Police Personnel Vetting (NPPV)*	<p>NPPV 1, NPPV 2 (abbreviated), NPPV 2 (Full) – Equivalent to RV, NPPV 3 – Equivalent to MV. Applicable to:</p> <p>NPPV 1, NPPV 2 (abbreviated), NPPV 2 (Full) – Equivalent to RV, NPPV 3 – Equivalent to MV. Applicable to:</p> <p>employees of commercial entities under a contractual or other obligation to provide goods and/or services to the force or requiring access to South Yorkshire Police premises or other assets</p> <p>Non-commercial organisations working in statutory or other partnership arrangements with the force</p> <p>Volunteers</p> <p>Promotions</p> <p>Application for selection as authorised firearms officers</p> <p>Applications for training and issue of Taser</p> <p>Honours and awards</p> <p>References</p> <p>Leavers</p>
Foreign force enquiries (FFE)	Checks of South Yorkshire Police local systems requested by other Force Vetting Units.

Table 11(15) *Including after care (reviews/renewals)

During Q1 and Q2 2020/21, the number of completed vetting applications increased by point two (0.2) per cent from the same period in 2019/20. The main source of demand continues to be:

- The officer Uplift Programme.
- Additional police staff recruitment.
- Additional NPPV to support major construction and estate development projects.
- NPPV arising out of increased partnership working arrangements.
- After care for existing clearances.

These general categories will continue to

increase demand, with the Uplift Programme alone anticipated to generate 1,400 additional vetting applications by new recruits and transferring officers up to April 2023.

The FVU expects vetting demand will remain high for the next three years due to the following reasons:

- The Uplift Programme, with volumes predicted to be 38 per cent higher on the internal programme.
- Police staff recruitment to support the uplift programme (e.g. POD, training, facilities, fleet).
- The move from IPLDP to PCDA requires additional vetting of non-police personnel involved in training delivery.

- Of the police officer recruits over the last three years, 13 per cent, were internal applicants. Recruiting to the vacant posts created by these successful internal candidates creates additional vetting demand.
- Vetting of non-police personnel overall will increase through the delivery of major construction and refurbishment projects currently at various stages of planning / implementation. All will require vetting of substantial numbers of contractors and sub-contractors at different levels.
- Internal applicants for promotion and transfer as the force seeks to reorganise / redeploy resources in response to changing demands and priorities.
- In response to the case of ex-PC Ian Naude, the requirement for reviews where there is a delay between initial vetting and the applicant taking up employment.
- In order to comply with the Vetting APP and satisfy the requirements of HMICFRS, the processes of reviews and health checks prompted by promotions, honours and awards, Taser, firearms etc.
- After care - all levels of police and non-police personnel vetting require periodic review or renewal. Currently, MV, RV and NPPV3 clearances require review at least once within the lifetime of the clearance. With the introduction of the revised Vetting APP, this will rise to two reviews for MV and NPPV3 clearances, DV clearances require annual review. There is no obligation to review NPPV1 or both levels of NPPV2. Nevertheless, they require complete renewal (re-vetting) after three years. The statutory Vetting CoP and APP mandate a vetting 'health-check' of all personnel transferring roles unless the proposed role requires an enhanced vetting clearance, in which case a fresh vetting application necessitates full checks and enquiries.

The revised Vetting APP takes effect from March 2021. It requires additional measures to safeguard against disproportionality and comply with obligations under the Equality Act 2010. It requires that forces should:

- Ensure they are aware of and understand the significance of unconscious bias, and all vetting staff have received unconscious bias training.
- Ensure that they are able to provide statistical information from available force data, which relates to their decision where a protected characteristic is known.
- Support and promote positive action in respect of all under-represented groups within the police service.

Meeting the requirements of the APP will bring additional demands on the unit, albeit the changes are seen positively in support of an inclusive workforce.

PSD Administration team – the administration function provides support to the entire department with the main duties consisting of recording, managing and finalising of conduct, complaint, miscellaneous, early service and business interest cases on the Centurion database, including management of paper files and typing functions. Changes to the recording of cases will impact on the administrative burden for the team. In order to manage and support projected administrative workloads, demand analysis work will be undertaken and, if required, a request for additional staff will be submitted under operation uplift.

The force also continues to work with partners to promote confidence in reporting and an internal piece of work was identified in 2020 to understand emerging gender themes linked to ongoing support and delivery requirements. Ensuring a sufficient understanding of demographic difference throughout the PSD processes is also a focus for 2021/22. The force is keen to

ensure that it not only monitors recruitment and leavers' rationale against an inclusive and transparent fairness agenda, but also throughout its processes around complaints and discipline, learning lessons and offering day-to-day support to officers in delivering an outstanding service to the public.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

Department	Post FTE	Strength FTE	Variance
Professional Standards Department	58.21	49.20	-9.01

Table 11(16)

In 2020, the management structure within PSD was affected by the retirement of the head of the department, a substantive detective superintendent. After a period of temporary postings the department recruited a Conduct and complaints manager, together with a new substantive head of department, and a substantive DCI. A further T/DCI joined the department in December 2020 providing a developmental opportunity. The department now have a strong leadership team, providing stability into 2021 and beyond.

Public complaint investigations are overseen by a detective inspector, with four detective sergeants, and four staff caseworkers. The sergeants currently carry an individual caseload of an average of 15 investigations. The caseworkers oversee all mandatory DSI referrals, as well as local resolutions, carrying an average caseload of 10 individual investigations. PSD has recently seen an increase in the number of death and serious injury (DSI) incidents being referred into the department. If the incident meets the criteria,

then it needs to be mandatorily referred to the IOPC. The referrals have significantly added to the workloads of the caseworkers, who investigate those DSIs declared as local investigations, while also being the conduit between the force and the IOPC for those deemed to be independent.

Further courses are planned in the future including heads of PSD training, and investigator training courses; again, subject to the lifting of Covid restrictions.

In order to support the officer uplift programme and meet increased demand effectively, the FVU recruited additional staff in 2020/21. The staffing levels are now sufficient to meet current and anticipated future demand, with all new recruits in receipt of appropriate training. The FVU aims to complete all applications within 42 days of date of receipt. During the first two quarters of 2020/21, the average time to complete all applications fell by 52 per cent from 36 to 17 days. The average time to complete new RV applications fell by 39 per cent, from 58 to 35 days.

The Core-Vet system supports the unit in managing all vetting applications. Senior managers have autonomy to grant varying levels of access, which has enabled the development of a 'self-serve' facility for major stakeholders, reducing substantial administrative burdens on all sides. The annual system charge includes support from the supplier (WPC Software) and periodic system upgrades. The current version (4.17.3) does not have the capability to retrieve sufficiently detailed protected characteristic data to satisfy the requirements of the revised APP. WPC have recently developed a new version (V5) that accommodates retrieval of all required protected characteristic data. However, there are considerable disadvantages to adopting this latest version:

- The 'cloud-based' solution requires

additional annual expenditure of £12k.

- Any in-force solution will require new servers.
- V5 will not have an interface with PNC. South Yorkshire Police is one of only three forces to have this facility. Over a 10 month period last year, use of the interface saved 27 working days. Loss of the facility would have a significant adverse effect on the Vetting Unit's ability to satisfy demand.

Alternative solutions are under review.

The recent upgrade to the new Centurion version 7.0.0 which was necessary to ensure business continuity, in line with the new police integrity reforms is working effectively and staff are able to access the system remotely, allowing further enhanced business continuity when working away from the office. Testing of the 'workflow' tool within Centurion (an electronic document management and case management tool) will be tested in April 2021 to ensure the full benefits of the system are realised.

The department holds a unique position in force, being involved in the review and investigation of peers. Organisationally, PSD continue to support staff through the recruitment and training of welfare support officers, who provide support to staff while under investigation. It is not only recognised as paramount that there is strong organisational trust in the efficacy of the department, but the nature of the work can provide additional concern for the wellbeing of those within the department. There is an emphasis on continuous support to staff member's health and wellbeing across PSD, and the department holds regular wellbeing meetings.

The implications of the pandemic has necessitated the department finding new ways of working while ensuring business continuity. Due to the nature of the work

within PSD, the department cannot effectively ensure service delivery working from home, however, the team have attempted to identify smarter ways of working with the IT available to improve health and safety during the pandemic and staff wellbeing. An improvement in the facilities to support misconduct hearings has taken place, with new equipment being fitted, due to be completed in March 2021. Whereas the old equipment recorded hearings onto disc storage, which required changing every two hours, the new equipment records directly onto a hard drive, enabling the process to flow naturally. The new equipment has also been set up to allow for video in addition to audio recording, and a videoconferencing facility is also available in support of remote attendance.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

The Professional Standards Department is not currently under a business change review programme, but has a strong understanding of its demand picture to support internal structural review. Some areas have been supported with additional resources in 2020, and the future capacity and capability continues to be reviewed by the management team. The department also looks for innovation and effective practice improvements to streamline services wherever possible.

South Yorkshire Police was rated as 'outstanding' at tackling corruption in the latest HMICFRS PEEL inspection and PSD management are working hard to ensure that posts are embedded across the teams with appropriate skills and training needs met.

Such issues are understood and governed through the PSD QPR meeting with the deputy chief constable, as well as reported through the Independent Ethics Panel.

Once embedded, the Centurion upgrade will ensure the department has the capability to produce performance data for complaints and misconduct, which will support governance delivery across the organisation. Furthermore, the future ability to use the 'Workflow' tool will provide the ability to streamline many tasks, while significantly reducing the amount of paper files generated within the department. This is something that other forces around the country use as part of daily business.

The force will continue to hold itself to the scrutiny of its employees, and the Independent Ethics Panel for fair process and ethical decision-making. The Internal Ethics Committee, chaired by the head of Legal Services, provides a forum for officers and staff to raise issues of fairness or of an ethical nature. The number and variety of topics submitted by officers and staff across the force show a workforce positively engaged in ethical delivery, supported by a developing fairness and ethics portal housed on the force's intranet.

The Complaint Resolution Team (CRT) is now in place and is making a significant impact upon dealing with lower level dissatisfaction in a timely and consistent manner, reducing demand on front line supervisors who previously dealt with the majority of lower level cases. The continued effectiveness of the department balanced against current resources will be subject to continued review, and may be considered as an area of growth for the department moving forwards.

It is recognised that an increase in deployable frontline officers is expected to lead to

greater demand from public complaints, although there is some potential for the increased resources to have a positive impact in the future. At this stage therefore, there is an assumed impact on complaint recording and administrative functions, together with a need to provide education and training to staff across the organisation. The importance of ensuring action from lessons learned is acknowledged, and the department has recently been a key partner in ensuring the implementation of an organisational learning tracker. This will ensure accountability and ownership in respect of key points of required learning, which will feed into training and communication for officers, and can be subject to regular review. The unit also produces quarterly publications and meets with local PSD champions to support wider learning, and this proactivity will continue in 2021/22 with a long-term aim to reduce the volume of complaints received by the force.

Forthcoming demand resulting directly, and indirectly, from the Uplift Programme is known and quantifiable. The force vetting manager sits on the Special Project Board for Recruitment. Vetting managers will liaise regularly with POD and other major stakeholders to monitor performance and identify/plan for forthcoming issues; the unit works to agreed priorities, which allows flexibility to manage 'urgent' vetting requests.

Publication of the 'final draft' of the revised APP has prompted a comparative review of current working practices against the forthcoming required standard. This has resulted in an action schedule to ensure implementation of all necessary changes. Actions include:

1. Unconscious Bias Training - enquiries are ongoing with the training department and other forces regarding development and

45 <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/shining-a-light-on-betrayal-abuse-of-position-for-a-sexual-purpose/>

delivery of training.

2. Retrieving statistical information on protected characteristics - the Core-Vet system lacks the capability to retrieve statistical information in relation to all the categories agreed by the NPCC, and retain the important interface with PNC. Locally, the FVM is in discussions with POD to explore the possibility of obtaining the relevant data from recruitment applications.

The risks posed by the inability of Core-Vet to record and retrieve all categories of protected characteristic data will be mitigated by national efforts to upgrade the system and local efforts to obtain data from other sources. The revised APP recognises limitations exist in current systems and allows a period of adjustment, Para 4.1.6 states, *"This APP contains recommended monitoring categories. It is recognised that not all forces will be in a position to report on all these categories immediately. Where this is the case, forces should monitor against the categories they reasonably can and work towards full compliance with any National Standard that is developed as soon as practicable."*

3. Support and promote positive action in respect of all under-represented groups within the police service – recent analysis reveals apparent disparity between clearance refusals for White-British applicants in comparison to BAME applicants. A possible factor being considered is the actual wording of questions on the various vetting questionnaires. A full review of all questionnaires is underway with a view to standardising the format to remove any barrier this presents. Additionally to this, the FVM has written an explanatory contribution for posting on the recruiting web site. An abridged version will be included on the police officer recruit application form. A standard presentation

will be made available for delivery by VU staff during recruiting events.

The department is also going to undertake a review of the current 'Designated Post List' to ensure all posts / roles within the force attract the appropriate level of vetting clearance and aftercare.

The force continues to work with partners to proactively promote confidence in reporting and an internal piece of work has been identified for 2021 to understand emerging gender themes linked to ongoing support and delivery requirements. The force is keen to ensure it not only monitors recruitment and leavers' rationale against a transparent fairness agenda, but also throughout its processes around complaints and discipline, learning lessons and offering day-to-day support to officers in delivering an outstanding service to the public.

Being a specialist department, relevant training for staff was requested within the departmental training allocation bid, supporting those young in post, who also gain significant knowledge working alongside their more experienced colleagues.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The department's ambition is high, having achieved a great deal of success in supporting the professional and ethical accountability of the organisation, subject of recognition in the force's HMICFRS IPA inspection in 2019.

As outlined above, the new police integrity reforms will inevitably see a rise in recorded allegations. Furthermore, the increase in

workforce will inevitably affect the number of public complaints, conduct matters and training provision. Recruitment into posts in the intelligence team and vetting unit will support these areas in meeting the anticipated demands, and increase the department's proactive footprint across the organisation. There remains concern for the long-term resources within the complaints resolution team due to anticipated demands, but where possible this is mitigated through the actions outlined.

The actions resulting from the APP review will ensure protection for the force against security and reputational risk through adherence to revised standards and requirements, the work for which is in progress.

The recent increase in staff for the management team is considered vital to ensure consistency in decision making, particularly concerning legacy issues.

REGIONAL PROCUREMENT

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

Procurement has a key role to play in ensuring capital and revenue expenditure delivers maximum benefit, both in terms of commercial and sustainable service delivery. The regional team consists of procurement professionals who are category focused, and therefore best placed to support the force on commercial matters.

A category-based procurement pipeline has been developed and contains details of contracts expected to be re-procured, and new procurement projects that are due to be undertaken over the next two years. A senior representative from procurement sits on the Strategic Resourcing Board of each force to understand demand, and to ensure category strategies and forward plans are kept up to date for each area of spend.

Underpinning the regional approach are a suite of category strategies that have been developed and agreed with key stakeholders and customers. These enable the delivery of value for money, and offer support to operational policing requirements.

A structured approach to strategic procurement planning is in place that enables a full understanding of the type of procurement carried out, including associated value and risks, and recognises the importance of procurement in support of the delivery of organisational aims within the Plan on a Page and the overarching Police and Crime Plan.

The team is well established and viewed as one of the strongest in UK policing, and is certified as a centre of procurement excellence by the Chartered Institute of Procurement and Supply. This accreditation was successfully renewed in 2021, demonstrating the effectiveness of the team's service delivery.

The National Commercial Board (NCB) has developed a business case to transform commercial collaboration between all UK forces, and has subsequently created a new operating model for commercial and shared services through the establishment of an entity, Blue Light Commercial (BLC). The force is working proactively with BLC, seeking to raise the commercial capability of UK policing particularly for smaller forces who do not have the appropriate procurement expertise.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The four regional forces have collaborated to enable Regional Procurement to spend on their behalf, in excess of £250 million per annum on goods and services in compliance with internal contract standing orders, public contract regulations and associated statutes. The procurement team consists of 36 procurement professionals, routinely supporting around 600 internal customers. The full total of posts in the table below is inclusive of the staff posts within the supplies department stores.

Department	Post FTE	Strength FTE	Variance
Regional Procurement	65.75	35.5	-30.25

Table 11(15)

During 2020, BLC recruited ten secondees and four FTEs from the Regional Procurement Team. Seconded posts are in place for two years. A result of this was the transfer of a small amount of Regional Procurement activity in aviation and new vehicles to BLC. It is estimated that 10 per cent of workload and 25 per cent of team members were transferred to BLC. Subsequently, Regional Procurement has increased productivity, improved ways of working and created fit for purpose processes to maintain an excellent service, and a commitment to increase savings by 25 per cent in 2021/22. The recent renewal of the CIPS accreditation confirms the continued service standards have been maintained despite the changes.

Regional Procurement employs professionally qualified staff working within a Category Management Model. Staff within the

procurement team are encouraged to study for the Chartered Institute of Procurement & Supply (CIPS) Graduate Diploma. A training and financial package underpins this, which includes on the job mentoring, and is supported by the regional function. A structured training and development programme has been embedded, and is complemented by a career progression scheme. This approach is working to improve capability and competence of staff working within procurement, and is being widened to capture staff across each force who influence commercial activity.

Focus groups, involving all members of Regional Procurement and interested parties from YatH, as well as other forces, meet each week to discuss best practice, topical issues and future developments.

A training and development programme has specifically taken place for the leadership team and managers across the department. The aim of this approach is to develop positive interpersonal behaviours and people management skills, to maintain employee engagement and instil confidence, ownership and accountability. The training included enhanced commercial communication and influencing skills, effective use of time, attitude to pressure and stressful situations and effective delegation. There was also a focus on dealing with underperforming staff and an emphasis on coaching for improved performance.

The team includes a South Yorkshire Police wellbeing champion, and managers take responsibility for the welfare of their own teams. The force has a range of resources available, which are actively promoted and, where necessary, staff are signposted to more formalised support through the Occupational Health Unit.

The main assets required by the procurement

department relate to IT equipment, which is supplied and supported internally. The regional clothing store has a range of assets, including a vehicle, which is managed in line with the force's asset plans.

The function has been measured against the Government Commercial Operating Standards; this again is a first for policing. An overall assessment of 'Better' was achieved, placing the team in a higher position than the four other police regional functions that also participated. The force is in a strong position when compared to other public sector organisations.

The work for each force in the region has been allocated, and currently there are no backlog present. There has been an increase in collaboration between the four forces, which has resulted in fewer tender exercises. The team are able to manage current demand, and if demand increases, prioritisation is agreed with senior stakeholders. Productivity within the team is tracked and subject to continuous improvement initiatives. Quarterly management information and weekly performance dashboards are shared with the RP team and senior stakeholders.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

A management information team is an integral part of Regional Procurement, ensuring that both market and spend data from each force is interrogated and utilised to inform pipelines and associated resourcing. A dashboard of key performance indicators including savings, risks, STAs, contract management and return on investment for

stakeholder forces is produced, reviewed and published weekly. Integral to this perpetual performance review is also the ability to effectively analyse spend and risk of high value, or strategic goods and services, to facilitate effective collaboration with both internal and external partners, this in turn delivers best value for the organisation.

As outlined in Step 2, Regional Procurement has recently undertaken a programme of streamlining and improving processes to increase productivity and to provide an improved service to the forces. Initial output has resulted in procurement timelines being reduced by over 50 per cent and the number of stages involved in a project being reduced from four to three. This work continues into 2021/22.

Weekly focus groups are held across the unit attended by all staff members and key staff from other units within the force, to emphasise and embed changes to process and procedure within the unit and wider forces.

Framework contracts have been established within the estates category team to facilitate access to contractors delivering efficiencies on both time and cost.

The unit-wide commercial pipeline has been enhanced and developed to facilitate the effective allocation of resources to meet demand. A dynamic response within the stores function to manage the challenges of Covid, alongside the Uplift Programme, has enabled the stores unit to function in a safe, efficient and effective manner to meet the needs of the forces that utilise this function.

The work of BLC will seek to raise the commercial capability of UK policing, and Regional Procurement will proactively continue to support this in the coming years.

The force has begun a project to create

a central commercial services unit which will provide a forcewide <50k procurement capability, and a means to ensure compliance with contract standing orders. Regional Procurement is working closely with the Finance department on this project.

There is also an opportunity in 2021/22 for the regional function to work more closely with the other three forces in the North East to improve resilience, and exploit opportunities that will increase savings.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

In order to improve customer service and to manage workload with a reduced team capacity, Regional Procurement has undertaken a series of initiatives to substantially improve productivity and governance by:

- Significantly reducing the elapsed time of procurement processes.

- Revising and simplifying procurement procedures.
- Focusing on core activity.
- Emphasising deliverables, particularly savings and returns on funding investment for the four forces.
- Creating a new management team equipped with the information to improve decision making.
- Seeking to substantially reduce the numbers of process exceptions.

A weekly deliverables and risks dashboard is provided to representatives from the four forces, providing data on a series of key performance indicators. Currently all participating forces are forecasted to receive a positive return on funding investment, in this financial year, as well as receiving a fully compliant procurement service for expenditure >£50k per transaction.

The force is confident in meeting all demands in this area.

SUSTAINABILITY

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

South Yorkshire Police's commitment to embed sustainability throughout all of its activities, processes and operations is longstanding and much has been achieved to date:

- Implementation of hybrid and electric vehicles.

- Investment in renewable and low carbon energy technologies.
- Investment in effective waste management systems.
- Integration of sustainability within the force's procurement processes.

In June 2020, the new Sustainability Strategy was launched, supported by the Chief Constable and Police and Crime Commissioner. Prior to the launch event, over 200 people participated in the strategy engagement programme. This was delivered

via:

- Presentation and workshop at the force's organisational business day.
- Individual stakeholder consultation meetings with senior leaders to share the new approach and to reaffirm strategic level buy-in.
- A series of interactive staff workshops and presentations which aimed to educate and inform, encourage contribution and involvement, inspire and motivate and capture examples of existing best practice from across the force.
- Departmental management meeting presentations to develop relationships, share the strategy development process and raise awareness.
- Open consultation on the new draft strategy, inviting contributions and feedback from a range of stakeholders.

The strategy in itself will generate additional demand in supporting appropriate governance structures and embedding across the organisation, as well as generating a network of sustainability impact leads (SILs) to facilitate the achievement of the fourteen sustainability targets. Additionally it has been identified demands will increase in the following areas:

- Inclusion of social value
- The UN Sustainable Development Goals
- The Climate Emergency agenda
- Greater involvement with partners in the delivery of the force's strategy

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The force's sustainability manager works within the Estates and Facilities Management

department, with support from leads in each district and department. The capacity of the Sustainability Manager has been reviewed given the anticipated increase in demand.

A new dedicated post has been approved in the Facilities Management interim restructure in 2020/21 and will be in place shortly, with in-post training planned, within a Level 3 apprenticeship post.

There are no concerns with the current status of the workforce.

STEP 3: Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.

The Covid pandemic impacted on the capability of the organisation and team to focus on the strategy implementation in 2020, but the Sustainability Advisory Board will support the future delivery into 2021/22.

The intention is for the force organisational infrastructure (OI) process, which already manages the assurance of business and organisational delivery, to provide the platform to host the sustainability agenda. Each business area will be required to support a quarterly review of delivery, which will create a 'maturity scale' for delivery of sustainability within the workforce delivery in each area.

The increase in demand associated with the following four key developments in sustainability will be addressed by various means including:

1. The Inclusion of Social Value

The sustainability team will work closely with

Regional Procurement to ensure:

- Social value is further integrated into contracts.
- Positive contributions are delivered during contract duration on all relevant contracts.
- Social value is maximised within contracts and formally linked to operational policing activity.
- Social value impacts are monitored, managed, celebrated and reported where possible.

2. The UN Sustainable Development Goals

The goals are integrated within the strategy and the seven selected goals form the basis of the force's strategic priorities. The goals will therefore be embedded within all the work undertaken by the Sustainability Team and subsequently within sustainability reporting.

3. The Climate Emergency agenda

The force's ambitious climate action targets (detailed in the strategy) will require focus, effort and resources to be given to the climate emergency agenda (by implementing these targets as a priority force-wide work programme. Attendance at the South Yorkshire City Region Net Zero Partnership meetings and the national Emergency Services Environment and Sustainability Group meetings also ensure the force is involved with, and contributing to, the climate emergency agenda on a wider scale.

4. Greater involvement with partners in the delivery of the force strategy

The strategic targets around the partnerships for the goals will ensure the force is dedicating time to understand, capture and celebrate the excellent work done in collaboration and partnership with a plethora of organisations and groups.

Adopting a shared responsibility for sustainability across the force is firstly

paramount to the success of embedding sustainability, and secondly it is seen as critical due to the limited capacity within the sustainability function. To facilitate this, numerous mechanisms have been put in place to both manage the capacity of the sustainability team, and ensure effective engagement across the force. These include:

- **Prioritised action** - as the strategy is extensive in scope with 14 targets to achieve, priority will be given to those areas where there is a reduced amount of progress. There will be ongoing prioritisation undertaken by the sustainability team to focus effort in areas of high demand, and deliver the strategy as a whole.
- **Sustainability support sessions** - a programme of sustainability support sessions will be developed for sustainability impact leads (SILs) and other stakeholders to attend. These informal drop in sessions will provide guidance and support regarding the delivery of projects, or the development of sustainability ideas. This structured approach will maximise the efficiency of the sustainability team, as projects will only be dealt with in these sessions as opposed to supporting projects when they arise.
- **SILs network** - having a network of SILs who act as a point of contact for their district or department will improve the efficiency of communications as SILs will act as a conduit and disseminate information. The SILs will support the implementation of the strategy, integration of sustainability within their team and reporting, therefore reducing the need for the sustainability team to be heavily involved.
- **Provision of guidance** - in order to empower colleagues to understand sustainability and embed sustainability consideration within key processes

and their area of work, a number of key guidance documents are in development. These documents will reduce the requirement for the sustainability team to be involved as frequently.

- **Regular prioritisation/assessment of projects** - the role of the sustainability function involves inspiring, leading and catalysing action: capturing and celebrating achievements; gathering and collating evidence and reporting on progress. Delivery of projects is not a core function of the sustainability team, although certain high profile initiatives will be selected when capacity is available. Projects will be chosen because of their maximum impact and contribution to the targets.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The transition from sustainability being a laudable aim, to becoming daily business, has been an ongoing programme and will inevitably take time, as will upskilling the workforce to be sufficiently conversant with the strategy and suitably confident to assess the sustainability impacts associated with all areas of force activity. The spectrum will provide the support and the mechanism to assess progress; it will highlight areas where demand is greater than anticipated, and conversely where demand is effectively being met. The governance outlined in Step 3 will assist with monitoring progress and encouraging action to be taken in all areas of the force.

Any increased demand is anticipated to be met via the mechanisms outlined in step 3.



South Yorkshire
POLICE

Section 12 **Collaboration**

SUMMARY

The force has ambitious plans for the future; these necessitate it harnessing the skills, resources, data, powers and experience of others to meet its goal of outstanding service delivery.

The force introduced a new collaboration strategy in 2019, which focused on developing opportunities, service delivery and ongoing assurance. This included the implementation of a collaboration effectiveness framework which has been used to excellent effect in providing assurances to the force on the investment and return from collaborative enterprise, and ensuring the best level of service to the public. Those formal collaborations which the force identified were not providing an efficient service from the investment have since been improved or discontinued. The force now participates in fewer collaborations, but has a greater level of confidence about the formal arrangements that it does participate in.

The assessment of **GREEN** reflects that while not all arrangements have yet been assessed against the framework, those that have, including the larger collaborations provide good value, and are robustly assessed to ensure outstanding service delivery is achievable.

STEP 1: Establish the difference between current demand and the demand that you expect in the foreseeable future.

There is a governance framework in place which consists of the collaboration review board which is chaired by the deputy chief constable. The innovation and collaboration manager co-ordinates and drives the process of a collaboration review programme which is overseen by the board.

The force's current collaboration portfolio is exceptionally diverse, covering almost all operational and support portfolios, and involves dozens of different partners. The areas covered by collaborations are too broad to assess the overall trend for whether their demand will increase or decrease as an entirety. It is however clear that the demands in reviewing and supporting the collaborative efforts are expected to continue to the same if not increased levels in the next five years. The impending economic

downturn and anticipated funding reductions for many partner agencies may cause them to change their structures, which may create opportunities for necessary collaboration. The work for the force is to identify those opportunities which will support improved services for the public of South Yorkshire or maintain existing good service standards, with benefits of financial or asset based delivery.

The following three collaborations are key, in terms of absorbing the largest budgets:

- Information Systems Department, a collaboration with Humberside Police.
- Regional Scientific Support Services, a collaboration with the Yorkshire and Humber forces.
- Regional Organised Crime Unit (ROCU), a collaboration with the Yorkshire and Humber forces.

The force is conscious not to just assess based on the size of their budget and recognise some may have a disproportionate level of significance and risk associated. This is the case for the Legal Services collaboration with Humberside, which is regarded as a highly successful collaboration, but holds a comparatively small budget of under £1M.

STEP 2: Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.

The Collaboration Effectiveness Framework continues to be risk and significance based, and uses a series of seven key performance questions. The innovation & collaboration manager retaining independence from specific collaborations adds value to the scrutiny and assurance process in place. The force is realising benefit from ensuring all activity has a clearly identified and accountable lead at tactical, strategic and executive levels.

The seven key performance questions are based on:

- Performance
- Strategic alignment
- Benefits
- Financial management
- Governance and legal
- People and leadership
- Future opportunities

Under each question are a number of exploratory questions which support an evidence base within each area. From this, the collaboration is ultimately given a Red / Amber / Green assurance level.

The six other forces of the North East region have each committed to using the South Yorkshire Police framework to review regional collaboration. This covers a large amount of the forces collaborative investments. These arrangements help the force to implement recommendations as each force has committed to the same assurance assessment.

In 2020, the force has improved its assurance position on all of the thematic areas. For example, the force has improved the number of collaborations reaching its green assurance rating for performance from 20 per cent to 41 per cent, and for strategic alignment it has increased from 30 per cent to 47 per cent

The cycle of review has been delayed due to the need for the force to re-align its resources in support of Covid-related work, and this work is now expected be completed in 2021/22, at which point the cycle will then restart. The review process is designed to be prompt and timely, however time must be afforded to truly understand issues and implement changes. This often necessitates engagement and negotiation with a number of partners. A triage system is used, so that those collaborations which are of the most significance or appear to not be delivering the best service are prioritised for assessment.

The force has supported a significant contribution in officers, staff and finance to collaborations in the development, implementation and ongoing delivery within them. Since the last FMS update, further activity has been undertaken to support the assurances required:

- **Regional Collisions Investigation Unit** - this unit has been reviewed and was found to be an effective resource. It has been incorporated into the Regional Scientific Support Services and is now operating as business as usual.

- **Digital Forensics Unit** - this was a proposed collaboration but will now no longer be going ahead. All of the forces have decided to continue with individual units, which will service the specific needs of each force. Best practice and the sharing of knowledge will continue.
- **Joint Estates and Facilities Management** - this was a proposed collaboration with SYFR. It will no longer be going ahead due to each organisation having a different strategic ambition with how they wished these services to be run.
- **Joint Vehicle Fleet Management** – this is a collaboration with SYFR and is in its early stages but has already borne fruit, with the merging of a garage from both organisations into a single larger garage in Rotherham, bringing significant cost avoidance and reduced revenue costs.
- **Other collaborations with SYFR** - the force has explored other areas where it can collaborate with SYFR and has commenced some minor collaborations with them, around sharing Small Unmanned Aircraft capability and training facilities. There are no further significant areas of collaboration planned.
- **Other collaborations with Local Authorities** - a lot of work with local authorities is better regarded as joint working rather than collaborations. As described in *Section 4: Prevention and Deterrence*, many NPTs hope to become co-located with local authorities in the next twelve months. One area of collaboration is the formation of Safer Neighbourhood Services hubs. These have not been assessed through the Collaborations Effectiveness Framework yet but the force is currently doing so.

Risk management also plays a greater role in the assurance process, particularly around ensuring functions understand the long-term risks and challenges. Wellbeing is an important part of the collaboration review process and seeks to identify what policies, processes and mechanisms are in place to support the wellbeing of staff and officers. This is particularly important for those collaborations whose staff and officers are not covered under the force's wellbeing arrangements, such as regional teams led by another force.

Through this assessment process, the force has taken a decision to end the following collaborations:

- **Human Resources** - this was a collaboration with Humberside Police. The de-collaboration was complete by April 2020, and the People and Organisational Development department within the force is now responsible for all elements of human resources delivery.
- **Firearms Training** - a collaboration with Yorkshire and the Humber forces which finalised in March 2020.
- **North East Transformation Innovation Collaboration** - a collaboration with North Eastern forces which finalised in March 2021.

STEP 3: Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating. Describe the expected impact of the planned changes and how this will be monitored.

The force is not currently planning to enter into any significant new collaborations. This is not an indication the force does not see value in collaborating when necessary, it is simply the case that there are no new major opportunities which have not already been explored. The force intends to focus its efforts on maximising value from existing arrangements. Any further collaborative opportunities will be subject to the assessment process, and continued review of existing collaborations may result in further amendments to arrangements.

This process enables the force to have a degree of confidence that the remaining collaborations represent good value for public money and are likely to serve South Yorkshire well. Not all of the collaborations have yet been assessed against the framework but the ones which have are ones where there were concerns raised about their performance.

Some examples of collaborations which will be reviewed in the near future are:

- **Regional Procurement** – a collaboration with Yath forces. South Yorkshire Police is the lead force for the Regional Procurement arrangements, which has recently renewed its CIPS accreditation. This achievement shows how the service has continued to maintain a high quality service, despite significant legislation changes and the movement of staff to Blue Light Commercial. While this function was initially reviewed in 2018/19, it will shortly be reviewed again in light of the significant changes in the landscape in which it

operates.

- **Information Technology Department** – a collaboration with Humberside Police. This had been planned to be reviewed during 2020 but has not taken place due to the reviewing staff abstractions to support the pandemic. Additionally, IT has also been fully engaged with supporting the transition to agile working over the year and needed to be able to do this without engaging in a review process.
- **Safer Neighbourhood Services hubs** – a collaboration with the four local authorities. With the expansion of neighbourhood policing, the force is likely to see a significant increase in partnership working. As described in *Section 4: Prevention and Deterrence*, a number of NPTs are seeking to be co-located with partners such as the local authority. PVP departments and Local Referral Units (LRUs) are also frequently co-located with social care teams and NHS staff. This is an area in which the force expects to bolster and develop over the next two to three years.

STEP 4: Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

The force does not foresee any significant areas of unmet demand in the area of collaborations. Of the main areas which could be tackled through collaboration, the force is satisfied that it either has sufficient resources to deal with the demand itself, or it has already engaged in a collaboration. Areas where there remain some concerns are around more informal partnership working where the police service frequently finds itself being the service of last resort and needing to step in to alleviate emergencies which require the intervention of other services. Areas of mental health provision and social care are the dominant themes in these areas. The force continues to tackle these problems through local discussions with managers or through the strategic cooperation arrangements which are in place.



Our Plan on a Page

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 developing an outstanding police force, so that our communities can have trust, confidence and pride in us.

Tackling crime and antisocial behaviour

Protecting vulnerable people

Enabling fair treatment

What we have to deliver

Deliver outstanding 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



Further our detailed understanding of demand and match resources accordingly



Attract and manage our talent



Value our people



Continue to enhance our 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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